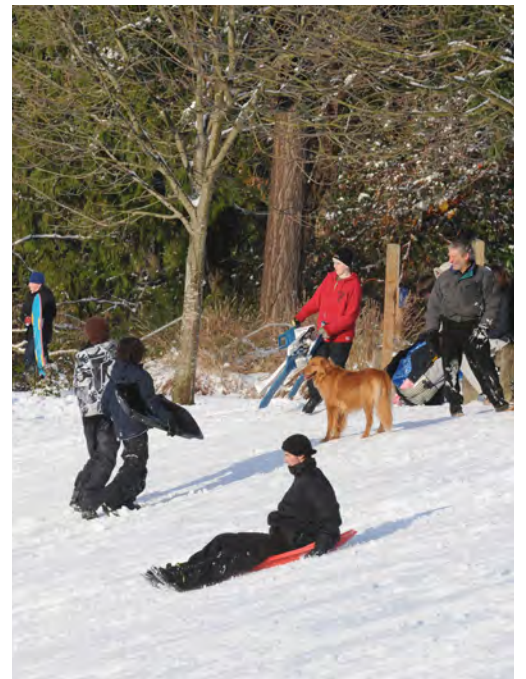
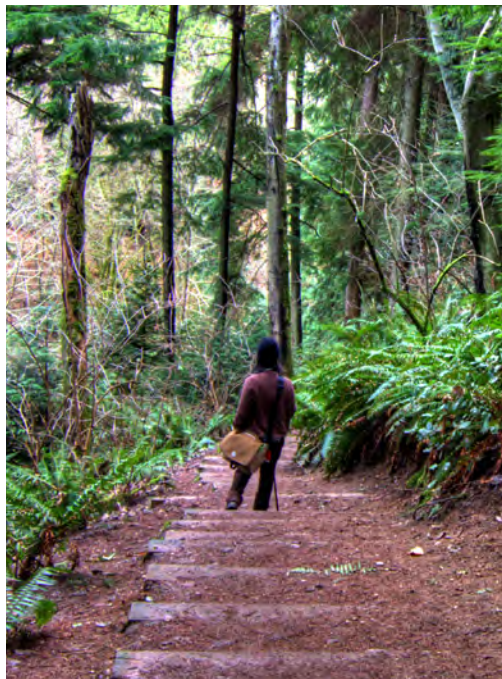




2021-2022 ADOPTED BIENNIAL BUDGET 2021-2026 CAPITAL IMPROVEMENT PLAN



CITY OF SHORELINE, WASHINGTON



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WASHINGTON

2021-2022 Adopted Biennial Budget

Will Hall, Mayor

Keith Scully, Deputy Mayor

Susan Chang, Councilmember

Doris McConnell, Councilmember

Keith McGlashan, Councilmember

Chris Roberts, Councilmember

Betsy Robertson, Councilmember

Debbie Tarry, City Manager

Sara S. Lane, Administrative Services Director

Prepared by the Administrative Services Department's Budget & Tax Office

For the Biennium January 1, 2021 – December 31, 2022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Shoreline
Washington**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director



2021-2022 ADOPTED BIENNIAL BUDGET

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INTRODUCTION



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READER'S GUIDE TO THE BUDGET

The City of Shoreline must adopt a balanced budget every even year for the upcoming biennium. To be prudent a city may decide to place some of its resources each year into reserves to cover future emergencies or unanticipated opportunities. Beyond these basic guidelines, budgets for cities are quite complex. Much of this complexity is created to allow for proper accounting and tracking techniques as required by state law and governmental accounting practices. Cities draw their revenues from a wide variety of sources, divide their expenditures into separate funds and allocate their program expenditures in ways that serve the special needs of municipal services. This Reader's Guide is being provided to make the City's budget more understandable and useable for the reader.

Organization of this Document

This budget document contains legally required budget information, descriptive background information and various illustrative graphs and tables that will be helpful to the readers' understanding. It is organized into seven sections to facilitate the reader's understanding of the City's budget and to help the reader to find information regarding the city and its budget. Those seven sections are: Introduction, Transmittal Letter, Executive Summary, Budget by Department, Budget by Fund, Capital Improvement Program, and Appendix.

Introduction: This section is designed to introduce the reader to the City of Shoreline and its budget process. It includes the following:

- ◆ Table of Contents
- ◆ Reader's Guide
- ◆ City Organization Chart
- ◆ Shoreline Community Profile
- ◆ Budget Procedures and Process
- ◆ Budget Calendar
- ◆ General Budget Policies

Transmittal Letter: This section includes the City Manager's budget message to the City Council and the latest edition of the City Council Goals and Workplan.

Executive Summary: This section provides a high level view of the biennial budget, an in depth look at the City's revenue sources, projected fund balances, and information about the City's debt. It includes the following:

- ◆ 10 Year Financial Sustainability Plan Update
- ◆ 10 Year Financial Sustainability Model Operating Budget Forecast
- ◆ Budget Highlights
- ◆ Department / Fund Overview
- ◆ FTE Summary
- ◆ City Budget Summary
- ◆ All Funds Resources / Expense Summary
- ◆ Revenue Sources
- ◆ Ending Fund Balances
- ◆ Change in Ending Fund Balances
- ◆ Municipal Debt Capacity, City Long Term Debt, and City Debt Policy

Department Budgets:

- ◆ Mission Statement
- ◆ Organizational Chart
- ◆ Historical Comparison of Total Expenditures and Full-time Equivalents (FTE's)
- ◆ Staffing Summary by Program and Position
- ◆ Current Budget's Accomplishments
- ◆ Next Budget's Key Department Objectives
- ◆ Historical Comparison by Program
- ◆ Historical Comparison by Fund
- ◆ Historical Comparison by Expenditure/Revenue Type
- ◆ Budget Changes
- ◆ Program Performance Measures

Budget by Fund: This section exhibits the financial condition and provides a historical comparison of each fund. It includes:

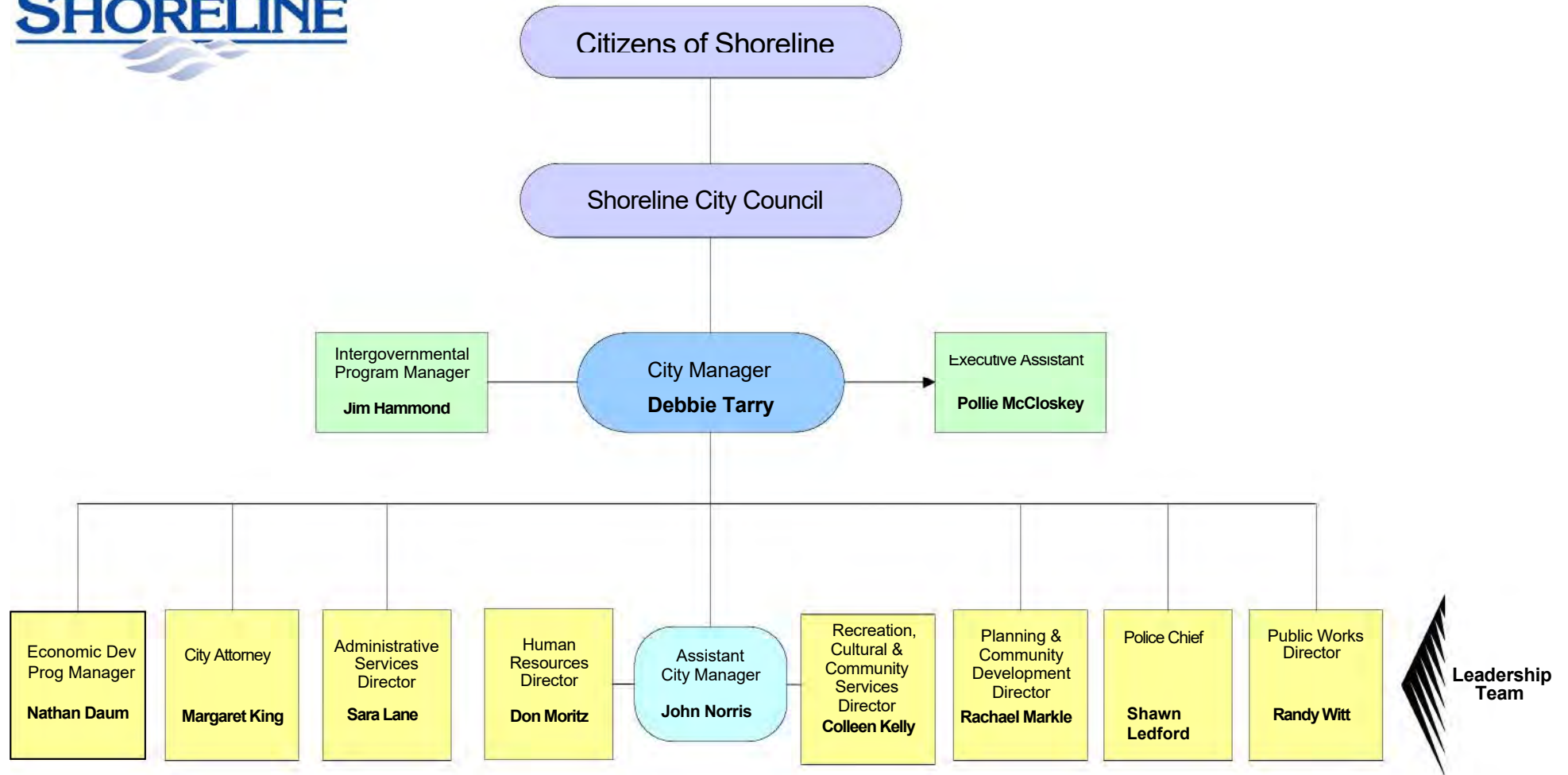
- ◆ City Fund Structure
- ◆ All Funds Historical Revenue/Expenditure Summary
- ◆ Fund Summaries

Capital Improvement Program: This section identifies the multi-year plan for the four Capital Funds; General Capital (improvements to Parks and Facilities), City Facilities-Major Maintenance (ongoing maintenance of major facilities), Roads Capital (street, sidewalk, and traffic improvements), and Surface Water Utility (drainage improvements). This section includes:

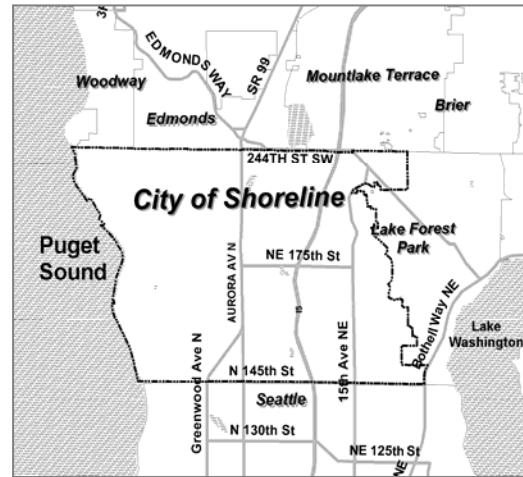
- ◆ Reader's Guide to the Capital Improvement Plan
- ◆ Impacts of Growth Management
- ◆ Capital Planning, Programming and Budget System
- ◆ Capital Improvement Fund Descriptions
- ◆ Capital Budget Criteria
- ◆ Advantages of Capital Planning
- ◆ Capital Improvement Program Plan Policies
- ◆ Steps in the Capital Improvement Process
- ◆ Project Phase Definitions
- ◆ Capital Project Criteria
- ◆ Six-Year CIP Expenditures and Resources by Category
- ◆ Six-Year Capital Program Summary
- ◆ Impact of CIP on Operating Budgets
- ◆ Six-Year CIP Expenditures and Resources by Fund
- ◆ Project Detail

Appendix: This section includes:

- ◆ Financial Policies
- ◆ Salary Tables
- ◆ Budgeted Positions and FTEs
- ◆ Fee Schedules
- ◆ Resource and Expenditure Detail
- ◆ Expenditure Categories
- ◆ Glossary of Budget Terms



SHORELINE COMMUNITY PROFILE



The City of Shoreline is located in the northwestern corner of King County along the shores of Puget Sound. Shoreline is generally bounded by the City of Lake Forest Park to the east, the City of Seattle to the south, Puget Sound to the west, and Snohomish County to the north (including the Cities of Mountlake Terrace and Edmonds, and the Town of Woodway).

The City of Shoreline was incorporated on August 31, 1995, and operates as a Council/Manager form of government. The Council is comprised of seven members, elected at large by citizens of Shoreline. They are part-time officials who exercise the legislative powers of the City and determine matters of policy.

The Mayor is a council member selected by the Council to chair meetings, authenticate documents and serves as the City’s ceremonial head. The Council is supported by various advisory boards and commissions. The Council appoints a full-time City Manager who serves as the professional administrator of the organization, coordinating day-to-day activities.

DEMOGRAPHICS	
Population**	56,980
Male/Female#	47.8%/52.2%
Median Age#	42.1
% under 21#	21.4%
Educational Attainment (population 25 yrs. and over):	
High school degree or higher#	92.6%
Bachelor’s degree or higher#	48.0%
Households#	21,160
Housing Units#	22,918
Owner Occupied Housing Units#	63.9%
Median Value of Unit#	\$452,100
Median Household Income#	\$80,489
Per Capita Income#	\$40,778
Families in Poverty#	4.0%

SHORELINE AT A GLANCE	
Elevation (average)	375 feet
Highest Elevation	536 feet
Land Area	7,500 acres (11.7 sq.mi.)
Miles of City Streets*	191
City Retail Sales Tax	10.2%
City Employees (FTE)	190.575
Assessed Valuation**	11,637,183,574

*Includes 36 mi. arterials, 4 mi. state roads, 3 mi. Interstate and 148 mi. residential streets

** Projected at time of publication

** WA State Office of Financial Management April 2020 estimate

U.S. Census Bureau, 2018 American Community Survey 5-Year Estimates

Shoreline Yesterday:

Before 1900: The area which is now Shoreline was once forested with deep woods, pockets of meadows, and bog areas. The area provided rich fishing, hunting, and gathering opportunities for local Native Americans, who occupied permanent settlements along Lake Washington, and temporary camps on Puget Sound. Homesteaders began arriving in the area in the 1880's, following the loggers and mill owners who had earlier set up operations along the waterways. Farmers cleared the fields and built modest homes. Richmond Beach is the site of the first village in the area. Located on the new Great Northern railroad line running along Puget Sound, this area gained its identity in 1890. By the turn of the 20th century, numerous businesses were clustered around Market Street, now known as N.W. 195th Place.



Early 1900s until World War I: By the early 1900s an additional community had developed up the hill known as the Richmond Highlands centered at the current intersection of Aurora and 185th. The Interurban Railroad increased access to the area upon its opening from Seattle to Halls Lake in 1906. The next year the Great Northern railroad depot opened, providing additional transportation facilities to the area. Around 1910, the Seattle Golf Club and the Highlands were established, and Greenwood, or Country Club Road, as it was known then, was the only good road into Seattle.

The Interurban was completed to Everett that year, causing more development along its line, particularly in the Ronald area, located roughly along 175th. The North Trunk Road, now known as Aurora or highway 99, was bricked in 1914 and became the primary automobile corridor in the area.

Between World War I and World War II: In the 1920s, 30s and 40s residential development continued. The area that became known as North City developed in the late 1920s along 15th Ave. N.E., and Lago Vista was also developed during this period with its own clubhouse. During this time, the North Trunk Road was upgraded and became known as Aurora, and was designated as Highway 99 in 1930. Aurora served as the emerging center of commerce and by the mid-'20s was home to numerous businesses and roadhouses. Innis Arden was developed by the Boeing Family, and became a prime residential community in the 1940s.

Following World War II: The area which is now Shoreline experienced tremendous growth after World War II as the suburban lifestyle grew in popularity. The Shoreline School District was established in 1944, and in response to the growth, Shoreline High School was built in 1955. Shoreline Community College was founded in 1963 and the I-5 freeway was opened the next year. Commercial development thrived along Aurora in the mid-'60s with the opening of Aurora Village and Sears.

Through the 60s, 70s and 80s the community continued to grow. Additional parks and schools were developed including Shorewood and Shorecrest High Schools, and changes were made to reflect the needs of the community. Shoreline High became the Shoreline Center, and a site that had once been considered for a high school to be called Shoreview High became Shoreview Park. Richmond Beach Park, Hamlin Park, and Ronald Bog Park were significant additions to the Parks system in the area.

In January of 1992, a citizen effort called “Vision Shoreline” organized to promote incorporation of Shoreline as a city. In September of 1994, the incorporation of Shoreline was approved by an overwhelming majority of voters. Following the election, a “Transition Team” was formed to organize the incorporation effort. This effort was successful and Shoreline officially incorporated on August 31, 1995.

Shoreline Today:

Over the years, Shoreline has become a community distinguished by strong neighborhoods, excellent schools and parks. According to the Census 2010, Shoreline is home to 53,007. The State Office of Financial Management has estimated the 2020 population to be 56,980. The City is now substantially developed with less than 1% of its total area (about 12 square miles) remaining vacant or undeveloped. Shoreline is primarily residential in character and over 70% of the households are single-family homes. Commercial development stretches along Aurora Avenue with other neighborhood centers located at intersections of primary arterials such as N. 175th Street at 15th Avenue N.E. and N. 185th Street at 8th Avenue N.W. There is limited industrial development. There is a substantial number of institutional, public or tax exempt uses, including cemeteries, schools, public services and churches. Significant lands are devoted to open space, including regional parks, the Boeing creek ravine, and the Seattle Golf Course.

Shorelines:

The City of Shoreline has several shorelines totaling 3.4 miles. Puget Sound, the primary shoreline, extends the length of the western edge of the City. It is the City’s only shoreline of statewide significance, as defined by the Washington State Shorelines Management Act. The City regulates these shorelines as a part of the Comprehensive Plan process. Designations are intended to reflect the character of land adjacent to the shorelines and guide and regulate development in these areas. The Washington State Department of Ecology reaffirms regulations, as determined by local governments, for shorelines of statewide significance.

In addition, the City has several lakes and ponds including Echo Lake, Ronald Bog and Twin Ponds. Finally, there are several creeks and streams that run through Shoreline. City regulations may also be set for these shorelines. The State does not have to affirm these regulations, but our regulations need to be consistent with State laws.

Neighborhoods:

Upon incorporation, the City supported the concept of neighborhood organizations. Fourteen neighborhoods are recognized by the City. The following is a short description of each neighborhood.

Ballinger. This area was annexed into the City of Shoreline in two sections A-3 in 1998 and A-2 in 1999. This area is east of I-5, south of NE 205th St (north City limit), west of 30th Ave NE (east City limit) and generally north of NE 195th Street.

Briarcrest. The area commonly referred to as Briarcrest (or Annexation Area B) was annexed into the City of Shoreline in February of 1997. This area is east of the Ridgcrest neighborhood and extends to the western City limits of Lake Forest Park.

Echo Lake: Echo Lake Park is the natural landmark of this neighborhood located on the northern edge of the City and bounded by Aurora Avenue, N.E. 185th Street and I-5.

Highland Terrace: This neighborhood is located just to the east of the Highlands neighborhood and Shoreline Community College. It is also bounded by the Seattle Golf Club, Westminster Way and Aurora Avenue.

Hillwood: The Hillwood community is located along the northern edge of the City between Aurora Avenue and the Richmond Beach neighborhood, north of N. 185th Street and N.W. Richmond Beach Road and south of N.W. 205th Street.

Innis Arden: This neighborhood was developed in the 1940s and the neighborhood organization has been in existence since that time. Bordered in part by Shoreview Park, it is located on the western edge of the City along Puget Sound.

Meridian Park: Meridian Park contains portions of the historic Ronald community dating back to the early 1900s. It is located at the core of Shoreline and is bounded by N.E. 185th Street, I-5, N. 160th Street and Aurora Avenue.

North City: Founded around the late 1930s and early 1940s, this neighborhood is located in the northeastern portion of Shoreline and is bounded by I-5, N.E. 195th Street on the north and the eastern edge of the City.

Parkwood: Parkwood is located along the southern edge of the City between Aurora Avenue and I-5. This neighborhood dates back to the early 1900s.

Richmond Beach: This area was settled in the late 1800s and is located in the Northwest corner of the City along Puget Sound.

Richmond Highlands: The Richmond Highlands neighborhood was first settled around the turn of the 20th century. Bordered by N. 185th Street, Aurora Avenue, N. 165th Street and the Innis Arden neighborhood, the area is located in the core of Shoreline.

Ridgecrest: Ridgecrest started developing around the end of World War II and is located in the southeastern section of the City. It is bordered by I-5, N.E. 15th Street, N.E. 175th Street and N.E. 145th Street.

The Highlands: Designed by the Olmsted Brothers, this neighborhood dates back to 1910. It is located overlooking Puget Sound on the western edge of the City.

Westminster Triangle: This area is located at the southern gateway to the City along Westminster Way and Aurora Avenue.

Commercial Areas:

The Aurora Corridor is a major north-south state route (Highway 99) corridor that runs through Shoreline. Highway 99 is one of three north-south state routes in the region and is also the primary non-freeway transportation corridor in the City of Shoreline.

The Aurora Avenue corridor has been primarily a commercial strip for thirty years, containing a wide variety of retail and service uses serving local and regional markets. Office uses are

scattered throughout the corridor while residential uses (e.g. apartments, condos, and small pockets of single-family homes) are limited to the areas along or near Aurora Avenue.

A number of institutional uses, public uses and government uses are located in or near the Aurora Corridor. These uses include Shoreline City Hall, Shoreline Community College, CRISTA Schools, the fire station, Ronald Wastewater District, Shoreline Historical Museum, Washington State Department of Transportation, and METRO facilities (e.g. bus transfer center, park and ride lot).

Other commercial areas include North City, Ridgecrest, Ballinger and Richmond Beach. The North City business district is located on 15th Avenue N.E. between N. 170th and N. 185th Streets. This district serves the local community and neighboring communities. The Hillwood/Richmond Beach commercial area is located on N.W. 185th Street and extends to the east and west of 8th Avenue N.W. It serves the City's northwest neighborhoods including Hillwood, Richmond Beach, Richmond Highlands, and Innis Arden. The Ridgecrest Business District is located at 145th Avenue N.E. between 15th Avenue and Lake City Way N.E. It serves the City's southeast neighborhoods including Ridgecrest and Briarcrest. The Ballinger commercial district is located along Ballinger Way to the east of where it intersects Interstate 5.

Community Institutions:

Located on an 80-acre site on 15th Avenue N.E. and N.E. 155th Street, the Fircrest Campus is Shoreline's largest public institution. It is owned by several state agencies that administer the site (in part as trust lands) for the State of Washington. Presently, the Fircrest Residential Habilitation Center, located on the campus, is home to approximately 200 developmentally disabled citizens and is run by the Department of Social and Health Services (DSHS). The Washington State Department of Health Laboratories is also located on the Fircrest Campus.

The City also has a significant number of private institutions including the Northwest School for Hearing Impaired Children, Shoreline Center, CRISTA Ministries, Food Lifeline (the wholesale distributor of food to the food banks), as well as several private elementary and secondary schools, churches and other religious facilities, group homes and cemeteries.

Employment:

Approximately 26,798 jobs existed with city limits according to the 2010 U.S. Census. Most of these jobs are located along Aurora Avenue; however, other employment clusters include the Shoreline Community College, the Fircrest Campus and neighborhood business centers in North City, Richmond Village, 5th Avenue N.E. and N.E. 165th Street, and 15th Avenue N.E. and N.E. 145th Street.

Major employers within the community include:

- CRISTA Ministries
- Costco
- Fred Meyer
- Home Depot
- Northwest Security
- City of Shoreline
- Shoreline School District
- Shoreline Community College
- State Department of Transportation
- Fircrest Residential Habilitation Center
- International Community Health Services (ICHS)

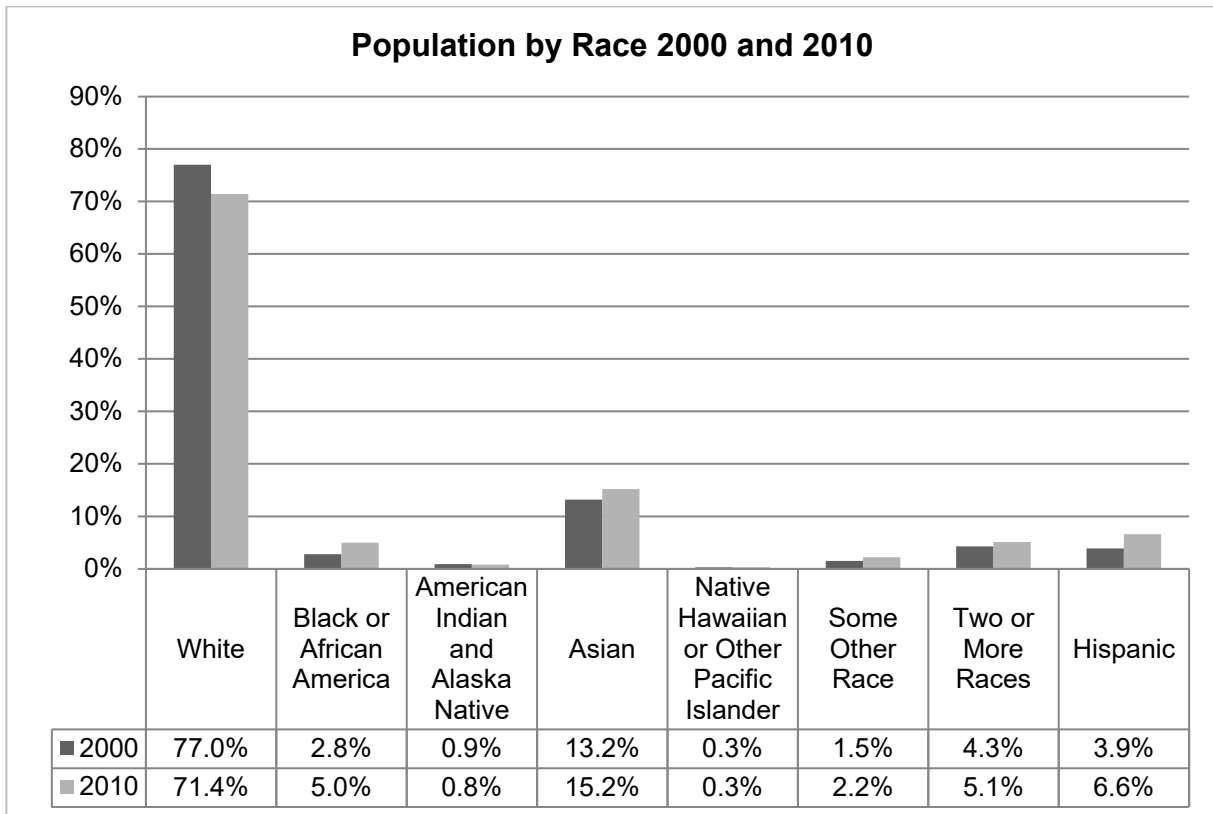
According to the U.S. Census Bureau 2010-2014 American Community Survey 5-Year Estimates, 27,389 City residents over age 16 were employed in the region, most in the management and professional sector (44.5%), followed by sales and office occupations (22.1%), service occupations (17.8%), production and transportation occupations (9.0%), and construction and maintenance occupations (6.5%).

Demographics:

EDUCATIONAL ATTAINMENT		
<i>Population (25 years and over): 38,574</i>		
Less than 9th grade	1,400	3.5%
9th-12th grade, no diploma	2,001	5.0%
High school grad. (incl. equiv.)	6,609	16.6%
Some college, no degree	8,721	21.9%
Associate's degree	3,851	9.7%
Bachelor's degree	10,951	27.5%
Grad. or professional degree	6,232	15.7%

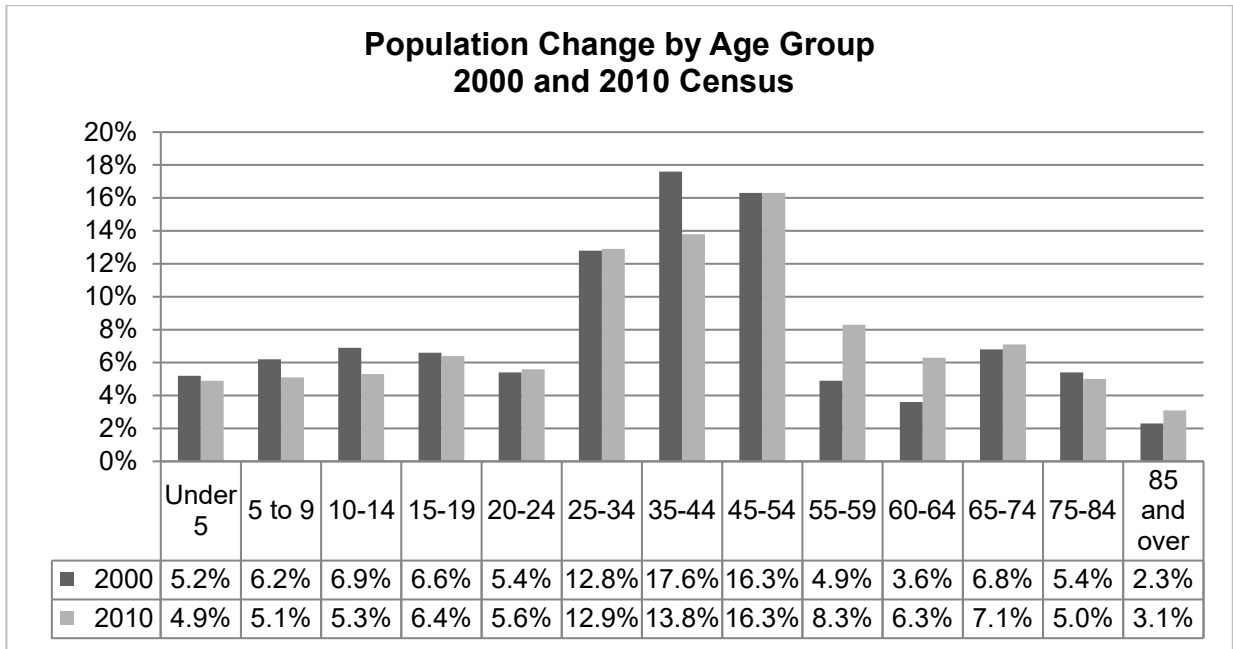
HOUSING: UNITS IN STRUCTURE		
<i>Total housing units: 22,270</i>		
Single family, detached	14,607	65.6%
Single family, attached	960	4.3%
2 units	544	2.4%
3 or 4 units	811	3.6%
5 to 9 units	1,083	4.9%
10 to 19 units	1,045	4.7%
20 or more units	3,117	14.0%
Mobile home	140	0.6%
Boat, RV, van, etc.	39	0.2%

Source: 2010-2014 American Community Survey



The median age of Shoreline residents increased from 39.3 years in 2000 to 42.1 years in 2010. The under 18 population declined by 15% and the adult age population (18 and older)

increased 4.3%. Slightly over 30% of the total population was born between 1946 and 1964. As the chart below indicates, the largest drop in population is the 35-44 age range and the largest growth is the 55-64 age range.



COMMUNITY SERVICES

Police Services

- ◆ Shoreline Police Department (Contracted from King County Sheriff's Office)
- ◆ Shoreline Police Station

Fire Services

- ◆ Shoreline Fire District #4
- ◆ Fire District Headquarters/Station 61
- ◆ Fire Station 63
- ◆ Fire Station 64
- ◆ Fire Station 65

Court Services

- ◆ King County District Court – Shoreline Division

Recreation Facilities

- ◆ Richmond Highlands Recreation Center
- ◆ Shoreline Pool
- ◆ Spartan Recreation Center
- ◆ Annex Teen Center

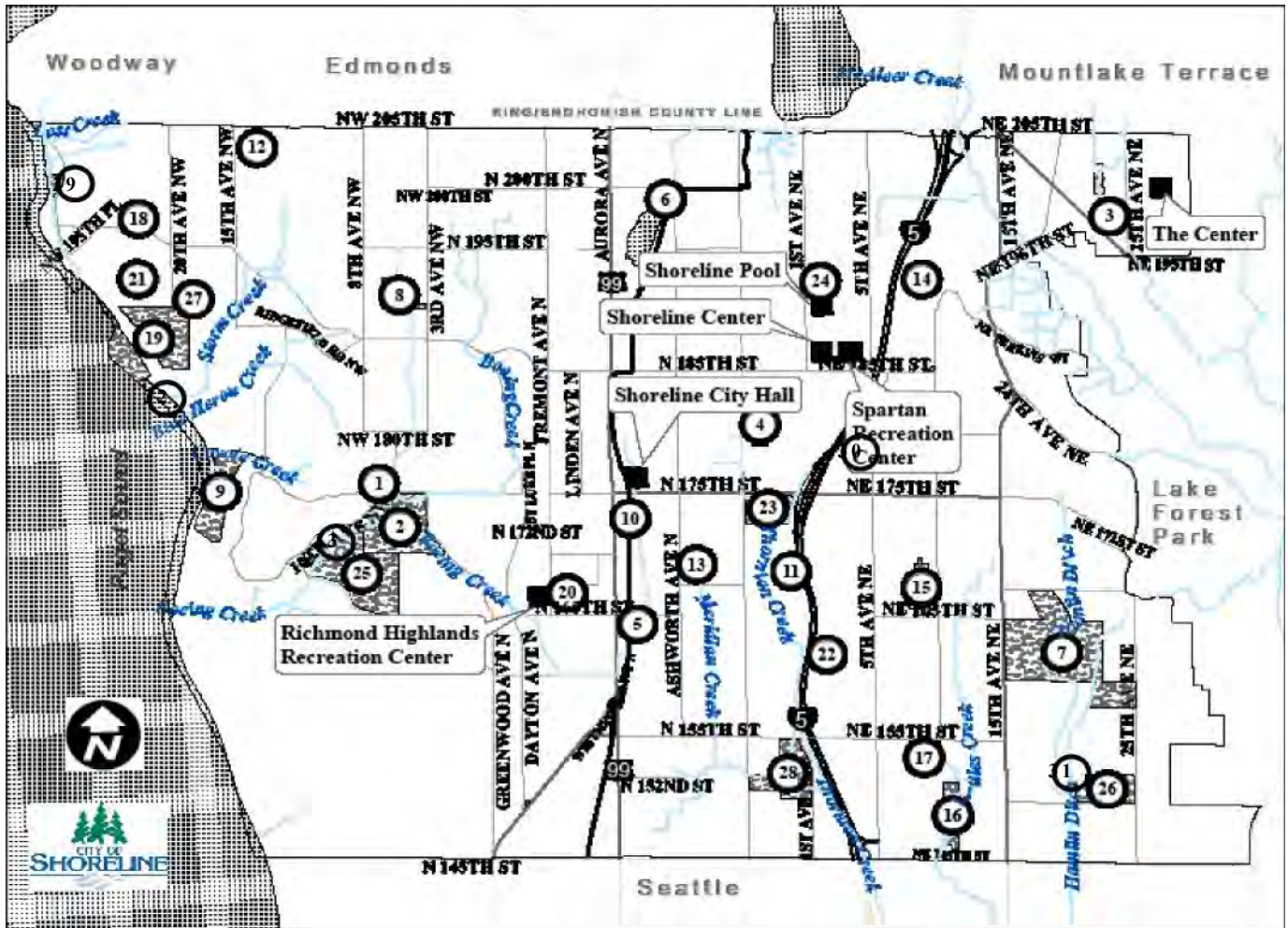
Library Services

- ◆ King County Library District
- ◆ Shoreline Library
- ◆ Richmond Beach Library

Utility Services Provided by

- ◆ Cable: Comcast, Frontier
- ◆ Electricity: Seattle City Light
- ◆ Garbage/Recycling: Recology CleanScapes
- ◆ Natural Gas: Puget Sound Energy
- ◆ Sewer: City of Shoreline
- ◆ Water: Seattle Public Utilities, North City Water District
- ◆ Telephone/Cellular: Various
- ◆ Stormwater: City of Shoreline

SHORELINE PARKS & PROGRAM FACILITIES



- | | |
|---|--|
| 1 Boeing Creek Open Space - 601 NW 175th St | 18 Richmond Beach Community Park - 2201 NW 197th St |
| 2 Boeing Creek Park - 17229 3rd Ave NW | 19 Richmond Beach Saltwater Park - 2021 NW 190th S |
| 3 Brugger's Bog Park - 19553 25th Ave NE | 20 Richmond Highlands Park - 16554 Fremont Ave N |
| 4 Cromwell Park - 18009 Corliss Ave N | 21 Richmond Reserve Open Space - 19101 22nd Ave NW |
| 5 Darnell Park - 1125 N 165th St | 22 Ridgecrest Park - 108 NE 161st St |
| 6 Echo Lake Park - 1521 N 200th St | 23 Ronald Bog Park - 2301 N 175th St |
| 7 Hamlin Park - 16006 15th Ave NE | 24 Shoreline Park/Pool - 19030 1st Ave NE |
| 8 Hillwood Park - 19001 3rd Ave NW | 25 Shoreview Park - 700 NW Innis Arden Way |
| 9 Innis Arden Reserve - 17601 14th Ave NW | 26 South Woods - NE 150th St & 25th Ave NE |
| 10 Interurban Trail - N 145th St to N 205th St | 27 Strandberg Reserve - 19101 17th Ave NW |
| 11 James Keough Park - 2301 N 167th St | 28 Twin Ponds Park - 15401 1st Ave NE |
| 12 Kruckeberg Gardens - 20312 15th Ave W | 29 Kayu Kayu Ac Park - 19911 Richmond Beach Dr. NW |
| 13 Meridian Park Open Space - 16765 Wallingford Ave N | 30 Sunset School Park - 17800 10TH AVE NE |
| 14 North City Park - 19201 10th Ave NE | 31 Eastside Off-leash Dog Area - 1902 NE 150TH ST |
| 15 Northcrest Park - 827 NE 170th St | 32 RBSP Seasonal Off-leash Dog Area (open 11/1-3/15) |
| 16 Paramount Open Space - 946 NE 147th St | 33 Shoreview Off-leash Dog Area - 320 Innis Arden WY |
| 17 Paramount School Park - 15300 8th Ave NE | |

City of Shoreline Park Amenities

Parks and recreation facilities are available for use by the public whenever possible. Special use permits or scheduling the use of facilities is required for any community, special or private event involving more than routine use of a park or facility.

Facilities can be reserved by calling (206) 801-2600.

Please note the following:

- Park hours are dawn to dusk.
- Opening and/or consumption of alcoholic beverages in Shoreline parks is prohibited.
- Pets must be on leashes in all Shoreline parks except where posted. Pets not permitted on turf fields, tennis courts, playgrounds or in any building unless specifically permitted by posting.
- Trails are open to all non-motorized users with the exception of motorized wheelchairs, unless otherwise designated and posted.

		BASEBALL/SOFTBALL	BASKETBALL	(X) FORMAL GARDEN (*)PEAPATCH	HANDBALL	HORSESHOE PIT	OPEN SPACE/NATURAL AREA	OPEN WATER ACCESS	PICNIC AREAS	PLAYGROUND	PUBLIC ART	(X) RESTROOM (^) SANI-CAN	SKATE PARK	SOCCER	TENNIS	TRAILS
1	Boeing Creek Open Space – 601 NW 175TH ST						x									x
2	Boeing Creek Park – 17229 3RD AVE NW						x		x							x
3	Brugger’s Bog Park – 19533 25TH AVE NE								x	x						x
4	Cromwell Park – 18030 Meridian AVE N	x	x				x		x	x	x	x		x		x
5	Darnell Park – 1125 N 165TH ST						x									x
6	Echo Lake Park – 1521 N 200TH ST							x	x		x	x				x
7	Hamlin Park – 16006 15TH AVE NE	x				x	x		x	x	x	x				x
8	Hillwood Park – 19001 3RD AVE NW	x				x			x	x		x		x	x	
9	Innis Arden Reserve Open Space – 17701 15TH AVE NW						x									x
10	Interurban Trail – Adjacent to Aurora AVE N (145TH & 205TH ST)										x					x
11	James Keough Park – 2350 N 167TH ST		x							x				x		
12	Kruckeberg Botanic Garden – 20312 15th AVE NW			x					x		x	x				x
13	Meridian Park Open Space – 16765 Wallingford AVE N						x		x							x
14	North City Park – 19201 10TH AVE NE						x									x
15	Northcrest Park – 827 NE 170TH ST						x			x						x
16	Paramount Open Space – 946 NE 146TH ST						x									x
17	Paramount School Park – 15300 8TH AVE NE	x							x	x		x	x	x		x
18	Richmond Beach Community Park – 2201 NW 197TH ST								x	x		^		x	x	x
19	Richmond Beach Saltwater Park – 2021 NW 190TH ST						x	x	x	x	x	x				x
20	Richmond Highlands Park – 16554 Fremont AVE N	x							x	x		x		x		
21	Richmond Reserve Open Space – 19101 22ND AVE NW						x									
22	Ridgecrest Park – 108 NW 161ST ST	x			x							^				
23	Ronald Bog Park – 2301 N 175TH ST			x			x		x		x					x
24	Shoreline Park – 19030 1ST AVE NE								x	x	x	x		x	x	x
25	Shoreview Park – 700 NW Innis Arden WY	x					x		x	x		x		x	x	x
26	South Woods – 2210 NW 150TH ST						x									x
27	Strandberg Preserve Open Space – 19101 17TH AVE NW						x									x
28	Twin Ponds Park – 15401 1ST AVE NE			x	x		x		x	x		x		x	x	x
29	Kayu Kayu Ac Park – 19911 Richmond Beach DR NW								x	x	x	x				x
30	Sunset School Park – 17800 10TH AVE NE	x	x						x	x		^				x
31	Eastside Off-leash Dog Area – 1902 NE 150TH ST											^				
32	RBSP Seasonal Off-leash Dog Area (open 11/1-3/15)							x				x				
33	Shoreview Off-leash Dog Area – 320 Innis Arden WY											^				

**City of Shoreline
2021-2022 Biennial Budget Calendar**

BUDGET PROCESS DESCRIPTION	Feb.	Mar.	Apr.	May	Jun.	July	Aug.	Sep.	Oct.	Nov.
Carryover Process Begins										
Council Planning Retreat										
CIP Project Updates by Project Managers										
Update of CIP and 10 Year Financial Sustainability Plan Provide to Council										
Administrative Services Department (ASD) Develops Initial 2021-2022 Revenue Forecast										
ASD Staff Provides Budget Training Session and Delivers Base Budget Targets										
Departments Submit Current Year-End Projections, Base Budget Requests, and Budget Change Proposals										
Project Managers Finalize CIP Project Updates and Requests for New Projects										
ASD Reviews New CIP Project Requests and Potential CIP Funding Sources										
ASD Updates Current Year-End Revenue Estimates										
ASD Reviews Department Requests for Funding and Meets with Each Department										
CIP Coordination Team Reviews CIP										
City Manager Meets with Department Staff to Review Budget Proposals and the CIP										
Leadership Team Reviews and Ranks Supplemental Requests										
City Manager finalizes the Proposed CIP										
City Manager finalizes Preliminary Budget										
2021-2022 Proposed Budget and Proposed CIP Update to City Council										
Preliminary Budget Document Prepared, Printed and Filed With City Clerk and Presented to the City Council (at Least 60 Days Prior to the Ensuing Fiscal Year)										
City Council Conducts Workshops and Public Hearings on the Preliminary Budget										
Council Holds a Public Hearing on the Property Tax Levy and Adopts the Property Tax Levy										
Preliminary Budget Modified per Council Direction										
Final Budget and CIP Adoption										

BUDGET PROCEDURES AND PROCESS

Operating Budget Procedures and Amendments Process:

The City's budget procedures are mandated by Chapter 35A.34 of the Revised Code of Washington. The budget, as adopted biennially by the City Council, constitutes the legal authority for expenditures. This budget covers one fiscal biennium from January 1, 2021 to December 31, 2022. The City's budget is adopted at the fund level. Expenditures during the year may not legally exceed the total appropriation within any specific fund.

Budgets are appropriated and adopted for all of the City's funds. All fund budgets, with the exception of the capital funds, are adopted on a biennial basis. Biennial budgets are adopted by the City Council for the General Fund, Special Revenue, Debt Service, Capital, and Internal Service funds. Total project budgets are approved by the City Council when the six-year Capital Improvement Plan (CIP) is adopted; however, budgets for the capital funds are appropriated biennially for those years' portion of each capital project. For operating funds, all appropriations lapse at biennium-end, thereby allowing programs or projects that continue into the following year to do so without the need for re-appropriation. Programs or projects that need to continue into the following biennium may be included in a re-appropriation process during that biennium. This process allows budget authority to be carried forward into the new biennium for any commitments made for purchases or contracts that were not completed in the prior biennium.

Budget Transfers and Amendments

The City Manager is authorized to transfer appropriations during the biennium, between department and programs within the same fund. Any revisions that change the total expenditures of a fund or that affect the number of authorized employee positions, salary ranges, hours, or other conditions of employment must be approved by the City Council. The budget is typically only amended during the biennium to provide for new grant or other revenue sources or for program developments and new opportunities that arise.

Basis of Accounting

This refers to when revenues, expenditures, expenses, transfers and the related assets and liabilities are recognized, recorded and reported in the financial statements. The full accrual basis is used for proprietary or internal service funds, including the Utility Funds, Vehicle & Operations Fund, Equipment Replacement Fund and the Unemployment Fund. Under this method, revenues are recognized when earned, and expenses are recognized when incurred.

The modified accrual basis is used by governmental, expendable trust and agency funds. This includes all other city funds. Revenues and other financial resources are recognized when they become susceptible to accrual, i.e., when the related funds become both measurable and available to finance expenditures of the current period. To be considered "available", revenue must be collected during the period or soon enough thereafter to pay current liabilities. For example, property taxes and other taxpayer assessed revenues due for the current year are considered measurable and available and therefore as revenues even though a portion of the taxes may be collected in the subsequent year. Licenses, fines, and miscellaneous revenues are recorded as revenues when they are received in cash because this is when they can be accurately measured. Investment earnings are accrued as earned. Expenditures are considered as a liability when they are incurred. Interest on long-term debt, judgments and claims, and compensated absences are considered as a liability when they are paid.

Basis of Budgeting

In some cases, the City prepares the biennial budget using a different basis than is used for accounting. The budgeting basis differs by fund type. Budgets are prepared for Governmental Funds (General Fund and Street Fund) on a modified accrual basis which coincides with the period that revenues are expected to be received and expenses are expected to be incurred. This allows the budget to be directly compared to the fund operating statements in the City's annual financial report. The Surface Water Utility Fund and Wastewater Utility Fund, as well as the Internal Service Funds are also budgeted on a modified accrual basis, which is based upon when revenues are earned, but are depicted in the operating statements using an accrual basis; therefore these funds are not directly comparable.

Operating Budget Process

The budget process is a continuous cycle that includes the following phases of budget development and monitoring: City Council's Annual Planning Retreat, Leadership Team's Annual Planning Retreat, City Manager's Proposed Biennial Budget, City Council budget review and formal adoption, ongoing monitoring of expenditures and revenues, and any required budget adjustments/amendments due to additional revenues or new opportunities as opportunities arise and as considered during the mid-biennial review.

The City typically utilizes an incremental budgeting approach that assumes, for most functions of government, that the current biennial budget is indicative of the base required for the following biennium. Any increases are incremental and based on need as defined by the organization's budget policies, emerging issues, City Council goals, and available resources.

This incremental process recognizes that most mandated functions will not likely change from biennium-to-biennium. Therefore, the major emphasis of the budget analysis and decision-making is focused around City Council priorities and requested increases in funding rather than ongoing mandated functions.

The budget development phase begins in March/April with the City Council Planning Retreat. During the retreat, the City Council reviews its goals and action steps and updates for the upcoming two year period. It also reviews the City's long-term financial outlook to respond to any major changes in the City's financial position. Every other year, the City surveys its citizens to gather their priorities. During the retreat, the City Council uses input from the citizen survey and various advisory boards/committees to help establish priorities for the upcoming biennium.

In April/May, the Leadership Team reviews the City's current financial condition. The City's organizational goals are regularly reviewed and updated. Other emerging issues are identified, prioritized and may be added to the work plan. In conjunction with review of the City's financial condition, the Leadership Team begins formulating plans to implement City Council goals for inclusion in the next biennial budget.

In June, the Administrative Services Department (ASD) may provide an update of the City's Ten Year Financial Sustainability Plan to the City Council which includes a preliminary forecast for the current and subsequent four bienniums.

In June, ASD also conducts a formal training process for the departments to explain the budget instructions, the budget preparation system, and to answer any questions prior to the departments beginning their base budget development.

In June and July, the departments develop their base budgets and prepare requests for new staff, programs, or significant increases to their current biennial budget that will address emerging issues and other operational needs. In their requests, the departments identify the problem that they are trying to address, the recommended solution, implementation plan, projected cost and expected outcomes. ASD conducts an analysis of the departmental base budgets and the revenue outlook for the coming biennium to determine the availability of funds for any new initiatives. These budget requests are submitted to ASD by the end of July.

In August, ASD meets with each of the departments to discuss their current budget, new City Council goals, biennium-end projections, organizational/department goals, and their budget requests for the next biennium.

In August, the City Manager meets with each department to review their budget requests. The Leadership Team meets to review and rank the Supplemental Requests from a citywide perspective based on each request's ability to meet City Council and City Manager priorities. In August and September, the City Manager incorporates Leadership Team recommendations on Supplemental Requests in the development of preliminary budget recommendations.

The City Manager presents a preliminary view of the budget to the City Council in September for its review and input. Based on City Council policy and program input, the City Manager and ASD finalize the City Manager's Proposed Biennial Budget and it is formally presented to the City Council in mid-October. Copies of the budget are made available to the public in the libraries located within Shoreline, City Hall, and at City Council meetings and workshops.

In November, the City Council holds workshops on the proposed budget to receive input from the public and budget presentations from City departments, to discuss priorities and options, and to make final adjustments and decisions on the budget.

Also in November, the City Council holds three formal public hearings, one on the setting of the property tax levy and two on the upcoming biennial budget. Following these hearings, the City Council adopts the property tax ordinance and the biennial budget.

After the budget is adopted, the City enters the budget implementation and monitoring phase. Throughout the year, expenditures are monitored by ASD and department directors to ensure that funds are used as intended. ASD provides quarterly financial updates to the City Council to keep them current with the City's financial condition. Any budget amendments made during the year are adopted by a City Council ordinance.

Once the fiscal biennium begins, budget amendments may be required to increase adopted appropriation levels. In February of the first year of the biennium, departments may request to carryover committed funds from the prior biennium to be used to complete operating or capital project work that is not included in the new biennial budget. These requests may be included in the re-appropriation budget ordinance that is presented to the City Council in March.

The Capital Improvement Plan (CIP) is updated and adopted each year in November. The CIP can contain changes to project budgets in the current year. Therefore, a budget amendment may be presented to the City Council along with the CIP to revise the project appropriations.

Throughout the year, as circumstances require, other budget amendments may be presented to the City Council to address issues that arise outside of the normal budget process.

The Annual Capital Improvement Plan Process

The City Council adopts a six-year Capital Improvement Plan (CIP) as part of the biennial budget process. The plan is reviewed and amended as part of the City's Mid-Biennial review process.

The City has developed a Parks, Recreation and Open Space (PROS) Plan; a Transportation Master Plan (TMP); and a Surface Water Master Plan. These plans identify problems, prioritize needs and develop long-term solutions that are in line with community priorities and City resources. These plans are updated and formally adopted by the City Council every seven years. The City has also developed a Facility Maintenance Schedule for the city's public buildings and a maintenance schedule for the repair and replacement of parks and recreation facilities. These plans and maintenance schedules guide the development of the CIP.

The CIP review process begins in 2nd quarter each year following the Council's Strategic Planning Retreat. The status of current projects and funding sources is reviewed. Adjustments to estimated costs and project timing are made as necessary. Estimated project costs for future years are based upon current year cost plus estimated inflation. Future grant revenue estimates are based upon anticipated funding requests to granting agencies. Revenue estimates may be adjusted as more concrete information is received.

During the 2nd quarter departments also begin to develop requests for new capital projects for inclusion in the upcoming CIP. Proposed projects are developed in conjunction with the City Council priorities and input from citizens and advisory boards/committees.

A preliminary view of the CIP is presented to the City Council in June or July to receive City Council input on new projects and City Council priorities.

Departments complete their CIP project updates and new requests and present their work to the CIP Coordination Team. The CIP Coordination Team evaluates projects and recommends those with the highest priority based on input from citizens, project stakeholders, advisory committees and City Council goals. ASD reviews the final CIP model before it is submitted to the City Manager.

For the Biennial Budget process, the City Manager finalizes the proposed CIP in September and provides a preliminary view to the City Council. The CIP is formally submitted to the City Council in October. The City Council holds a public hearing to receive public comment on the proposed CIP and adopts the CIP in November. For the mid-biennial review and update, a more streamlined review process occurs and proposed amendments to the CIP are presented to Council in late October for adoption in November.

An appropriation for the first biennium of the CIP is included in the proposed budget. This first biennial appropriation may be modified from what was included in the adopted CIP if changes occur in the City's financial condition during the interim period or as projections are finalized.

GENERAL BUDGET POLICIES

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

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

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



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TRANSMITTAL LETTER



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October 12, 2020

Total Budget: \$232.358 million

Operating Budget: \$102.865 million

Capital Budget: \$64.866 million

Utility Budget: \$30.010 million

Other Budgets: \$34.617 million

General Reserves: \$17.103 million

General Fund Ending Fund Balance: \$11.639 million

Population: 56,980

AA+ Bond Rating

S&P Financial Management Rating of "Stable"

25 years of Unqualified (clean) Audit Opinions

GFOA Budget Award for 21 consecutive years

92% of residents believe that Shoreline is an excellent or good place to live

Honorable Mayor Hall and Members of the City Council Residents and Stakeholders of the City of Shoreline

Dear Mayor Hall and City Councilmembers:

We are pleased to present the City's 2021-2022 Proposed Biennial Budget. This budget represents the results of thoughtful direction provided by the City Council along with the dedicated efforts of the Department Directors and City staff members. The 2021-2022 Proposed Biennial Budget is scheduled for City Council review during several upcoming meetings in October and November 2020 and will be presented for final adoption on November 16, 2020.

The City's budget is used as a planning and policy document, estimating future City revenues and expenditures and allocating resources to accomplish community and Council priorities including financial sustainability. It serves to guide the City's operations and capital programs from a fiscal perspective for the upcoming biennium. The budget is prepared on a fund by fund basis. Each fund accounts for different services and activities.

Shoreline adheres to generally accepted accounting principles (GAAP) applicable to governments. Shoreline uses proprietary funds to account for the surface water utility and wastewater operations in addition to certain internal service activities (fleet, equipment, and unemployment management activities). Other activities are recorded in governmental funds (General Fund, Streets Fund, Capital Services Funds, Debt Service Funds, etc.). All City funds are included in the 2021-2022 Proposed Biennial Budget and each fund is described in more detail at the beginning of each fund section.

SUMMARY OF THE 2021-2022 Proposed BIENNIAL BUDGET

Council Goals and Community Priorities

As a planning and policy document, one fundamental purpose of the City's budget is to allocate resources that support the community's vision and priorities. The 2020 Shoreline Resident

Satisfaction survey reported that 91% of residents believe that Shoreline is an excellent or good place to live and 66% of residents trust that the City is spending their tax dollars responsibly.

Each year the City Council reviews and adopts its goals with action steps identifying the most important items for the City to accomplish over the next 18 to 24 months. The 2021-2022 Proposed Biennial Budget allocates resources that staff members use to successfully accomplish these key goals. Following is a list of the Council's 2020-2022 goals that contain funding in the 2021-2022 Proposed Biennial Budget. The City Council's 2020-2022 Council Goals and Workplan is provided as an attachment to this letter.

2020-2022 Council Goals: For more information about these goals, please click on the links below:

- ❖ **Goal 1:** Strengthen Shoreline's economic climate and opportunities
- ❖ **Goal 2:** Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment
- ❖ **Goal 3:** Continue preparation for regional mass transit in Shoreline
- ❖ **Goal 4:** Expand the City's focus on equity and inclusion to enhance opportunities for community engagement
- ❖ **Goal 5:** Promote and enhance the City's safe community and neighborhood programs and initiatives

The complete 2020-2022 City Council Goals and Workplan is available here: <https://www.shorelinewa.gov/government/elected-and-appointed-officials/shoreline-city-council/city-council-goals>

Delivery of Public Services and Organizational Goals

Although much emphasis is placed on the accomplishment of City Council goals, the primary focus of the City's budget is to provide resources to deliver highly valued public services to the Shoreline community. This is the mission of the City organization. The 2020 resident satisfaction survey reflects a 64% satisfaction in the overall quality of City services with only 6% of residents being dissatisfied. 76% of respondents were satisfied with the quality of parks, programs, and facilities, and 66% with the quality of police services with only 8% dissatisfied. This survey was conducted during the spring of 2020, amid a worldwide pandemic and national unrest. In the face of these challenges, the results confirm the public's confidence in the leadership and direction of the City and the effective delivery of Public Service. The 2021-2022 Proposed Biennial Budget includes the allocation of resources to support these key organizational goals:

ORGANIZATIONAL GOALS

Delivery of Public Services: Continue to make Shoreline a desirable place to live and invest by providing public services that are valued by our community.

Organizational Strength: Enhance the effectiveness of our organization through development of employee skills and knowledge.

Fiscal Sustainability: Secure and sustain long-term financial sustainability to ensure delivery of public services to our community.

Achieve Council Goals: Complete action steps included in the adopted City Council Goals.

CITY OF SHORELINE

2021-2022 Proposed Biennial Budget Highlights

Challenges

Shoreline has benefitted from a healthy economy and strong development activity for the past several years through 2019. In 2019, Washington Voters Passed Initiative 976, repealing City imposed vehicle license fees used to maintain roads and sidewalks, and Shoreline's Proposition 1, to construct the Shoreline Aquatics, Recreation and Community Center, did not receive the required 60% approval. Additionally, in 2020 Shoreline, like cities throughout the world, was significantly impacted by the human and economic impacts of COVID-19. The effects of these impacts are anticipated to continue through the biennium. Fortunately, the City's commitment to Financial Sustainability, timely response to the changing economic reality and 10 Year Financial Sustainability Plan, coupled with continued strength in development activity, and conservative budget practices have served us well and allowed us to weather these challenges. These actions even resulted in the City increasing its fund balance during the last biennium. Our response to the economic challenges included the difficult decision to close the aging Shoreline Pool one year earlier than originally planned, delaying some one-time investments, and reducing expenditures. With this as our foundation, our focus for 2021-2022 is to continue to deliver high priority public services, maintaining what we have, and meeting our commitment to the community with services that directly support them. To do this, we are proposing the use of approximately \$1.4 million of fund balance over the biennium to backfill projected short-term reductions in ongoing operating revenues. Use of \$1.4 million of the City's reserves, still leaves reserves in excess of those required by the City's financial policies. The projected General Fund ending fund balance for the 2021-2022 biennium is \$11.639 million. As such, the City continues to maintain healthy reserves, including fully funded insurance, operational, and rainy-day reserves.

The fate of I-976 remains unclear as the Washington Supreme Court continues deliberations over the constitutionality of the initiative. Given that it is unclear whether the vehicle license fee revenues collected since the initiative went into effect in December 2019 will need to be repaid, the proposed budget is funding road and sidewalk maintenance at an overall lower level, although there is a one-time opportunity to allocate previously unspent reserves to fully planned projects through the biennium.

Bright Spots

Despite these challenges, there are several areas of financial "good news" that are incorporated into this budget:

- In November of 2018 voters approved an additional 0.2% Sales Tax to fund the expansion of the City's Sidewalk System. While impacted by COVID-19, collections have exceeded projections and the sidewalk construction projects are in process with delivery anticipated during this biennium.
- The City's Business & Occupation Tax was implemented in 2019 and provides an additional revenue source to support general operations. Collections for the 2019-2020 Biennium are anticipated to exceed our original estimates. While that is the case, we have maintained conservative projections for the 2021-2022 budget while we gather additional collection history.

- The City has successfully competed and received federal grant funding for several of the major transportation projects along the 145th Corridor and local Conservations Future Tax Grants for park property acquisitions.
- Cares Act Funding: While the City has experienced over \$2.5 million of expense directly related to COVID-19, including staffing, program and operating supplies and well as business and human services grants, these costs are anticipated to be fully reimbursed by FEMA and the Federal CARES Act. Because these costs were unbudgeted you may notice that some departments have projected department-level budget deficits for the 2019-2020 biennium. Although that may occur, there is adequate appropriation to cover these expenses at the fund level, the legal expenditure threshold adopted by the City Council.

Public Priorities

In the 2020 Resident Satisfaction Survey the City's overall response to homelessness and overall quality of human services were ranked as the two highest services that should receive emphasis over the next two years. Overall quality of police services, which received additional funding in the two prior budgets, has moved from ranking as a very high priority to a high priority in the survey. To address the two highest priorities, the 2021-2022 Proposed Biennial Budget includes the proposed addition of a 0.5 FTE Housing & Human Services position along with a continued increase in the budget to support human service funding.

Constraints

A major ongoing challenge for the City is financial sustainability in an environment where one of our major revenue sources, property tax, growth is limited to 1%, which normally is well below annual inflation. Shoreline voters approved a levy lid lift that allows the City to increase property taxes at the rate of inflation (Seattle CPI) through 2022. The current levy will expire at the end of 2022, at which time the City Council will need to determine if it will again ask voters to support allowing annual property tax levy increases at a rate greater than the 1% limit. The risk that voters may not be supportive of a levy renewal amidst other taxing pressures is always a consideration. This, coupled with regional cost drivers that cause costs to consistently grow faster than inflation, encourage a continued conservative approach to budgeting that has been incorporated into this budget.

There continues to be concern about the ongoing economic impacts of COVID-19. While our general revenue estimates take these concerns into consideration, we have budgeted our recreation revenues and expenditures at a level that would support full operations for the biennium. It seems likely that some restrictions will remain in place for at least a portion of 2021, so modifications may be necessary. Staff will closely monitor the economy and the impacts on Shoreline's revenues and will make operational adjustments necessary to maintain financial sustainability and a balanced budget.

Community support for projects and services beyond those funded in the proposed budget will be needed. The Parks Board is continuing the work of the Parks Funding Advisory Committee to identify options for funding the Parks Recreation and Open Space Plan (PROS) adopted in 2017. They are recommending that Council place a Park Bond Measure on the ballot in 2021 to fund park improvement projects. Council will be considering this recommendation later in 2020. Funding for the remainder of PROS plan will need to be addressed in the future.

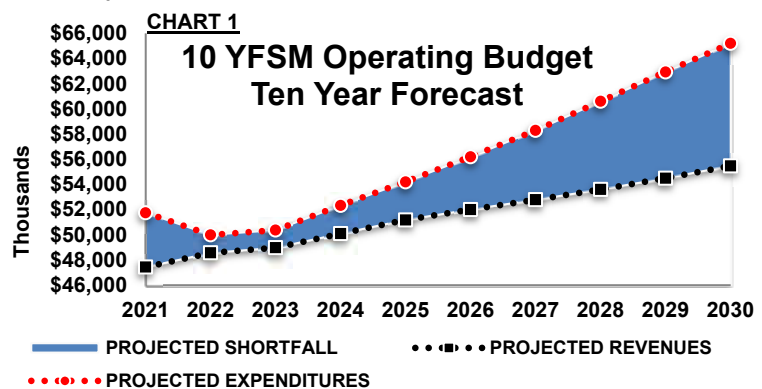
As always, local governments must be aware of actions by State and Federal legislation that may shift funding burdens to local governments by elimination of grant funding or shared allocation changes, increased costs through tax policy decisions, or imposition of unfunded mandates through regulatory actions. While the State of Washington has restored several previously impacted revenue sources, the possibility of a prolonged recession could make this an issue again in the future.

While, as noted above, we have had success funding several significant transportation projects there continues to be several un or under-funded projects identified in our Capital Improvement Plan (CIP). Several transportation improvement projects located along N. 145th Street, N. 175th Street, N. 160th Street, N. 185th Street, and the 148th Non-motorized Bridge are not fully funded. While the 2021-2026 CIP makes significant investment in the City’s transportation system, and takes advantage of grant opportunities, the need still outpaces the available resources. City staff continue to look for innovative means to close the funding gap including developing partnerships with our local, regional and state government agency partners that have a common interest. A recent partnership success for the City is with Sound Transit, which in the spring of this year committed to provide up to \$10M for the 145th and I-5 Interchange Project.

10 Year Financial Forecast – Long Range Sustainability

Shoreline’s staff and City Council have proactively worked to address the challenges to long-term financial sustainability. In 2014, the City engaged in a comprehensive process to plan for long term financial sustainability. The City Council accepted the 10-Year Financial Sustainability Plan (10 YFSP) at its June 16, 2014 Council Meeting. The 10 YFSP includes seven strategies to improve the City’s ongoing financial position and uses the 10 Year Financial Sustainability Model (10 YFSM) to evaluate the impact of funding choices in the long-term to ensure fiscal sustainability. All seven strategies approved by Council have been implemented at this time.

One strategy, replacing the General Fund Contribution to Roads Capital Fund, is being deployed as needed to ensure we can meet both critical operational and capital needs. As such the need for contributions to Roads Capital fund will be evaluated each budget cycle and adjusted to best achieve the many competing goals using fund balance.



The model is having the effect on budget planning that was desired by the Council as the Administrative Services Department is monitoring the City’s progress in relation to the Financial Sustainability Model. The 2021-2022 Proposed Biennial Budget projects a use of fund balance of \$6.865 million, to support one-time projects as well as the one-time use of fund balance to address projected short-term operating shortfalls as noted above.

The updated 10 YFSM, reflected in Chart 1, includes all revenues and expenditures in the proposed budget and reflects anticipated impacts of the COVID-19 pandemic on revenues for the period of the forecast. It does not reflect the use of fund balance to address the shortfall in 2021-2022 or anticipate the renewal of the City’s Levy Lid Lift in 2023. As a result, this forecast reflects a projected gap between revenues and expenditures in all years of the forecast.

Chart 2 reflects the use of fund balance to fill the projected gap in 2021 and 2022, and assumes a successful renewal of the Levy Lid Lift (LLL) beginning 2023. The surplus generated between 2023-2025 is adequate to cover shortfalls into 2027.

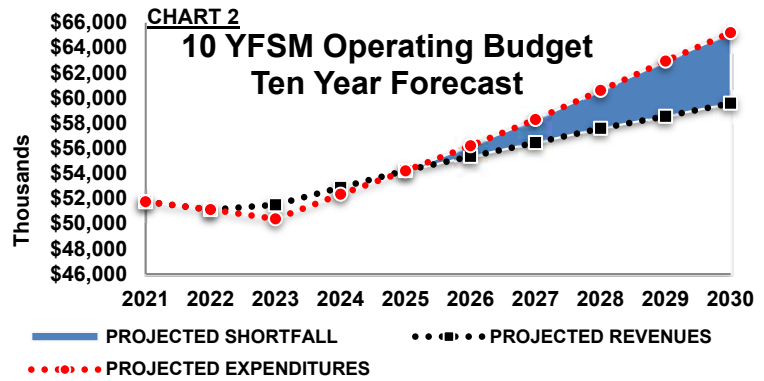
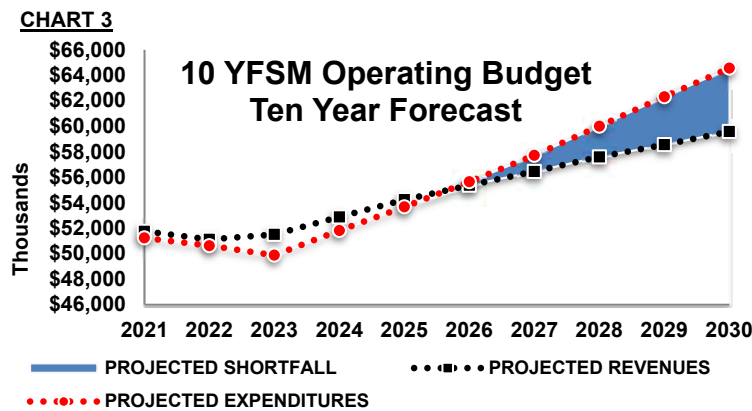


Chart 3 models expenditures at 99% to reflect our historical trend for expenditures and assumes a successful LLL. The surplus generated in 2021 through 2025 in this scenario, mostly attributable to the LLL, appears adequate to cover the shortfall for 2026 through 2028.



2021-2022 PROPOSED BIENNIAL BUDGET OVERVIEW

The City maintains fully funded reserves that meet or exceed City policies. The City's Revenue Stabilization Fund ("rainy day reserve") is projected to total \$5.465 million at the end of 2020. No transfers are required in 2021 and 2022, maintaining the balance of \$5.465 million at the end of the 2021-2022 biennium. This meets the 30% minimum established by the City Council. The 2021-2022 Proposed Biennial Budget also provides a General Fund ending fund balance of \$11.639 million as well as an operational contingency of just over \$1 million. This exceeds the City Council's minimum policy requirement of \$4.1 million. The City's total undesignated general reserves are estimated to total \$17.103 million at the end of 2021-2022.

As a result of the Council's strong financial policies, diligent financial management, and conservative budget planning, the City continues to maintain its AA+ bond rating and a Standard & Poor's (S&P) financial management rating of "stable." The City has a record of 25 unmodified (clean) Audit Opinions and has received 21 consecutive Distinguished Budget Presentation Awards from the Government Finance Officers Association.

REVENUES

Budgeted 2021-2022 revenues for all funds total \$218.090* million. This is a biennium-over-biennium increase of \$35.094 million (19.2%) from the estimated revenues for the current biennium. This is the net result of changes to various funds as noted in the following discussion:

- Operating Funds' revenues are budgeted at \$90.893* million. This is a 7.3% decrease from the 2019-2020 Biennial Year End Projections. This is primarily the result of the ongoing impacts of the COVID-19 pandemic on the City's economically sensitive revenues in 2021-2022 as compared to the strong performance of 2019, most of which is due to one-time construction sales tax, that is anticipated to offset much of the negative impact on revenues in 2020. Recreation revenues are budgeted for a full year of regular activity. Recognizing that limitations on in-person recreation activities may continue well into 2021 and that these activities have a cost recovery objective, staff will monitor activities closely, adjusting expenditures accordingly to maintain or reduce the planned general fund subsidy to fund recreation programs.
- Debt Service Funds' revenues are budgeted at \$30.529* million. This is a 19.6% increase. These funds are budgeted so that revenues are approximately equal to actual debt service principal and interest payments each year. The City repays the 2006 General Obligation Bond Fund (Parks Bonds) through an excess property tax levy. These bonds were refunded in 2016 and will be fully repaid in 2021. The 2020 Parks Bond Anticipation Notes (BAN) are due to be repaid at the end of 2022. Interest payments will be supported by income from the properties until development of the facility is started. Revenues in excess of expenses including interest payments from those properties will create fund balance that will be used to help retire the debt principal. Repayment of BAN may also be supported by a potential Parks Bond Levy or issuance of a new BAN.
- Capital Funds' revenues are budgeted at \$56.536* million. This is a 13.2% increase. The primary reason for the change was the issuance of bond anticipation notes in 2020 to complete the purchase of property for a future Aquatics and Community Center offset by grant funding for 145th Interchange and other critical transportation projects.

- Surface Water Utility Fund revenues are budgeted at \$32.904* million, inclusive of Surface Water Fees at \$16.334 million (+18.3%) and bond proceeds, representing a 109.6% increase. This change continues the implementation of the 2018 Surface Water Master Plan's Proactive Management Strategy. The annual increase for a single family residential home in 2021 through 2026 are \$27, \$15, \$16, \$16, \$17, \$18, respectively.
- Wastewater Fund revenues are budgeted at \$5.673 million representing a \$806,000 increase. The revenues for this fund are from fees for service from our service contract with Ronald Wastewater to operate their wastewater utility. The contractual rate is set to fully cover the cost of operations and therefore is driven by the expenditure changes discussed in the section below.
- Internal Service Funds' revenues are budgeted at \$1.636* million representing a 23.8% increase. This increase is primarily driven by the addition of vehicles and equipment necessary to support the City's delivery of services to the community.

*Note: *Amounts shown exclude interfund transfers and use of fund balance.*

EXPENDITURES – OVERVIEW

Budgeted 2021-2022 expenditures for all funds total \$232.358 million. This is a \$22.613 million (10.8%) increase from the estimated expenditures for the current biennium. The increase can be linked to the following changes:

- \$9.452 million increase in the City's Enterprise Funds;
- \$6.144 million increase in the City's Capital Funds; and,
- \$1.243 million increase in the Operating Funds.
- General Fund, Shoreline Secure Storage Fund and Street Fund expenditures, commonly referred to as the City's Operating Budget, are budgeted at \$102.865 million. This is a \$1.191 million, or 1.2%, increase. Ongoing expenditure budgets related to the closure of the Shoreline Pool and Jail services have been reduced as well as support of one-time projects, including contributions to capital projects. These reductions were driven primarily by the current economic forecast to deliver a balanced and financially sustainable budget, but also reflect the completion of some significant one-time projects such as replacement of the finance and human resources software system in 2020. Recreation budgets include expenditures necessary to support full recreation program operations. Operational adjustments will be made as appropriate to align with the State's operating restrictions and revenue projections. The 2021-2022 Proposed Operating Budget is balanced using approximately \$1.4 million dollars of fund balance to address short term revenue shortfalls as allowed by the City's financial policies.
- Debt Service Fund expenditures are budgeted at \$31.613 million. This is a \$6.676 million, or 26.8%, increase. The increase in debt service payments is primarily due to the repayment of the 2020 Parks Bond Anticipation Notes in 2022, partially offset by reductions in the annual debt service on the 2006/2016 Parks Bonds and the 2009/2019 City Hall Bond refundings.
- Capital Fund expenditures are budgeted at \$66.483 million. This is a \$6.144 million, or 10.2%, increase primarily as a result of increases in Roads Capital Fund projects, including the funding of the 145th Interchange, offset by a decrease in General Capital

Funds, primarily property acquisition, in 2021-2022. These expenditures include grant funding and transfers from the Transportation Impact Fees Fund and Park Impact Fees Fund that support capital projects in the Roads Capital Fund and General Capital Fund, respectively.

- The Surface Water Utility Fund expenditures are budgeted at \$24.337 million. This is a \$8.693 million, or 55.6%, increase and is discussed in another section of this transmittal letter.
- The Wastewater Fund expenditures are budgeted at \$5.673 million. This is a \$759,000, or 15.4%, increase driven by increases in personnel costs, COLA and Benefit changes, increases in ongoing costs related to vehicle and equipment investments made in 2020, and additional one-time investments proposed in for 2021-2022 to support utility operations.

Internal Service Funds expenditures are budgeted at \$0.998 million. This is a \$0.902, or 47.5%, decrease. The decrease is due to a shift in how staff costs associated with Fleet Maintenance are being shifted to overhead and also because several planned replacements were determined to be unnecessary in this biennium.

EXPENDITURES – STAFFING

The City continues to align staff positions with long term community service expectations, City Council goals, and the City's ongoing work plan. As such, the 2021-2022 Proposed Biennial Budget decreases the net number of full-time equivalent (FTE) positions in the City's personnel complement from the 2020 total by 4.2 FTE. This number reflects the following, which is also discussed in more detail below or elsewhere in this transmittal letter:

- Closure of the Shoreline Pool eliminating 5.075 FTEs;
- Addition of 0.50 FTE Housing and Human Services Coordinator;
- Addition of 1.00 FTE Engineer 3 and 1.00 FTE Transportation Specialist to support delivery of transportation capital projects funded in the Roads Capital budget;
- Changes to FTEs according to staffing needs during phases of various projects, including elimination of limited-term positions as terms come to an end; and,
- Reallocation of funding supporting the Grants Coordinator position to partially support the proposed Housing and Human Services Coordinator position and to provide professional services to backfill the Grants Coordinator position if needed.

Housing and Human Services Coordinator:

The 2021-2022 Proposed Biennial Budget includes the addition of a 0.50 FTE Housing and Human Services Coordinator. This position will serve as the staff lead on issues related to the City's affordable housing program. At the outset this will involve responsibility for the City's Multi-Family Tax Exemption (MFTE) and inclusionary housing program as well as general oversight related to implementation of strategies developed through the Shoreline Housing Action Plan. Additional capacity, if any, will be applied assisting with human services contracting.

Positions Necessary for Specific Projects:

The following positions changes identified in the 2021-2022 Proposed Biennial Budget have been or are needed to accomplish specific projects. While not all of positions are term-limited, should the future demand for these positions diminish and supporting revenue not be available, the positions will be eliminated as demonstrated by the discussion below.

- *Finance Technician (Financial System Replacement Backfill Term-Limited to 12/31/2020):* The proposed budget reflects the reduction from 1.00 FTE in 2020 to 0.625 FTE in 2021, returning this position to its originally budgeted level.
- *Light Rail Project:* The proposed budget reflects the following changes to positions permitting and coordinating the Lynnwood Link Extension Light Rail Project. Most are term-limited positions. Funding is provided via an agreement with Sound Transit:
 - Administrative Assistant II: Reduced from 0.75 FTE in 2020 to 0.50 FTE in 2021.
 - Senior Planner: Eliminated 1.00 FTE in 2021.
- *Engineer 3/Lead Project Manager:* The Capital program has struggled to deliver projects according to desired timelines. An additional highly qualified engineering/project management FTE is needed to deliver projects per schedules. Several large complex capital projects with federal funding need an experienced Project Manager to manage and provide oversight and guidance on other federally funded projects.
- *Transportation Specialist:* The Roads Capital Fund has five large complex, federally funded projects that are in design and will require property acquisition. The size and complexity of the projects make it difficult for the Project Manager to perform all the tasks necessary to keep the projects on track. Specifically, property acquisition requires extensive coordination, documentation and following of complex processes to meet the requirements for federal funding. This position would support property acquisition for all five projects as they progress and provide other support to ensure compliance with federal requirements.

Reclassification and Market adjustments of Regular Positions:

Over time, the duties of certain positions change and grow due to the changing nature and demands of the work. When this occurs, the Human Resources Director, reviews the positions to determine if any change in classification is warranted. Additionally, each year the Human Resources Director performs a market study on a section of the City’s salary table to ensure that position compensation continues to remain within the Council policy at plus or is within 5% of the Median pay for our comparable cities. The proposed budget includes the resulting market adjustments and the reclassification of an Assistant Planner to Associate Planner.

Closure of the Shoreline Pool:

The closure of the Shoreline Pool in 2020 resulted in the elimination of the following positions for the 2021-2022 Proposed Biennial Budget:

- PRCS Supervisor 2 – Aquatics: 1.00 FTE
- Recreation Specialist III – Aquatics: 1.00 FTE
- Senior Lifeguard: 3.075 FTE

Restructuring of Parks, Recreation and Cultural Services Department

The announcement of the retirement of the Parks, Recreation and Cultural Services Director provided an opportunity to consider changes in the current structure. The COVID-19 pandemic has affected the City’s ability to offer normal recreation and event programs. It has also created significant budget uncertainties. As a result, the City will implement a plan with the goal of creating some financial savings and staffing efficiencies. The focus will continue to be on the delivery of important recreation and park services to the community.

Recreation, Cultural & Community Services Department: Many cities closely align recreation programs with community and human services. Therefore, recreation, cultural services, and public art divisions have been combined with the existing programs of the Community Services Division. This new department will become the Recreation, Cultural & Community Services Department. Combining these services provides an opportunity to be innovative in collaborating with and serving the community. It also provides an opportunity to explore their connections for the short- or long-term. Creation of this new Department will elevate the City’s focus on human services, environmental services, and diversity/inclusion.

Parks, Facilities, and Fleet Division: Parks maintenance staff in the Parks Operations Division will join staff in the Fleet and Facilities divisions of the Administrative Services Department. In addition to maintaining all City facilities, the Facilities Division oversees the janitorial contracts for park restrooms. Additionally, our current Fleet & Facilities Manager has significant experience in parks operations and will use that experience to our advantage as the City’s Parks, Fleet & Facilities Manager. Combining park and facilities maintenance staff will strengthen the operational connection of maintaining all the City’s facilities and public trees.

Grants Coordination: The current Grants Coordinator position will be held vacant during the interim period. The work will be accomplished through a combination of decentralization and outsourcing. Oversight for the function will move to the Recreation and Community Services Department with the Community Services Manager maintaining high level oversight.

Public Works Staff Reallocation

The proposed budget includes changes in allocation of staff that support various public works functions to better reflect the support provided to each function. This allocation change didn’t impact the FTE count for Public Works, but did change the allocation by fund with a biennial increase to the general fund of approximately \$170,000 per biennium that will be partially offset by other cost reductions including “in-sourcing” of the Durable Pavement Marking (Thermoplastic) discussed later in this letter.

The tables below provide the details on the City’s personnel compliment as included in the proposed budget by Department and fund with a comparison to the prior biennium:

2021 FTEs by Fund and Department

Department	General Fund	Street Fund	Public Arts Fund	General Capital Fund	City Facilities					Wastewater Utility	Vehicle Operations Fund	Total
					Major Main. Fund	Roads Capital Fund	Surface Water Utility	Water Utility	Operations Fund			
City Council	7.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.000
City Manager	22.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.250
Recreation & Community Services	26.980	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	27.230
City Attorney	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000
Administrative Services	34.425	0.000	0.000	0.500	0.000	0.000	0.000	0.000	4.050	0.000	0.000	38.975
Human Resources	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000
Planning & Community Development	22.820	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.820
Public Works	15.730	9.320	0.000	0.680	0.000	13.380	17.010	10.180	0.000	0.000	0.000	66.300
2021 TOTAL	135.205	9.320	0.250	1.180	0.000	13.380	17.010	14.230	0.000	0.000	0.000	190.575
2020 TOTAL	138.525	9.300	0.250	2.110	0.000	11.270	17.020	14.150	2.150	0.000	0.000	194.775
Difference between 2020 and 2021	-3.320	0.020	0.000	-0.930	0.000	2.110	-0.010	0.080	-2.150	0.000	0.000	-4.200

2022 FTEs by Fund and Department

Department	General Fund	Street Fund	Public Arts Fund	General Capital Fund	City Facilities					Wastewater Utility	Vehicle Operations Fund	Total
					Major Main. Fund	Roads Capital Fund	Surface Water Utility	Water Utility	Operations Fund			
City Council	7.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.000
City Manager	22.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.250
Recreation & Community Services	26.980	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	27.230
City Attorney	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000
Administrative Services	34.425	0.000	0.000	0.500	0.000	0.000	0.000	0.000	4.050	0.000	0.000	38.975
Human Resources	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000
Planning & Community Development	22.820	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.820
Public Works	15.730	9.320	0.000	0.418	0.000	13.581	17.071	10.180	0.000	0.000	0.000	66.300
2022 TOTAL	135.205	9.320	0.250	0.918	0.000	13.581	17.071	14.230	0.000	0.000	0.000	190.575
2021 TOTAL	135.205	9.320	0.250	1.180	0.000	13.380	17.010	14.230	0.000	0.000	0.000	190.575
Difference between 2021 and 2022	0.000	0.000	0.000	-0.262	0.000	0.201	0.061	0.000	0.000	0.000	0.000	0.000

In 2021-2022, Shoreline will have 2.9 FTEs per 1,000 population for non-utility personnel.

EXPENDITURES – POLICE CONTRACT

While no staffing changes are included in the proposed budget, the City increased police staffing by 2 additional officers between 2018-2020 to address increasing response times and get closer to the general target ratio of 1 officer per 1,000 residents, achieving a ratio of approximately 0.90 per 1,000 residents that is anticipated to be maintained through the biennium. Public safety and keeping crime rates low in Shoreline continue to be a priority for the community and City Council, with improving the Quality of Police Services was ranked as the third highest priority by respondents to the 2020 Resident Satisfaction Survey.

Shoreline Police Department serves a population of 56,980 residents. The department currently has 51 commissioned staff and 3 non-commissioned staff. There are 24 officers and 1 K9 team assigned to patrol. Over the past decade the City has experienced a steady increase in calls for service, workload and expectations of the police. Prior to the addition these officers Police response times to a dispatched call for service were steadily increasing, between 2013-2018 indicating the need for additional officers. While not achieving our stated staffing target, we recommend monitoring during this biennium to ensure police staffing levels are adequate. Emergency calls for priority-X averaged 3.42 minutes in 2013 and 4.37 minutes in 2017 and were unchanged through 2019. In the same time frame priority-1 calls had increased from 6.48 minutes to 6.98 in 2017 and were 7.52 in 2019. Priority-2 calls had increased from 9.51 minutes to 10.70 in 2017 and were 9.53 in 2019.

In the coming biennium, in addition to responding to dispatched calls for service Police efforts will continue to be focused on officer training on bias, de-escalation, and efforts to reduce use of force incidents as well as crisis intervention working closely with mental health professionals as well as proactive and collaborative crime prevention, community education,

The 2021-2022 proposed preliminary budget reflects the results of negotiations for the King County Sheriff's Office (KCSO) guild contract. Staff projects that the 2021 police services contract will total \$13.626 million, which is 2.9% more than the 2020 police services contract and the 2022 police services contract will total \$14.047 million, which is 3.1% more than the 2021 police services contract. The first detailed estimate will be provided by KCSO in late September or early October. For future years (2023 onward), staff has assumed an annual escalator of 3.5%.

EXPENDITURES – ADDITIONAL ONGOING PROGRAM COSTS

Other significant changes in 2021-2022 costs include the following:

- Salary increases include:
 - \$263,000 increase for anticipated step increases for eligible employees per the City's compensation plan;
 - \$516,000 increase from 0.87% cost of living adjustment in 2021 and an estimated 1.73% COLA for 2022 based on 100% of the June-to-June change in CPI-U.
- *Insurance Costs:* The City has experienced significant increases in insurance costs from our Insurance Pool WCIA. The increases are due to a combination of rising re-insurance costs experienced by WCIA, actuarial changes due as some extremely low loss

experience years are replaced by average or above average years, and increase in employee hours due to the addition of Ronald Wastewater and Grounds Maintenance Crew. The increase for the biennium total \$352,000.

- Durable Pavement Marking (Thermoplastic) Maintenance:* King County had historically provided the majority of City traffic control device maintenance including durable pavement markings (thermoplastic). King County was unable to consistently deliver this service so durable pavement marking maintenance, installation and removal was shifted to private contractors in 2019 and 2020. The 2021-2022 budget proposes the transfer of this responsibility from private contractors to City of Shoreline Streets and Traffic Services staff. While there are some one-time costs associated with the transition for equipment acquisition, staff estimate that the change will produce ongoing savings of approximately \$30,000 per year beginning in 2023 and will remain budget neutral in 2021/2022.
- Jail Budget:* Projections for the 2021-2022 proposed preliminary budget, along with future forecasts, are based on activity trends over the last couple of years, the number of guaranteed beds at the South Correctional Entity (SCORE), and an inflation rate factor outlined in the interlocal agreement (ILA) with King County. Beginning in 2016, inmates serving a sentence longer than three days are being housed at the Yakima County Jail. The current contract with SCORE is being continued as the City’s primary booking facility. In 2020, projected jail housing days and costs are impacted by a COVID-19 outbreak at the Yakima County Jail that resulted in suspension of our use of the jail. At the same time, SCORE has also decided to bill the City for the actual number of beds used rather than the minimum number of guaranteed beds. Additionally, a change in sentencing philosophy appears to be resulting in fewer jail days overall. All these factors have resulted in significant savings in our Jail budget in 2019 and 2020. In response to this actual experience and the face of reduced revenues, the 2021-2022 budget has been reduced to better align the budget with the actual and projected experience. Staff will continue to monitor this potentially volatile expense and the associated cost drivers closely.

EXPENDITURES – ONE-TIME FUNDING SUMMARY

One-time and ongoing supplemental requests are proposed only after analyzing the impacts that they might have on the 10 YFSM as discussed above. Supplemental requests to support Council priorities that are included in the 2021-2022 proposed operating budget are summarized below and are funded from the use of available fund balance at the end of 2020. Ongoing items are funded from ongoing revenues.

Category	One-Time	% of Operating Budget
Implementation of Council Goals	\$361,600	
City Asset Maintenance	70,600	
Efficiency & Effectiveness	452,000	
Technology Investments	1,900	
Contingency and Transfer to Revenue Stabilization Fund	2,230,400	
Capital Support	3,748,500	
Total	\$6,865,000	
Use of Fund Balance	\$6,865,000	6.7%

EXPENDITURES – CAPITAL OUTLAY

The 2021-2022 Proposed Biennial Budget for the General Capital, City Facilities-Major Maintenance and Roads Capital funds totals \$64.866 million. Significant projects making up this total include:

Project Name	\$ (in Millions)
145TH CORRIDOR - 99TH TO I5	20.4
147TH/148TH NON-MOTORIZED BRIDGE	7.3
145TH AND I5 INTERCHANGE	4.8
SIDEWALK EXPANSION PROGRAM	4.7
CITY MAINTENANCE FACILITY	4.2
SIDEWALK EXPANSION 5TH AVE NE (N 175TH TO N 182ND)	4.1
N 175TH ST - STONE AVE N TO I5	3.0
ANNUAL ROAD SURFACE MAINTENANCE PROGRAM	2.1
SIDEWALK EXPANSION- 1ST AVE NE (N 192ND TO N 195TH)	1.3
RICHMOND BEACH MIDBLOCK CROSSING	1.2
MERIDIAN AVE SAFETY IMPROVEMENTS	1.1
SIDEWALK REHABILITATION PROGRAM	0.7
1ST AVE NE (N 145TH TO N 155TH)	0.7
PARK ECOLOGICAL RESTORATION PROGRAM	0.6
PARKS REPAIR AND REPLACEMENT	0.6
RICHMOND HIGHLANDS COMMUNITY CENTER ROOF	0.5
PLAYGROUND REPLACEMENT	0.5
PROS PLAN PROPERTY ACQUISITIONS	0.5
PARKS FACILITIES RECREATION AMENITIES	0.5
N 195TH ST BRIDGE CONNECTOR	0.5
RIDGECREST SAFE ROUTES TO SCHOOL	0.4
TRAIL ALONG THE RAIL	0.3
8 OTHER PROJECTS	5.2
2021-2022 CIP PROJECT TOTAL	\$64.9

SURFACE WATER UTILITY FUND

The City has greatly improved its ability to discharge quality water to Puget Sound during normal flow, low flow, and storm flow events through the development of a comprehensive surface water management system. Community satisfaction with the system has increased from a 55% satisfied or very satisfied in 2004 to 63% in 2020 with only 8% of residents dissatisfied.

The system is comprised of a complex array of drainage ditches, detention structures, lift stations, underground collection and transmission pipes, etc. that are owned and maintained by the City and managed using an enterprise fund – the Surface Water Utility Fund. Before incorporation storm events often resulted in flooding conditions throughout large areas that became the City of Shoreline. Since incorporation, and with enhancements to this system, the City’s efforts have minimized flooding to localized and rare occurrences.

The City updated the Surface Water Master Plan (SWMP) in 2018. During the update Council considered three levels of service, minimal, proactive, and optimal. Council adopted the plan and

rates that supports the proactive management strategy for the utility. The SWMP provides a long range plan for the Surface Water Utility to ensure the viability of the surface water management program in the future. Both the costs and associated revenues, including a residential rate increase of approximately \$27 in 2021 and \$15 in 2022 included in the budget support the Proactive Management Strategy.

With the rate increase necessary to support the proactive strategy and bond proceeds to provide supplemental funding as needed for capital projects in 2021-2022, the Surface Water Utility billings along with other sources are budgeted to generate almost \$32.904 million. This is a \$17.206 million (109.6%) increase from the Current Budget. As an enterprise fund, the Surface Water Utility Fund expends money for both operating and capital needs. This makes the Surface Water Utility unique from other City operations.

The 2021-2022 Proposed Biennial Budget appropriates \$24.337 million in expenditures. Of this total, \$11.925 million are operating expenditures, \$12.412 million are capital expenditures, and \$1.412 million are debt service expenditures. The operating budget reflects a \$3.063 million increase from the Current Budget. Capital expenditures reflect a \$6.050 million increase from the Current Budget. The difference between revenues and expenditures will be maintained in fund balance to fund capital projects.

In addition to the capital and operating activities noted above, this fund also pays for debt service. Unlike the governmental funds, surface water debt related activity occurs directly in the Surface Water Fund. In 2021-2022, this fund is expected to pay approximately \$1.412 million towards debt service principal and interest.

WASTEWATER FUND

In 2002, the City and Ronald Wastewater District (RWD) entered into an agreement to unify sewer services with City operations through assumption of the RWD by the City of Shoreline effective October 23, 2017. In mid-2017 the RWD Board of Commissioners and the City mutually agreed to extend the assumption date. In 2017 RWD executed a Services Agreement with the City to operate the utility on the behalf of RWD. Effective October 23, 2017 the City of Shoreline began to operate and maintain the sewer utility. Under the contract the RWD Board of Commissioners maintain responsibility for addressing policy matters, setting rates and managing capital improvements for the utility. The budget for the City was developed based on the personnel and maintenance and operation costs necessary to operate the utility and make operational investments supported by the RWD Board.

The 2021-2022 Proposed Biennial Budget appropriates \$5.673 million in expenditures. Increases support several one-time investments and additional ongoing costs related to those investments including:

- *Wastewater AutoCAD and ArcGIS Data Reconciliation*
- *Ronald Wastewater District Record Management Integration*
- *Sewer Line-Rapid Assessment Tool (SL-RAT)*
- *Cathodic Protection Inspection Program*
- *Sewage Lift Station Pump and Motor Vibration Analysis*
- *Sewage Lift Station Thermographic Imagery Analysis*

Financial Sustainability

The City has long been aware of the need for financial sustainability. Accepted in 2014, the 10 YFSP takes into account earlier Citizen Advisory Committee recommendations regarding the need to continue to deliver services efficiently and cost effectively. Efficiencies, cost savings and other cost avoidance strategies identified as a result of these efforts include:

- In 2019-2020, City staff implemented several technology enhancements that will produce long term process efficiencies. These enhancements include on-line permit application and payment and electronic review for permit processing of many permit types, self-service time entry, annual and quarterly financial reports, and biennial budget. Significant improvement has been made in the consistent use of the City's asset management system. These process changes create some capacity to address new and emerging issues and result in cost avoidance for the City. We anticipate several major process improvements related to purchasing cards, invoice approval, and fixed asset accounting to be implemented in 2021-2022 following the stabilization of the upgrade of the City's Financial System in October of 2020.
- The City continues to proactively monitor all its major contracts and consider alternative service delivery models to minimize cost increases and maintain or improve service levels. One example is the use of multiple Jail contracts to lower costs, the shift to in. Jail costs are discussed earlier in this letter, but it is important to note that without the addition of Yakima Jail to our jail strategy we would likely not have been able to reduce the budget. Usage and costs have been historically volatile, and the City proactively seeks lower cost alternatives to delivering this mandated service. Another example is the City's Janitorial contract, where consolidation of services with a single vendor and changes in service levels for internal facing services have allowed us to maintain costs with lower than market increases. Additionally, this budget proposes the "in-sourcing of our durable road-stripping program, that is anticipated to save \$30,000 per year after the first biennium and improve service delivery. Finally, the City has changed its computer vendor and improved service delivery with computers arriving fully imaged, saving valuable staff time, at a lower cost.
- The City has achieved the target to increase investment returns by 100 basis points.
- The 10 YFSP targets growth at 7,500 SF of retail redevelopment and 160 new MFU annually. Since adoption of the 10YFSP, the City added 7,154 square feet (SF) of new retail space in 2015, 8,835 in 2016, 11,903 in 2017, 429 in 2018 and 0 sq. ft. of new retail space in 2019. We increased multi-family unit (MFU) count by 97 in 2014, 132 in 2015, added 12 beds to a facility in 2016, added 199 new units in 2017, 325 in 2018 and added 232 units in 2019 (50 of those units are from townhomes). Additionally, we saw the remodel of 26,878 SF of retail space in 2014, 6,411 SF in 2015, 24,643 SF in 2016, 6,937 in 2017, 2,810 SF in 2018, and 1,645 SF. of remodeled retail space in 2019. Office space added in 2018 was 22,450 SF and 3,563 SF in 2019.

All strategies of the 10 YFSP are now in use. City staff will continue to support and encourages continuous improvement at all levels of the organization. Focusing on reducing waste, improving customer experience and improving administrative ease result in greater capacity, cost avoidance and cost savings. We continue to seek out partnerships, efficiencies and monitor the newly implemented strategies outlined in the 10 YFSP during 2021-2022 and beyond.

Outlook

City staff members are pleased to present the 2021-2022 Proposed Biennial Budget. Even in the face of an unprecedented pandemic and resulting economic recession, the City continues to maintain a healthy financial position. As a result of the Council's strong financial policies, diligent financial management, and conservative budget planning, the City was able to quickly respond to the challenges presented to us in 2020 and continues to maintain its AA+ bond rating and a Standard & Poor's (S&P) ratings outlook of "stable." The 2021-2022 budget is balanced, using \$1.4 million general fund reserves to address the short-term gap resulting from the COVID-19 recession, and in compliance with the City's financial and reserve policies.

The City's budget maintains priority services, addresses and balances furthering Council goals and community priorities including addressing the highest priorities identified in the Resident Satisfaction Survey, addressing homelessness and increasing human services with maintaining flexibility to respond to the unanticipated impacts of what will likely continue to be a volatile economic environment.

The State of Washington, like cities, faces the challenge of the economic impacts of COVID-19 as well as the normal cost of service delivery rising faster than revenue growth and pressures from other levels of government. Additionally, cities and the State face other legislative and legal challenges that create unfunded mandates. Historically the State Legislature has closed its gaps in part by reducing amounts traditionally remitted to local jurisdictions, although they have been slowly restoring portions of these revenues. It is likely that future State budget and legislative efforts will continue to have a negative impact on local government budgets, particularly related to state shared revenues and continued actions to fund basic education.

As demonstrated this year, we will continue to exercise our fiduciary responsibility to Shoreline's residents and we will proactively address these issues by making any budget adjustments necessary as a result of changes in the economy and future State or Federal legislative actions with an economic impact.

In addition to the targets established in the 10 YFSP, we continue to strive to attract economic development investment in the City. The 2021-2022 Proposed Biennial Budget continues the City's efforts in economic development. The City has continued partnership with Sound Transit to deliver two Light Rail Stations in Shoreline with construction currently under way. The City executed a major developer agreement with Merlone Geier for development of Shoreline Place, and there are many significant development projects both in planning and construction stages.

Financial sustainability includes investing in infrastructure improvements. By attending to our infrastructure today, the City avoids much costlier deferred maintenance problems in the future. As stated earlier the City will deliver \$77.278 million in capital improvements (including surface water capital projects) in 2021-2022. Long term plans include another \$168.927 million over the following four years. We recognize that even at this level funding for the construction of new facilities and infrastructure, with the exception of the Surface Water Utility, is underfunded.

Conclusion

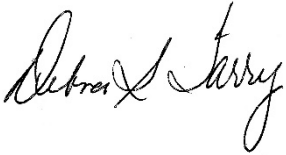
We believe that the 2021-2022 Proposed Biennial Budget responds to the current economic situation resulting from the COVID-19 pandemic, maintains priority services and strives to address priority capital investment needs for the coming two years. It also addresses the top operating priorities of the City Council and the Shoreline community as supported by the 2020

Community Survey. It invests in projects to help our Surface Water Utility achieve its desired proactive maintenance strategy, supports continued development of light rail stations and critical transportation projects near those stations. And it delivers the initial sidewalk expansion projects supported by the voter approved 0.2% TBD sales tax.

Finally, it is important to acknowledge the contributions of everyone involved in this year's budget process. We would like to express our appreciation to individuals who worked to provide realistic budget requests and to develop ways to meet City Council and community priorities.

It is also appropriate to thank several members of the Administrative Services Department for their tireless efforts to produce the 2021-2022 Proposed Biennial Budget, while still performing day-to-day duties and keeping up with workflow demands. Special thanks go to Rick Kirkwood, Grant Raupp, and Sharon Oshima for their assistance in preparing this budget. Finally, many thanks are needed to the City Council for providing policy direction to the City of Shoreline over the years.

Respectfully submitted,



Debbie Tarry
City Manager



Sara S. Lane
Administrative Services Director

Attachment: 2020-2022 City Council Goals & Workplan

2020-2022 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 185th and 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods
2. Implement the Community Renewal Plan for Shoreline Place including the construction of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits
3. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services
4. Enhance business retention and expansion efforts by building relationships, identifying regulatory challenges, and exploring expansion opportunities and plans
5. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies that the City can consider to support these businesses
6. Partner with North King County service providers and partners to develop a plan to formalize the management of the City's affordable housing program
7. Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies and regulatory modifications
8. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties
9. Review the City's development regulations to explore the creation of ground floor commercial requirements and/or incentives in certain areas of non-residential zones

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan, and Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the new Sidewalk Construction Program
2. Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties
3. Develop a future strategy for replacement of the Shoreline Pool and Spartan Recreation Center
4. Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership
5. Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan
6. Implement the asset management policy and strategy to better align data with the goal of supporting life-cycle and risk-based decision making using accepted asset management principles and practices
7. Implement Phase One of the City Maintenance Facility project
8. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan
9. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options
10. Begin the state mandated major update of the Comprehensive Plan
11. Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N
12. Update the Public Arts Policy and implement the Public Art Plan
13. Defer the sidewalk rehabilitation program until funding can be secured to offset or replace lost Vehicle License Fee revenue if I-976 is implemented
14. Complete the assumption of the Ronald Wastewater District in collaboration with the District

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/145th Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/145th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Work with regional and federal partners to fund, design, and construct the 145th Street and Interstate-5 interchange improvements
2. Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange
3. Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3
4. Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction and inspection
5. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy
6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail
7. Complete 30 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project
8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan

Goal 4: Expand the City’s focus on equity and inclusion to enhance opportunities for community engagement

The Council values all residents and believes they are an important part of the Shoreline community, including those who have been historically marginalized and underrepresented. The Council believes it is important to improve inclusion, equity, and meaningful participation among all members of the Shoreline community in the development and implementation of policies and programs.

ACTION STEPS:

1. Continue implementing the City’s Diversity and Inclusion Program, including identifying and implementing ongoing equity training for City staff, Council, boards and commissions
2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
3. Continue to offer Community Bridge as an alternative engagement strategy for Shoreline’s diverse population
4. Ensure all Shoreline residents have access to and benefit from the City’s programs and activities through continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington’s Law Against Discrimination
5. Review the City’s written material and public information to make sure that it is understandable and accessible for all residents
6. Continue building relationships that support community policing

Goal 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives

Maintaining a safe community is the City’s highest priority. The 2018 Citizen Survey reflected that 93% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. Expand coordination of the City’s Police Department-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response
3. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety
4. Continue partnering with Shoreline schools and the Shoreline Fire Department to implement best practice school safety measures
5. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City’s speed differential map and citizen traffic complaints
6. Conduct trainings and community programs to promote personal safety, awareness and response
7. Begin a process of developing partnerships with North King County cities and other key stakeholders in support of siting a 24/7 shelter/navigation center to serve homeless single adults in North King County
8. Actively monitor developments related to the new Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
9. Pilot the Love Your Community mini-grant program to expand the City’s community building efforts beyond established neighborhood associations



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EXECUTIVE SUMMARY



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10 YEAR FINANCIAL SUSTAINABILITY PLAN

10 YEAR FINANCIAL SUSTAINABILITY PLAN BACKGROUND

In 2012, the City Council adopted its 2012-14 Goals. Goal #1 was “Strengthen Shoreline’s economic base”. Action Step #3 under this goal was “Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure”. To implement this item the City conducted an extensive process.

The City formed a Ten-Year Financial Sustainability team to plan the project and review past community processes. The team introduced the project to all employees and worked with them to identify thousands of tasks performed to provide City services in Shoreline. Tasks were grouped into hundreds of activities, and finally into 127 unique City services. The Administrative Services Department (ASD) calculated the cost of each service. The Leadership Team prioritized each service. Finally, ASD developed a 10 Year Financial Sustainability Model (10 YFSM) for the City’s Operating Budget (General Fund and Street Fund) that became the key for developing and modeling various financial scenarios.

Staff identified over 20 economic development, revenue, and expenditure strategies and built models of the financial impacts of each strategy. A City Council subcommittee (Mayor Winstead, Deputy Mayor Eggen, and Councilmember Salomon) held six meetings in the first quarter of 2014 to review the 10 YFSM, assumptions, and strategies. Based on its review the subcommittee determined which strategies to pursue, narrowing them down to one economic development, two expenditure, and four revenue strategies. The seven strategies were prioritized to develop a resilient draft 10 Year Financial Sustainability Plan (10 YFSP).

The subcommittee also established a public process to gather information and seek input on the draft 10 YFSP. In 2014, this process included an article in the *May Currents* newsletter, development of a webpage on the City’s website seeking public input, a presentation at the May 7 Council of Neighborhoods meeting, and an open house on May 14. All of the presentations, staff reports, memos, etc., regarding the project are readily available on the Ten Year Financial Sustainability Project webpage, which can be accessed at the following link:

<https://www.shorelinewa.gov/government/departments/administrative-services/ten-year-financial-sustainability-project>.

Ultimately, the 10 YFSP was accepted by the City Council on June 16, 2014. The 10 YFSP and 10 YFSM are now incorporated as part of the City’s annual budget process. The 10 YFSM has since been utilized in presenting the long-term financial projections for the preliminary and proposed budgets since 2015, as well as amendments to the budgets since 2015. The model is having the effect on budget planning that was desired by the Council as ASD is monitoring the progress in relation to the 10 YFSM.

Any major budget decision impacting the City’s Operating Budget can be modeled in the 10 YFSM, showing the financial impact on the proposed budget and nine forecast years. It is important to note that the Baseline Model reflects revenues and expenditures for the ten-year forecast at 100% and the 10 YFSM models adjust budgeted revenues and expenditures for the third through tenth years to reflect the fact that, historically, the City tends to collect revenues at 101% of the budgeted amounts, and tends to expend money at 98% of the budgeted amounts. This trend is expected to continue into the future.

10 YEAR FINANCIAL SUSTAINABILITY PLAN UPDATE

Since the 10 YFSP was accepted by the City Council in June 2014, staff have implemented all identified strategies. The preliminary 2021-2022 Operating Budget and updated ten-year forecast, incorporating the 2021-2022 proposed biennial budget with the updated results of the revenue and expenditure strategies that comprise the 10 YFSP into the 10 YFSM, was previewed by the City Council in the September 14, 2020 staff report. Based on audited 2019 results, 2020 estimates, and 2020 projections, the 10 YFSM projects gaps in all years of the forecast as a result of the economic impacts of COVID-19 and the expiration of the levy lid lift in 2023. Using general fund fund balance of \$1.4 million to balance the current biennium and assuming a successful levy lid lift in 2022, the 10 YFSM reflects surpluses generated between 2023-2025 is adequate to cover shortfalls into 2027. When we model expenditures at 99% to reflect our historical trend for expenditures and assume a successful LLL, the surplus generated in 2021 through 2025 in this scenario, mostly attributable to the LLL, appears adequate to cover the shortfall for 2026 through 2028. As of 2019, every strategy identified in the 10 YFSP has been implemented and is being employed to help achieve financial sustainability. The following provides a brief history for each of the strategies and our progress towards reaching the identified targets:

10 YFSP Strategy

Strategy Implementation Steps

- (1) The 10 YFSP targets growth at 7,500 SF of retail redevelopment and 160 new MFU annually. Since adoption of the 10YFSP, the City added 7,154 square feet (SF) of new retail space in 2015, 8,835 in 2016, 11,903 in 2017, 429 in 2018 and 0 sq. ft. of new retail space in 2019. We increased multi-family unit (MFU) count by 97 in 2014, 132 in 2015, added 12 beds to a facility in 2016, added 199 new units in 2017, 325 in 2018 and added 232 units in 2019 (50 of those units are from townhomes). Additionally, we saw the remodel of 26,878 SF of retail space in 2014, 6,411 SF in 2015, 24,643 SF in 2016, 6,937 in 2017, 2,810 SF in 2018, and 1,645 SF. of remodeled retail space in 2019. Office space added in 2018 was 22,450 SF and 3,563 SF in 2019.
- (2) The 10 YFSP sought to reduce the expenditure growth rate. To achieve this the City has adopted a culture of continuous improvement to identify efficiencies that produce cost savings and cost avoidance. Additionally, staff continually look for opportunities to reduce costs in all areas of operations including proactively monitoring all its major contracts and considering alternative service delivery models to minimize cost increases and maintain or improve service levels. One example from the current biennium is the use of multiple Jail contracts to lower costs allowed the reduction of the Jail budget to help address the current economic challenge. Usage and costs have been historically volatile, and the City proactively seeks lower cost alternatives to delivering this mandated service. Another example is the City's Janitorial contract, where consolidation of services with a single vendor and changes in service levels for internal facing services have allowed us to maintain costs with lower than market increases. Additionally, this budget proposes the "in-sourcing of our durable road-stripping program, that is anticipated to save \$30,000 per year after the first biennium and improve service delivery. Finally, the City has changed its computer vendor and improved service delivery with computers arriving fully imaged, saving valuable staff time, at a lower cost.
- (3) The 10 YFSP strategy to increase investment returns with a target of 100 basis points. To accomplish this staff have implemented a laddered investment portfolio and have met the target through 2019. Given the impact of COVID-19 on the economy, it is likely that we will not achieve this target in this biennium but anticipate our strategy will still enable us to have better returns than without the strategy.
- (4) Evaluation City's Cost Recovery objectives for Recreation and Permitting were identified as a strategy. In 2016, the Parks, Recreation and Cultural Services Department conducted a study to evaluate cost recovery percentages for an appropriate combination of fee-based

programs with targeted implementation beginning with the 2016 budget. Those cost recovery for recreation programs are now reviewed are reviewed on a regular cycle and adjust by market or CPI on the years when not evaluated

The City completed a Cost of Service and Cost Recovery evaluation of the Permitting and Inspection fee revenues in 2016. Staff presented recommendations on proposed permitting cost recovery objectives on April 26, 2016 and those recommendations were incorporated in the 2017 Fee Schedule. An update to this study will be performed in 2022 to be incorporated into the 2023-2024 budget.

- (5) The 10YFSP sought to replace the \$152,000 General Fund annual contribution to the City's Curb Ramp, Gutter, and Sidewalk Maintenance Program with an ongoing revenue source. After extensive evaluation to develop the City's Americans with Disabilities Act (ADA) Transition Plan, identifying over \$110 million of necessary repairs, City Council adopted Ordinance No. 822 to increase the VLF by \$20 per vehicle per year, to a total of \$40, to provide revenue to support the repair and maintenance of the City's sidewalk network. City Council levied) The City began collecting that tax in 2019, however voter initiative I-976 rolled back the City's ability to impose these fees. That initiative is currently under review by the State Supreme Court. Until its legality is resolved the City will be evaluating the use of One-Time contributions to the sidewalk repair program with each budget process.
- (6) The 10 YFSP included the consideration of implementing a Business & Occupation Tax. After extensive public engagement, Council City Council ultimately adopted Ordinance No. 808 providing for a B&O Tax on December 4, 2017. The Tax was implemented in 2019.
- (7) Consideration of renewal of the voter approved Levy Lid Lift for operations was identified as necessary to address the structural imbalance created by the 1% limit of growth for property tax. After extensive public engagement the Council placed Proposition 1, Basic Public Safety, Parks & Recreation, and Community Services Maintenance and Operations Levy on the ballot in November 2016, and it was passed with a 66.5% (19,272 votes) approval and set the new tax rate for 2017 at \$1.39 with the lid for the ensuing years to be "lifted" each year by a percentage increase tied to CPI-U for the Seattle Area. Council will be considering this strategy again in 2022.



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10 YEAR FINANCIAL SUSTAINABILITY PLAN

The Shoreline City Council has evaluated the City's history of financial sustainability. Based on existing circumstances it appears that existing revenue sources may not be sufficient to maintain financial sustainability into the future.

The City Council believes that Shoreline's citizens have repeatedly emphasized that it is important to the community that the City maintain existing service levels whenever possible. In addition, the City Council states its intent to fulfill its obligations to the citizens, maintain public safety, and maintain existing City infrastructure. The City Council also intends to fulfill its regional obligations.

As such, the City Council intends to emphasize the priorities identified by our citizens in Vision 2029, the community's long-term vision for Shoreline. The City should invest in economic development necessary to improve its tax base. In its efforts to accomplish these things the City Council also needs to minimize the effects of new and existing taxes on its citizens and businesses.

A. FINANCIAL SUSTAINABILITY

In order to preserve the City's financial sustainability, and taking into account the obligations listed above, the City Council believes that it is necessary to establish various economic development, revenue, and expenditure targets over the 2014-2024 timeframe. These targets are listed below in priority order.

- 1) Achieve the development of an additional 160 units of multi-family residential housing and 7,500 square feet of retail redevelopment annually, beginning in 2014*.
- 2) Reduce the expenditure growth rate to 0.2% below the average projected ten year growth rate and attempt to maintain existing service levels, beginning in 2015. Continue to seek out efficiencies and cost-saving strategies.
- 3) During 2014, research ways to increase investment returns by 100 basis points (1%) per year, and implement strategies to accomplish this.
- 4) 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.
- 5) In 2014, begin to identify ways to replace the \$290,000 transfer from the General Fund to the Roads Capital Fund with another dedicated source of funding.
- 6) In 2016 or later, engage the business community in a discussion regarding the possible future implementation of a Business and Occupation (B&O) Tax.
- 7) Monitor the City's progress in relation to the Financial Sustainability Model. In 2016 or later, engage Shoreline residents in a discussion regarding the possibility of renewing the property tax levy lid lift.

The targets outlined above are over and above pre-existing revenue, growth, and expenditure assumptions for the City of Shoreline. The City intends to use this information to inform future budget processes.

B. COMMUNICATIONS

In addition to communications and public processes conducted to date, the Council directs staff to communicate the Financial Sustainability Project and Model to Shoreline's residents through *Currents* articles. This discussion should include the final recommendation considered and ultimately approved by the City Council.

C. POTENTIAL SURPLUSES AND UNANTICIPATED SAVINGS

The City Council states that the City's first priority is to ensure adequate reserves. If reserves are below policy levels then surpluses should be used to restore reserves to mandated levels. If reserves meet or exceed policy requirements the surpluses should be used to fund economic development investment in Shoreline, fund infrastructure improvements, fund other high priority one-time needs or be held to fund future deficits if they are forecast in the Financial Sustainability Model. If it appears that surpluses are sustainable on a recurring basis, the City Council will review and consider funding for new on-going operational needs.

* The City will strive to achieve this target in 2014; however, the revenue impact will not be realized until 2019.

**10 YEAR FINANCIAL SUSTAINABILITY MODEL
OPERATING BUDGET
TEN YEAR FORECAST**

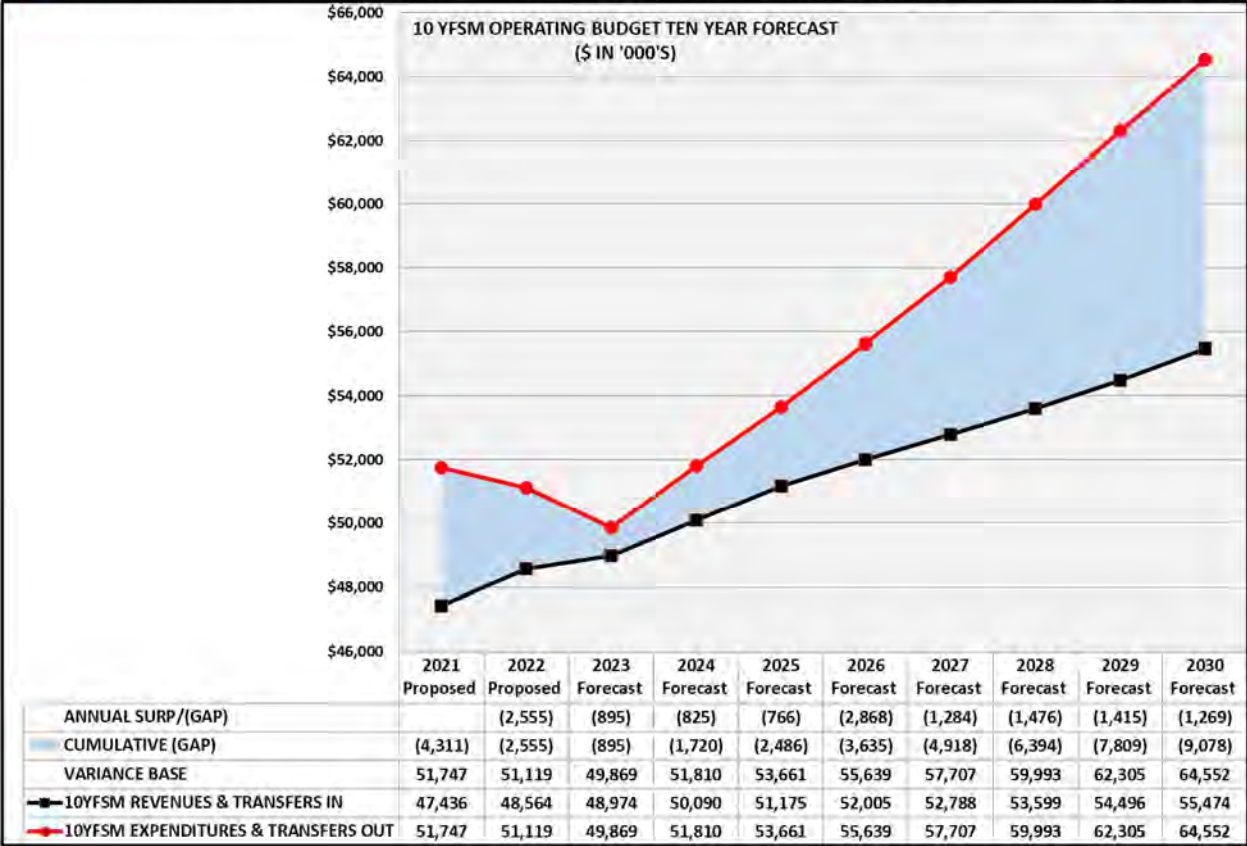
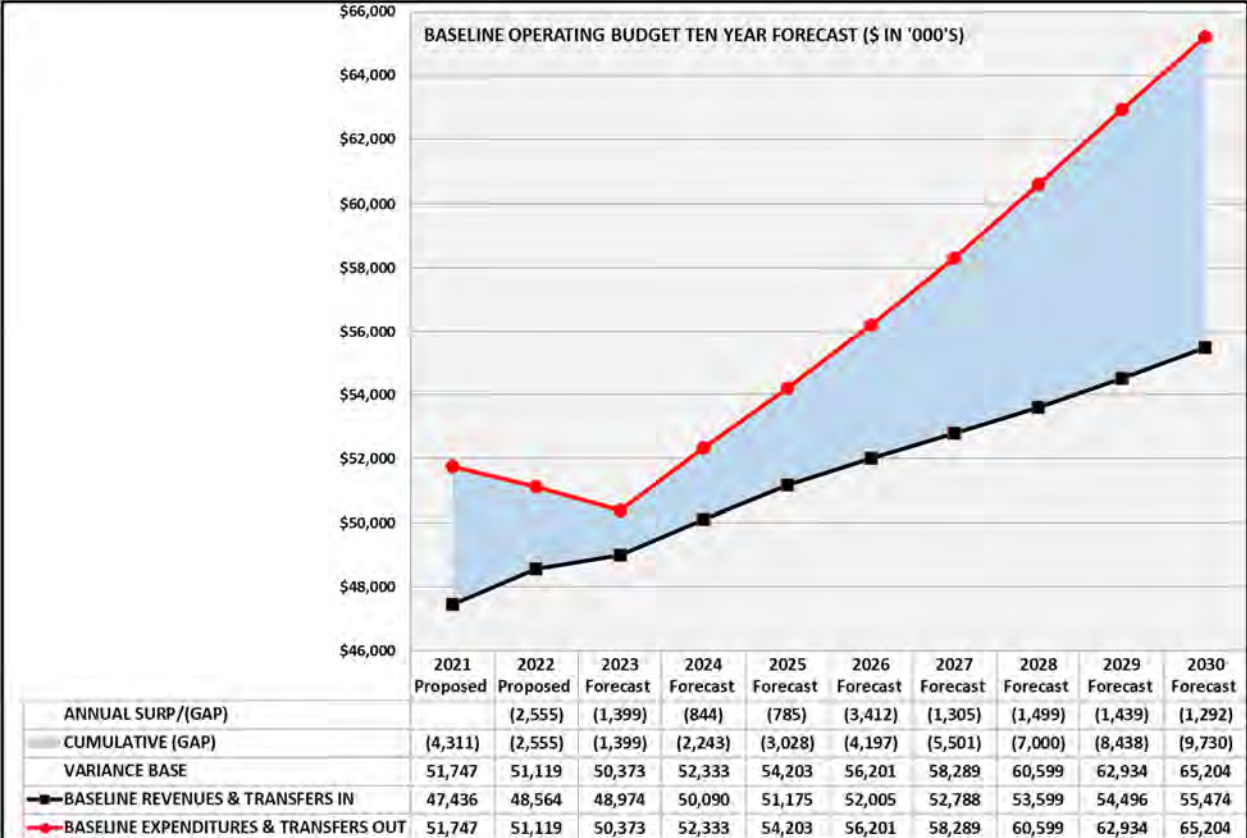
	2021 Proposed	2022 Proposed	2023 Forecast	2024 Forecast	2025 Forecast
Baseline Model:					
Beginning Operating Funds Fund Balance	\$18,763,489	\$23,000,637	\$18,763,489	\$14,452,958	\$13,024,634
Baseline Revenues:					
Taxes					
Property	14,106,259	14,430,037	14,664,760	14,904,167	15,149,265
Sales and Use	10,203,420	10,710,242	11,187,907	11,808,952	12,207,310
Business and Occupation	971,770	1,018,613	1,054,968	1,098,788	1,148,682
Gambling	700,000	1,400,000	1,400,000	1,400,000	1,400,000
Utility	3,673,019	3,697,412	3,768,290	3,839,338	3,912,552
Other	85,929	85,929	85,929	85,929	85,929
Franchise/Utility Contract Payments	5,398,100	4,507,400	4,635,263	4,772,817	4,845,045
Licenses and Permits	2,658,071	2,688,565	2,670,756	2,759,511	2,949,162
Intergovernmental	3,102,584	3,366,324	2,841,304	2,664,393	2,620,028
Charges for Services	1,377,855	1,456,285	1,483,543	1,510,154	1,537,270
Fines and Forfeitures	404,000	404,000	404,000	404,000	404,000
Interest Income	73,100	73,100	73,100	73,100	73,100
Miscellaneous Revenues	2,058,702	2,120,140	2,027,200	2,034,092	2,041,115
Total Baseline Revenue	44,812,809	45,958,047	46,297,021	47,355,241	48,373,458
Baseline Operating Expenditures:					
Salaries & Benefits	18,970,589	19,469,954	20,277,015	20,878,913	21,626,554
Supplies	1,046,500	1,039,374	1,057,374	1,057,374	1,057,374
Services & Charges	8,265,459	8,608,981	8,483,038	8,853,866	9,184,561
Intergovernmental	16,577,610	17,034,230	17,583,324	18,344,563	19,135,542
Interfund	558,511	560,915	562,297	565,928	569,643
Budgeted Contingency	240,000	1,383,208	(25,000)	(25,000)	(25,000)
Capital Outlay	8,434	-	-	-	-
Total Baseline Operating Expenditures	45,667,103	48,096,662	47,938,048	49,675,644	51,548,674
Baseline Revenue Over (Under) Expenditures	(854,294)	(2,138,615)	(1,641,028)	(2,320,402)	(3,175,216)
Baseline Other Financing Sources (Uses):					
Operating Transfers In	2,623,204	2,606,157	2,677,223	2,734,851	2,801,061
Transfers Out	6,079,441	3,022,074	2,434,849	2,657,570	2,653,934
Gain / (Use) of Operating Funds Fund Balance	(4,310,531)	(2,554,532)	(1,398,654)	(2,243,121)	(3,028,089)
Baseline Ending Operating Funds Fund Balance	\$14,452,958	\$20,446,105	\$17,364,835	\$12,209,837	\$9,996,545
Required Operating Funds Fund Balance	\$4,391,198	\$4,352,027	\$4,339,919	\$4,374,689	\$4,383,412
Over (Under) Required Operating Funds Fund Balance	\$10,061,760	\$16,094,078	\$13,024,916	\$7,835,148	\$5,613,133
10 YFSM:					
Beginning Operating Funds Fund Balance	\$18,763,489	\$23,000,637	\$18,763,489	\$14,452,958	\$13,024,634
Total 10YFSM Revenues & Transfers In	47,436,013	48,564,204	48,974,243	50,090,093	51,174,519
Total 10YFSM Operating Expenditures & Transfers Out	51,746,544	51,118,736	49,869,168	51,809,881	53,660,582
Gain / (Use) of Operating Funds Fund Balance	(4,310,531)	(2,554,532)	(894,925)	(1,719,789)	(2,486,063)
10YFSM Ending Operating Funds Fund Balance	\$14,452,958	\$20,446,105	\$17,868,564	\$12,733,169	\$10,538,571
Required Operating Funds Fund Balance	\$4,391,198	\$4,352,027	\$4,339,919	\$4,374,689	\$4,383,412
Over (Under) Required Operating Funds Fund Balance	\$10,061,760	\$16,094,078	\$13,528,645	\$8,358,481	\$6,155,159

Assumptions:

Inflation	0.00%	1.73%	2.34%	2.24%	2.24%
Annual Revenue Growth		2.56%	0.74%	2.29%	2.15%
Annual Regular Levy Assessed Value Change		-2.24%	4.84%	4.59%	6.84%
Annual Sales & Use Tax Change	5.11%	4.67%	5.44%	7.68%	4.94%
General Fees & Licenses Increases	0.00%	1.38%	1.87%	1.79%	1.80%
Investment Interest Rate	0.23%	1.60%	1.90%	2.00%	2.10%
Building Permit Charge	13.28%	-1.02%	-0.71%	3.58%	7.39%
Revenue Collection (Baseline)	100.00%	100.00%	100.00%	100.00%	100.00%
Revenue Collection (10YFSM)	100.00%	100.00%	100.00%	100.00%	100.00%
PERS Employer Contribution Rate	12.97%	12.97%	12.92%	12.92%	12.92%
Health Benefit Escalator	0.00%	0.00%	6.50%	6.50%	6.50%
Regular Salary Escalator	0.80%	2.53%	3.14%	3.04%	3.04%
Police Contract Escalator	7.10%	4.16%	4.77%	4.96%	4.91%
Expenditure Percentage (Baseline)	100.00%	100.00%	100.00%	100.00%	100.00%
Expenditure Percentage (10YFSM)	100.00%	100.00%	99.00%	99.00%	99.00%
Annual Expenditure Growth		5.32%	-0.33%	3.62%	3.77%
Contribution to / (Refund From) Revenue Stabilization Fund	\$0	\$0	\$94,889	\$235,345	\$196,749

**10 YEAR FINANCIAL SUSTAINABILITY MODEL
OPERATING BUDGET
TEN YEAR FORECAST**

	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Baseline Model:					
Beginning Operating Funds Fund Balance	\$11,518,134	\$9,225,769	\$6,160,692	\$1,950,440	(\$3,543,513)
Baseline Revenues:					
Taxes					
Property	15,395,345	15,641,294	15,889,075	16,133,445	16,371,557
Sales and Use	12,690,665	13,143,209	13,597,298	14,065,428	14,467,457
Business and Occupation	1,185,926	1,220,765	1,255,892	1,294,201	1,329,150
Gambling	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Utility	3,990,407	4,070,324	4,153,707	4,237,270	4,321,508
Other	85,929	85,929	85,929	85,929	85,929
Franchise/Utility Contract Payments	4,922,306	5,000,588	5,081,915	5,161,192	5,239,053
Licenses and Permits	2,726,501	2,484,014	2,251,659	2,094,454	2,094,454
Intergovernmental	2,642,491	2,665,266	2,688,822	2,711,981	2,734,887
Charges for Services	1,566,325	1,595,743	1,626,317	1,656,043	1,685,169
Fines and Forfeitures	404,000	404,000	404,000	404,000	404,000
Interest Income	73,100	73,100	73,100	73,100	73,100
Miscellaneous Revenues	2,048,641	2,056,260	2,064,179	2,071,878	2,079,422
Total Baseline Revenue	49,131,636	49,840,493	50,571,893	51,388,921	52,285,685
Baseline Operating Expenditures:					
Salaries & Benefits	22,438,021	23,277,784	24,164,247	25,069,203	25,997,897
Supplies	1,057,374	1,057,374	1,057,374	1,057,374	1,057,374
Services & Charges	9,566,128	9,927,134	10,334,547	10,715,605	10,922,993
Intergovernmental	19,917,058	20,763,793	21,674,136	22,633,735	23,638,981
Interfund	573,643	577,710	581,958	586,106	590,190
Budgeted Contingency	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Capital Outlay	-	-	-	-	-
Total Baseline Operating Expenditures	53,527,224	55,578,796	57,787,262	60,037,023	62,182,434
Baseline Revenue Over (Under) Expenditures	(4,395,588)	(5,738,303)	(7,215,369)	(8,648,102)	(9,896,749)
Baseline Other Financing Sources (Uses):					
Operating Transfers In	2,873,247	2,947,851	3,026,760	3,106,645	3,188,069
Transfers Out	2,674,270	2,710,675	2,811,287	2,896,998	3,021,497
Gain / (Use) of Operating Funds Fund Balance	(4,196,611)	(5,501,127)	(6,999,897)	(8,438,455)	(9,730,176)
Baseline Ending Operating Funds Fund Balance	\$7,321,523	\$3,724,642	(\$839,204)	(\$6,488,015)	(\$13,273,689)
Required Operating Funds Fund Balance	\$4,405,137	\$4,426,063	\$4,441,790	\$4,456,532	\$4,471,726
Over (Under) Required Operating Funds Fund Balance	\$2,916,386	(\$701,421)	(\$5,280,994)	(\$10,944,547)	(\$17,745,415)
10 YFSM:					
Beginning Operating Funds Fund Balance	\$11,518,134	\$9,225,769	\$6,160,692	\$1,950,440	(\$3,543,513)
Total 10YFSM Revenues & Transfers In	52,004,883	52,788,343	53,598,652	54,495,567	55,473,755
Total 10YFSM Operating Expenditures & Transfers Out	55,639,479	57,706,576	59,992,564	62,304,682	64,551,892
Gain / (Use) of Operating Funds Fund Balance	(3,634,596)	(4,918,233)	(6,393,911)	(7,809,115)	(9,078,137)
10YFSM Ending Operating Funds Fund Balance	\$7,883,538	\$4,307,536	(\$233,219)	(\$5,858,675)	(\$12,621,650)
Required Operating Funds Fund Balance	\$4,405,137	\$4,426,063	\$4,441,790	\$4,456,532	\$4,471,726
Over (Under) Required Operating Funds Fund Balance	\$3,478,401	(\$118,527)	(\$4,675,009)	(\$10,315,207)	(\$17,093,375)
Assumptions:					
Inflation	2.36%	2.35%	2.39%	2.28%	2.20%
Annual Revenue Growth	1.57%	1.44%	1.47%	1.62%	1.75%
Annual Regular Levy Assessed Value Change	7.19%	6.74%	6.52%	6.15%	6.21%
Annual Sales & Use Tax Change	6.09%	5.45%	5.14%	4.58%	3.38%
General Fees & Licenses Increases	1.89%	1.88%	1.92%	1.83%	1.76%
Investment Interest Rate	2.10%	2.10%	2.10%	2.10%	2.50%
Building Permit Charge	-8.08%	-9.57%	-10.14%	-7.64%	0.00%
Revenue Collection (Baseline)	100.00%	100.00%	100.00%	100.00%	100.00%
Revenue Collection (10YFSM)	100.00%	100.00%	100.00%	100.00%	100.00%
PERS Employer Contribution Rate	12.92%	12.92%	12.92%	12.92%	12.92%
Health Benefit Escalator	6.50%	6.50%	6.50%	6.50%	6.50%
Regular Salary Escalator	3.16%	3.15%	3.19%	3.08%	3.00%
Police Contract Escalator	4.61%	4.76%	4.89%	4.91%	4.91%
Expenditure Percentage (Baseline)	100.00%	100.00%	100.00%	100.00%	100.00%
Expenditure Percentage (10YFSM)	99.00%	99.00%	99.00%	99.00%	99.00%
Annual Expenditure Growth	3.84%	3.83%	3.97%	3.89%	3.57%
Contribution to / (Refund From) Revenue Stabilization Fund	\$112,587	\$97,680	\$101,416	\$125,679	\$145,304





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2021-2022 ADOPTED BIENNIAL BUDGET HIGHLIGHTS

Budget Highlights

The City's 2021-2022 Adopted Biennial Budget is balanced in all funds and totals \$232.358 million. The 2021-2022 Adopted Biennial Budget is \$22.613 million, or 10.8%, more than the 2019-2020 biennial estimate (2019 Actual plus 2020 year-end estimates). The more can be linked to the following changes:

- \$9.452 million increase in the City's Enterprise Funds;
- \$6.144 million increase in the City's Capital Funds; and,
- \$1.243 million increase in the Operating Funds.

The increase in the enterprise funds is the result of a full biennium of wastewater operations in 2021-2022 as well as the implementation of the Proactive Management Strategy for surface water operations and capital. The increase in the Operating Funds is largely due to addition of Shoreline Secure Storage and normal operational increases, offset by the closure of the Shoreline Pool and reduction of jail costs.

The table below summarizes the 2021-2022 Adopted Biennial Budget by fund and provides a comparison to the 2019-2020 biennial estimate by fund.

Fund Type	2021-2022 Biennial Budget				2019-2020 Biennial Estimate	Expenditure Percentage Change
	Proj. Beg. Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Ending Fund Balance		
Operating Funds:						
General Fund	\$18,503,585	\$89,599,820	\$96,464,883	\$11,638,522	\$96,629,107	-0.17%
Shoreline Secure Storage Fund	0	2,259,500	2,259,500	0	1,035,600	118.18%
Revenue Stabilization Fund	5,464,529	0	0	5,464,529	0	0.00%
Street Fund	259,904	4,140,897	4,140,897	259,904	4,009,634	3.27%
Code Abatement Fund	424,087	60,000	200,000	284,087	30,000	566.67%
Public Arts Fund	156,103	10,000	124,605	41,498	254,860	-51.11%
State Drug Enforcement Forfeiture Fund	79,024	36,486	36,486	79,024	37,213	-1.95%
Federal Drug Enforcement Forfeiture Fund	22,810	26,000	26,000	22,810	13,000	100.00%
Sub-Total Operating Funds	\$24,910,043	\$96,132,703	\$103,252,371	\$17,790,375	\$102,009,414	1.22%
Debt Service Funds:						
2006/2016 UTGO Bond Fund	\$3,199	\$1,135,144	\$1,135,144	\$3,199	\$3,387,106	-66.49%
2009/2019 LTGO Bond Fund	183,411	2,202,688	2,202,688	183,411	20,647,765	-89.33%
2013 LTGO Bond Fund	130	516,520	516,520	130	519,431	-0.56%
2020 LTGO Bond Fund	0	25,960,000	25,960,000	0	382,666	6683.98%
Sidewalk LTGO Bond Fund	4,106,944	4,394,202	1,799,100	6,702,046	0	0.00%
Sub-Total Debt Service Funds	\$4,293,684	\$34,208,554	\$31,613,452	\$6,888,786	\$24,936,967	26.77%
Capital Funds:						
General Capital Fund	\$1,136,495	\$8,674,479	\$9,044,118	\$766,856	\$32,632,351	-72.28%
City Facility-Major Maintenance Fund	75,733	750,392	709,226	116,899	157,110	351.42%
Roads Capital Fund	4,886,480	47,877,684	49,710,564	3,053,600	26,676,320	86.35%
Sidewalk Expansion Fund	11,431,853	5,401,803	5,401,803	11,431,853	756,698	613.87%
Transportation Impact Fees Fund	4,414,615	0	867,701	3,546,914	66,800	1198.96%
Park Impact Fees Fund	777,838	750,000	750,000	777,838	50,000	1400.00%
Sub-Total Capital Funds	\$22,723,014	\$63,454,358	\$66,483,412	\$19,693,960	\$60,339,278	10.18%
Enterprise Funds:						
Surface Water Utility Fund	\$3,432,872	\$32,904,384	\$24,336,730	\$12,000,526	\$15,644,162	55.56%
Wastewater Utility Fund	(510,538)	5,673,260	5,673,260	(510,538)	4,914,270	15.44%
Sub-Total Enterprise Funds	\$2,922,334	\$38,577,644	\$30,009,990	\$11,489,988	\$20,558,432	45.97%
Internal Service Funds:						
Equipment Replacement Fund	\$4,929,176	\$1,162,479	\$484,456	\$5,607,199	\$597,454	-18.91%
Unemployment Fund	(0)	35,000	35,000	(0)	286,926	-87.80%
Vehicle Operations and Maintenance Fund	87,419	438,891	478,891	47,419	1,016,171	-52.87%
Sub-Total Internal Service Funds	\$5,016,595	\$1,636,370	\$998,347	\$5,654,618	\$1,900,551	-47.47%
Total City Budget	\$59,865,669	\$234,009,629	\$232,357,572	\$61,517,726	\$209,744,642	10.78%

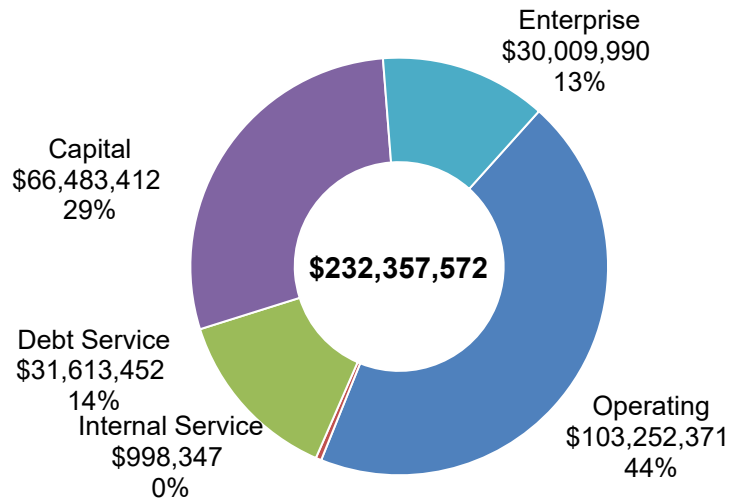
2021-2022 BIENNIAL BUDGET DEPARTMENT/FUND OVERVIEW

The following table provides an illustration of the relationship between the City's departments and funds. Most departments manage programs in the General Fund. The City Manager's Office, Administrative Services, Human Resources, Police, and Public Works departments are also responsible for programs in other funds.

Fund Type	City Council	City Manager	City Attorney	Administrative Services	Human Resources	Police	Criminal Justice	Parks, Recreation & Cultural Services	Planning & Community Development	Public Works	Recreation, Cultural & Community Services	Utilities	Transfers Out	Total
Operating Funds														
General Fund	\$493,796	\$8,429,211	\$1,772,457	\$18,887,722	\$1,122,022	\$27,992,838	\$4,914,192		\$6,692,518	\$7,010,449	\$11,700,139		\$7,449,539	\$96,464,883
Shoreline Secure Storage Fund		\$1,299,500											\$960,000	\$2,259,500
Street Fund										\$3,448,921			\$691,976	\$4,140,897
Code Abatement Fund		\$200,000												\$200,000
State Drug Forfeiture Fund						\$36,486								\$36,486
Public Arts Fund											\$124,605			\$124,605
Federal Drug Forfeiture Fund						\$26,000								\$26,000
Property Tax Equalization Fund														\$0
Federal Criminal Forfeiture Fund														\$0
Revenue Stabilization Fund														\$0
Sub-Total Operating Funds	\$493,796	\$9,928,711	\$1,772,457	\$18,887,722	\$1,122,022	\$28,055,324	\$4,914,192	\$0	\$6,692,518	\$10,459,370	\$11,824,744	\$0	\$9,101,515	\$103,252,371
Debt Service														
2006/2016 UTGO Bond Fund				\$1,135,144										\$1,135,144
2009/2019 LTGO Bond Fund				\$2,202,888										\$2,202,888
2013 LTGO Bond Fund				\$516,520										\$516,520
Sidewalk LTGO Bond Fund				\$1,799,100										\$1,799,100
2020 LTGO Bond Fund				\$25,960,000										\$25,960,000
Sub-Total Debt Service Funds	\$0	\$0	\$0	\$31,613,452	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,613,452
Capital Budget														
General Capital Fund				\$550,000						\$7,116,550			\$1,377,568	\$9,044,118
City Facility-Major Maintenance Fund				\$709,226										\$709,226
Roads Capital Fund										\$49,494,570			\$215,994	\$55,112,367
Sidewalk Expansion Fund										\$5,401,803				\$5,401,803
Transportation Impact Fees Fund													\$867,701	\$867,701
Park Impact Fees Fund													\$750,000	\$750,000
Sub-Total Capital Funds	\$0	\$0	\$0	\$1,259,226	\$0	\$0	\$0	\$0	\$0	\$62,012,923	\$0	\$0	\$3,211,263	\$66,483,412
Enterprise Funds														
Surface Water Utility Fund												\$21,762,196	\$2,574,534	\$24,336,730
Wastewater Utility Fund												\$4,641,116	\$1,032,144	\$5,673,260
Sub-Total Enterprise Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,403,312	\$3,606,678	\$30,009,990
Internal Service Funds														
Equipment Replace. Fund				\$478,891										\$478,891
Vehicle Maint. & Ops. Fund				\$484,456										\$484,456
Unemployment Fund					\$35,000									\$35,000
Sub-Total Internal Service Funds	\$0	\$0	\$0	\$963,347	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$998,347
Total City Budget	\$493,796	\$9,928,711	\$1,772,457	\$52,723,747	\$1,157,022	\$28,055,324	\$4,914,192	\$0	\$6,692,518	\$72,472,293	\$11,824,744	\$26,403,312	\$15,919,456	\$232,357,572

The budget can be divided into five types of funds as shown in the chart to the right: Operating, Internal Service, Debt Service, Capital and Enterprise. The Operating Funds million represent the cost of providing services to the Shoreline community on a day-to-day basis and includes such items as public safety (police, court, jail), park maintenance, recreation programming, grounds maintenance, street maintenance, street lighting, land use planning, permitting, communications, emergency management, and administration. The Operating Funds also include some special revenue funds that must be used for designated purposes such as police services. The Debt Service Funds account for the annual repayment of the voter approved park bonds; the councilmanic bonds issued to pay for a portion of City Hall, acquisition of property for a maintenance facility, and construction of new sidewalks; and, the bond anticipation notes issued to acquire properties for the Parks, Recreation and Open Space Plan. The Enterprise Funds consist of the operation and capital improvements of the surface water utility and operation of the Ronald Wastewater District (RWD) under a service contract. The Capital Funds represent the cost of making improvements to the City's facilities, parks, and transportation systems. The Internal Service Funds represent transfers between funds (Vehicle Operations, Equipment Replacement, Public Art, and Unemployment funds) to fund maintenance and replacement of City equipment, installation of public art, and unemployment claims.

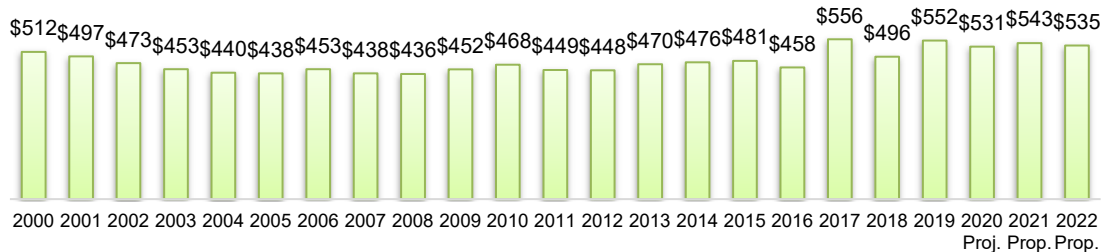
2021-2022 Adopted Biennial Budget



Within the Operating Funds it is important to focus on the operating budget, which is comprised of the General Fund, Shoreline Secure Storage Fund, and the Street Fund. The 2021-2022 Adopted Operating Budget totals \$102,865,280 million; and is \$0.033 million, or 1.2%, more than the 2019-2020 biennial estimate. It includes one-time transfers, some of which were previously programmed in support of specific capital projects but delayed per the 2021-2026 CIP.

The table above reflects a \$0.164 million, or 0.2%, decrease in the General Fund budget for 2021-2022.

**Operating Expenditures Per Capita Adjusted for Inflation
(2000 as base year for inflation)**



The chart above shows the cost of providing City services on a per capita basis, adjusted for inflation, since 2000. The projected cost per capita in 2021 and 2022 is \$543 and \$535, which is approximately \$31 (6.0%) and \$22 (4.4%) higher than in 2000, respectively.

The 2021-2022 General Fund ending fund balance (reserves) is projected to be \$11.639 million, with \$1.126 million budgeted as an operational contingency and insurance reserve. This complies with the City's adopted reserve policy, which requires, for 2021 and 2022, that the General Fund maintain a

reserve level of \$3.000 million and \$4.126 million, respectively, for cash flow and budget contingency purposes.

In addition to the General Fund reserves, the City's Revenue Stabilization Fund is projected to have an ending 2021-2022 fund balance of \$5.465 million. This is above the City's reserve policy requiring that this fund be maintained at 30% of the budgeted economically sensitive revenues.

The 2021-2022 budgets for the Enterprise Funds are projected to increase by \$9.452 million, or 46.0%.

The City's 2021-2022 capital budget, exclusive of projects budgeted within the Enterprise Funds and transfers out from the Transportation Impact Fees Fund and Park Impact Fees Fund, will decrease by \$0.002 million, or 0.0%, from 2019-2020. The capital budget reflects the 2021-2022 Capital Improvement Program projects proposed in the 2021-2026 Capital Improvement Plan included in this book.

2021-2022 Adopted Biennial Budget Highlights include the following:

◆ **Regular Property Tax Levy:**

- 2021 Property Tax Levy: At the time the proposed budget was compiled, the King County Assessor's Office had not yet released preliminary assessed valuation (AV) for the City, but staff estimated an increase of 3.8% based on available information. This increase will allow the City to take advantage of the provision in Proposition 1 to increase the property tax levy by the June-to-June percentage change in the CPI-U index, which equals 0.87%. With the inclusion of new construction AV estimated at \$63.8 million, the resulting estimated 2021 property tax levy would be \$14.106 million while the projected levy rate would decline from the current levy rate of \$1.19583 to an estimated \$1.16166 per \$1,000 AV. The preliminary estimate for City property taxes assumes a 100% collection rate and is \$190,000, or 1.4%, more than the projected 2020 tax collections.
- 2022 Property Tax Levy: The proposed budget anticipated the City will be able to take advantage of the provision in Proposition 1 to increase the property tax levy by the June-to-June percentage change in the CPI-U index, which is forecast at 1.73%. With the inclusion of new construction AV forecast at \$68.6 million, the resulting estimated 2022 property tax levy would be \$14.430 million, which is \$324,000, or 2.3%, more than the proposed budget's 2021 tax collections.

◆ **Fees:** Generally fees included in the fee schedule are increased from the current year's level by the June-to-June percentage change of the Seattle / Tacoma / Bellevue Consumer Price Index-All Urban Consumer (CPI-U; link to historical table: <https://data.bls.gov/timeseries/CUURS49DSA0>). Unless otherwise discussed below, many fees presented in the 2021 Adopted schedule are increased by 0.87% and fees presented in the 2022 proposed schedule are increased by the forecast change of 1.73%. The text in the fee schedules may have changed with deletions shown as ~~strikethrough~~ and additions shown as **bold**.

- Park, Aquatic and Recreation Fees: The Parks, Recreation and Cultural Services (PRCS) Department performed a comprehensive cost recovery evaluation in 2015 identifying cost recovery objectives for the various PRCS fees. Since that time PRCS performs cost recovery evaluation on a subset of their fees annually to ensure that fees continue to meet identified objectives and stay competitive in the market. Fees not evaluated each year are adjusted by CPI-U as described above.
- Impact Fees: Transportation and Park Impact Fees are adjusted by the same percentage changes in the most recent annual change of the CCI published in the Engineering News-Record (ENR) for the Seattle area. Application of the ENR CCI results in a year-over-year increases for 2021 and 2022 of 0.9% and 3.2%, respectively.

- **Surface Water Management Rates:** The City Council provided direction to staff to pursue the Proactive Management Strategy for the 2018 Surface Water Master Plan update. The 2021 and 2022 Surface Water Management fees reflect the financial impacts of the Proactive Management Strategy as was presented to the City Council in development of the 2018 Surface Water Master Plan.

**Surface Water Management Rate
Single-Family Residence**

	2018	2019	2020	2021	2022	2023	2024	2025	2026
SWM Fee Rate	\$214.39	\$246.55	\$271.21	\$298.33	\$313.24	\$328.91	\$345.36	\$362.63	\$380.76
\$ Change	0	\$32.16	\$24.66	\$27.12	\$14.91	\$15.67	\$16.45	\$17.27	\$18.13
% Change	0	15%	10%	10%	5%	5%	5%	5%	5%

Source: City of Shoreline

- **Damage Restitution Administrative Fee:** An administrative fee to cover a portion of the cost of collecting information and processing damage restitution invoices. This fee shall be added to the amount of calculated restitution necessary to repair, replace or restore damage to City property when invoiced. The administrative fee may be reduced or waived as provided.
- ◆ **Personnel Costs:** The 2021-2022 Proposed Biennial Budget reflects changes in personnel costs as summarized in the table below.

	2020 Current Budget	2019/2020 Personnel Changes	2021 Budget Changes						2021 Budget	2021 v. 2020 \$ Change	2021 v. 2020 % Change	
			Extra-Help , OT, Standby Pay and Callback Pay	Step Increases	Market Adjust.	Increase in Retirement (PERS)	Increase in Health Premium	L&I Changes				New Positions / Reclass / Elimination
Salaries	\$18,178,483	(\$197,076)	(\$240,224)	\$109,968	\$141,407	\$0	\$0	\$0	193,456	\$18,186,014	\$7,531	0.0%
Benefits	6,796,364	(113,711)	(16,749)	22,837	28,897	17,922	109,429	0	66,078	6,911,067	114,703	1.7%
Total	\$24,974,847	(\$310,787)	(\$256,973)	\$132,805	\$170,304	\$17,922	\$109,429	\$0	\$259,534	\$25,097,081	\$122,234	0.5%

	2021 Proposed Budget	2021/2022 Personnel Changes	2022 Budget Changes						2022 Budget	2022 v. 2021 \$ Change	2022 v. 2021 % Change	
			Extra-Help , OT, Standby Pay and Callback Pay	Step Increases	Market Adjust.	Increase in Retirement (PERS)	Increase in Health Premium	L&I Changes				New Positions / Reclass / Elimination
Salaries	\$17,877,933	(\$617,796)	(\$49,339)	\$107,506	\$286,707	\$0	\$0	\$0	\$202,804	\$17,807,815	(\$70,118)	(0.4%)
Benefits	7,108,271	(260,630)	(30,089)	22,325	58,910	0	242,888	0	69,891	7,211,566	103,295	1.5%
Total	\$24,986,204	(\$878,426)	(\$79,428)	\$129,831	\$345,617	\$0	\$242,888	\$0	\$272,695	\$25,019,381	\$33,177	0.1%

The major changes in personnel costs for 2021 include a combination of the following:

- **Salaries:** 0.0% increase inclusive of personnel changes made since the time the 2020 budget was developed in 2019 and through amendments throughout 2020; eligible employees receiving a step increase; a recommended COLA; addition/elimination of positions; and, changes related to existing positions.
 - Regular salaries: Reflects a 0.4% decrease.
 - Extra-Help salaries: Reflects a 24.2% decrease.
- **Benefits:** 1.7% increase inclusive of personnel changes made since the time the 2020 budget was developed in 2019 and through amendments throughout 2020; application of the COLA and step increase that affects social security, Medicare and retirement contributions; retirement contribution costs as a result of the state controlled employer rate for PERS contributions; addition/elimination of positions; and, changes to existing positions.

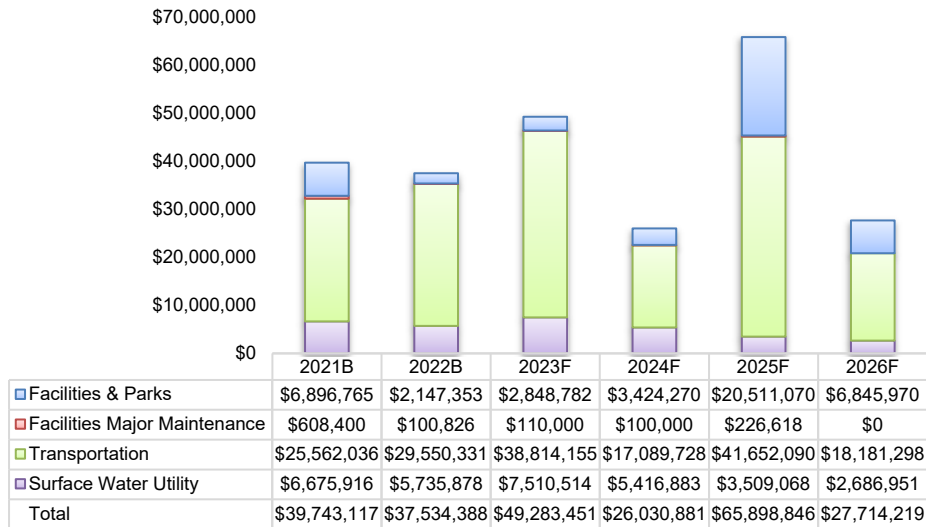
The major changes in personnel costs for 2022 include a combination of the following:

- **Salaries:** 0.4% decrease inclusive of personnel changes between the 2021 and 2022 budgets; eligible employees receiving a step increase; a recommended COLA; addition/elimination of positions; and, changes related to existing positions.

- Regular salaries: Reflects a 2.7% increase.
 - Extra-Help salaries: Reflects a 6.3% decrease.
- Benefits: 1.5% increase inclusive of personnel changes between the 2021 and 2022 budgets; application of the COLA and step increase that affects social security, Medicare and retirement contributions; retirement contribution costs as a result of the state controlled employer rate for PERS contributions; addition/elimination of positions; and, changes to existing positions.
- ◆ **Police Contract:** The 2021-2022 biennial budget reflects the results of negotiations for the King County Sheriff's Office (KCSO) guild contract. Staff projects that the 2021 police services contract will total \$13.626 million, which is 2.9% more than the 2020 police services contract and the 2022 police services contract will total \$14.047 million, which is 3.1% more than the 2021 police services contract. The first detailed estimate will be provided by KCSO in late September or early October. For future years (2023 onward), staff has assumed an annual escalator of 3.5%.
- ◆ **Jail:** The projection for the 2021-2022 Adopted Biennial Budget is based on activity trends over the last couple of years, the number of guaranteed beds at the South Correctional Entity (SCORE), and an inflation rate factor outlined in the interlocal agreement (ILA) with King County. Beginning in 2016, inmates serving a sentence longer than three days are being housed at the Yakima County Jail. The current contract with SCORE is being continued as the City's primary booking facility. In 2020, projected jail housing days and costs are impacted by a COVID-19 outbreak at the Yakima County Jail that resulted in suspension of our use of the jail. At the same time, SCORE has also decided to bill the City for the actual number of beds used rather than the minimum number of guaranteed beds. Additionally, a change in sentencing philosophy appears to be resulting in fewer jail days overall. All of these factors have resulted in significant savings in our Jail budget in 2019 and 2020. In response to this actual experience and the face of reduced revenues, the 2021-2022 budget has been reduced to better align the budget with the actual and projected experience. Staff will continue to monitor this potentially volatile expense and the associated cost drivers closely.
- ◆ **Budgeted Contingency Expenditures:** The 2021-2022 Operating Budget includes the required Operating Contingency and Insurance Reserve. Per the City's financial policies, these contingencies total \$1.126 million and are funded by allocating a portion of the existing fund balance in the General Fund.
- ◆ **City Hall Debt Service Costs:** The 2021-2022 Adopted Biennial Budget includes \$2.203 million in debt service costs for City Hall from two sources; the General Fund, based on monies previously budgeted for lease payments for City Hall and Annex (\$0.856), and Real Estate Excise Tax (REET) collected in the General Capital Fund (\$1.347). The City Council authorized staff to use up to \$750,000 of REET towards the City's debt service costs for City Hall.
- ◆ **Support for Contracted Services:** The 2021-2022 Adopted Biennial Budget includes funding for the operation of the Kruckeberg Botanic Garden, funding for the Shoreline-Lake Forest Park Arts Council, the Shoreline Historical Museum and additional funding for the Shoreline/Lake Forest Park Senior Center, as follows:
 - *Kruckeberg Botanic Garden:* \$40,000 to fund the long-term operational plan for the Gardens between the City and the Kruckeberg Botanical Garden Foundation.
 - *Shoreline-Lake Forest Park Arts Council and Shoreline Historical Museum:* \$60,000 in funding for each of these organizations to provide services to the Shoreline community and to partner with the City for special events.
 - *Senior Center:* \$18,000 in continued funding.
- ◆ **Capital Programs:** The 2021-2022 capital budget reflects the 2021-2022 Capital Improvement Program projects proposed in the 2021-2026 Capital Improvement Plan (CIP). The 2021-2026 CIP, including surface water projects totals \$246.205 million, while the 2021-2022 Capital Improvement Program budget, including surface water projects, totals \$77.278 million. The CIP covers projects over \$10,000 and includes buildings, land acquisition, park facilities, road and

transportation projects, and drainage system improvements. Much of the capital improvement activity is funded through contributions from the General Fund, real estate excise tax (REET), grants, and debt issuance.

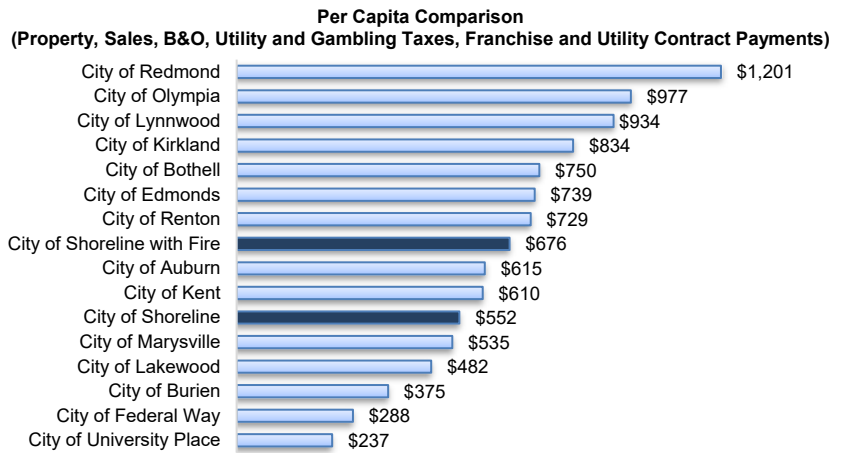
This chart provides a breakdown of the allocation of capital spending throughout the 2021-2026 CIP. The change in spending can vary significantly from year to year based on available resources to complete projects and the impact of previously completed capital projects on the City's operating budget. Detailed information on the CIP may be found in the Capital Improvement Program section of this budget document.



More detailed information regarding changes within the 2021-2022 Adopted Biennial Budget can be found in the individual department sections of this document.

Fiscal Capacity:

As a City, we are challenged by currently limited fiscal capacity. Shoreline is primarily a residential community. The chart to the right shows a comparison of tax per capita with comparable cities using 2018 data (the most recent year for audited financial data). Shoreline also has relatively low sales tax revenue per capita as compared to many other jurisdictions of similar population. This is especially true with those jurisdictions that have much larger retail centers within their communities. Some of these jurisdictions operate their own fire departments.



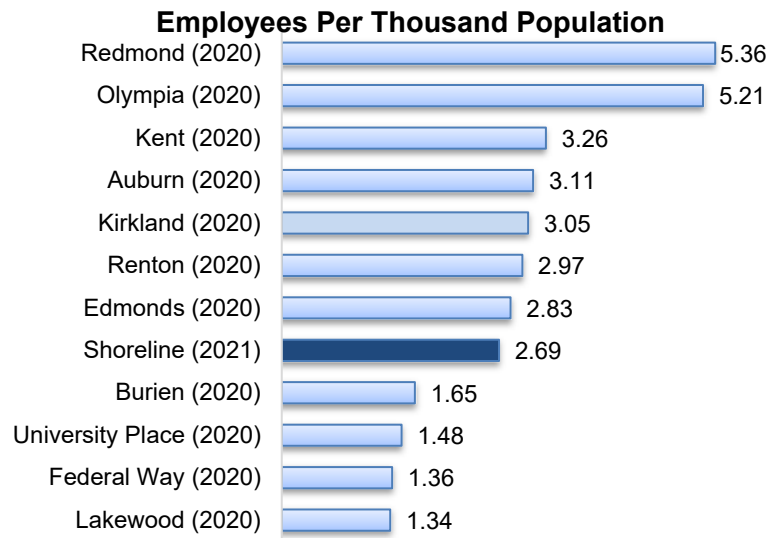
Staffing:

The 2021-2022 Adopted Biennial Budget decreases the net number of full-time equivalent (FTE) positions in the City's personnel complement from the 2020 total by 4.200 FTE. This number reflects the following:

- ◆ Closure of the Shoreline Pool eliminating 5.075 FTEs;
- ◆ Addition of a proposed 0.50 FTE Housing and Human Services Coordinator;
- ◆ Addition of 1.00 FTE Engineer 3 and 1.00 FTE Transportation Specialist to support delivery of transportation related capital projects within the Roads Capital fund;
- ◆ Changes to FTEs according to staffing needs during phases of various projects, including elimination of limited-term positions as terms come to an end; and,
- ◆ In addition to the reduction in budgeted FTEs the City is currently leaving three positions vacant: Grants Coordinator, Clerk Office Administrative Assistant II and Recreation Administrative

Assistant III. Staff will monitor the on-going impacts of the COVID pandemic on City operations and the need for filling vacant positions.

The chart to the right depicts a comparison of staffing to population ratios. These ratios have been adjusted to exclude fire, police, special programs and utility personnel from comparable cities.



CITY BUDGET SUMMARY

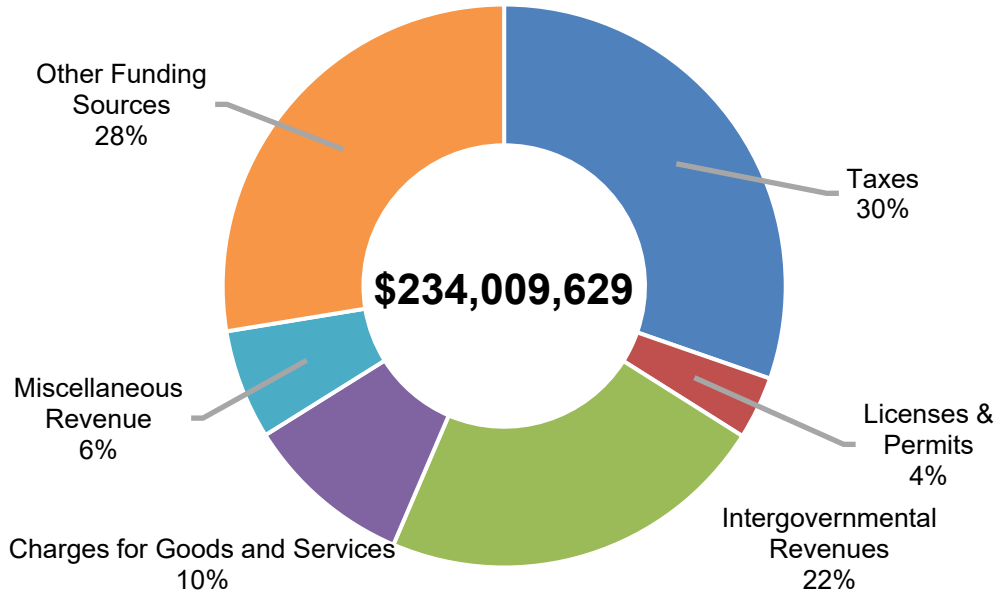
Listed below are the resources and expenditures for all City funds. The resources section lists all revenue and uses by category. Beginning Fund Balance represents the reserves that are available to the City at the beginning of any given year. Operating Uses represent expenses necessary to run the City government on a daily basis while Contingencies represent funding set aside for potential or unforeseen expenditures that may occur. Capital Improvements are the purchases of land, construction of buildings, major street construction or reconstruction, or drainage system improvements. Interfund Transfers represent transfers of funds from one City fund to another City fund to pay for services or capital purposes. Revenues and expenditures are recorded in all funds. Ending Fund Balance represents the reserves that are available to the City at the end of any given year. These reserves represent both reserves for unanticipated events and reserves designated for future capital purposes. The Budgeted Use of Fund Balance is required to balance certain funds and the difference between resources and expenditures presented here may be offset by surpluses in other funds.

	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$38,264,567	\$41,229,889	\$26,650,668	\$59,865,669	\$18,635,780	45%
Revenues:						
Taxes	\$68,175,338	\$69,795,174	\$74,808,182	\$70,990,722	(\$3,817,460)	-5%
Licenses & Permits	9,715,525	9,382,220	9,303,009	8,439,798	(863,211)	-9%
Intergovernmental Revenues	18,986,435	39,134,826	39,163,525	52,647,712	13,484,187	34%
Charges for Goods and Services	20,031,738	22,280,207	24,813,796	22,632,680	(2,181,116)	-9%
Fines and Forfeits	902,402	808,000	630,479	866,900	236,421	37%
Miscellaneous Revenues	3,728,315	16,246,676	4,275,865	13,592,703	9,316,838	218%
Investment Earnings	1,017,823	346,809	1,246,454	310,855	(935,599)	-75%
Total Fund Sources	\$122,557,575	\$157,993,912	\$154,241,309	169,481,370	15,240,061	10%
Other Financing Sources:						
Proceeds from Capital Assets	71,301	2,463,750	2,478,895	77,000	(2,401,895)	-97%
Capital Contributions	0	0	0	0	0	0%
Transfers In General Fund Overhead	2,108,279	2,885,153	2,705,153	3,548,118	842,965	31%
Transfers In General Fund Capital Support	4,203,599	5,373,413	4,502,295	3,943,880	(558,415)	-12%
Transfers In General Fund Support	395,277	1,921,822	1,956,231	1,688,824	(267,407)	-14%
Other Transfers In	6,377,846	5,852,784	7,893,018	6,738,634	(1,154,384)	-15%
Other Financing Sources	1,667,543	29,348,464	54,603,521	48,531,803	(6,071,718)	-11%
Total Other Financing Sources	\$14,823,845	\$47,845,386	\$74,139,113	64,528,259	(9,610,854)	-13%
Total Funding Sources	\$137,381,420	\$205,839,298	\$228,380,422	\$234,009,629	\$5,629,207	2%
Uses:						
Operating Budget						
Salaries & Benefits	\$32,898,036	\$37,782,962	\$37,396,021	\$38,440,543	\$1,044,522	3%
Supplies	1,979,221	2,291,638	2,025,723	2,085,874	60,151	3%
Other Services & Charges	14,208,426	20,457,341	17,935,217	16,874,440	(1,060,777)	(6%)
Intergovernmental Services	28,818,747	31,836,682	30,519,993	33,611,840	3,091,847	10%
Interfund Payments/Charges	1,168,887	1,448,883	1,355,590	1,119,426	(236,164)	(17%)
Budgeted Contingency	-	4,587,342	784,654	1,623,208	838,554	107%
Capital Outlays	215,869	113,874	81,488	8,434	(73,054)	(90%)
Debt Services - Principal	-	-	-	-	-	0%
Debt Services - Interest	12,244	-	-	-	-	0%
Transfers Out	7,637,210	11,449,070	11,575,654	9,101,515	(2,474,139)	(21%)
Sub-Total Operating Uses	\$86,938,640	\$109,967,792	\$101,674,341	\$102,865,280	\$1,190,939	1%
All Other Funds						
Other Operating Funds	2,401,958	544,935	224,174	387,091	162,917	73%
Debt Service	7,239,338	7,612,446	24,936,967	31,613,452	6,676,485	27%
Facilities, Parks and Roads Capital (CIP)	22,045,863	74,048,614	60,339,278	66,483,412	6,144,134	10%
Surface Water Utility	10,880,035	19,936,886	15,644,162	24,336,730	8,692,568	56%
Wastewater Utility	3,013,293	5,822,128	4,914,270	5,673,260	758,990	15%
Internal Service Funds	1,896,972	2,485,718	2,011,450	998,347	(1,013,103)	(50%)
Sub-Total All Other Funds	\$47,477,458	\$110,450,727	\$108,070,301	\$129,492,292	\$21,421,991	20%
Total Uses	\$134,416,099	\$220,418,519	\$209,744,642	\$232,357,572	\$22,612,930	11%
Ending Fund Balance	\$41,229,889	\$26,650,668	\$59,865,669	\$61,517,726	\$1,652,057	3%
<i>Budgeted Provision/(Use) of Fund Balance</i>		(\$21,244,216)		(\$11,012,250)		
<i>Budgeted Surplus</i>		\$6,664,995		\$12,664,307		

THE CITY BUDGET

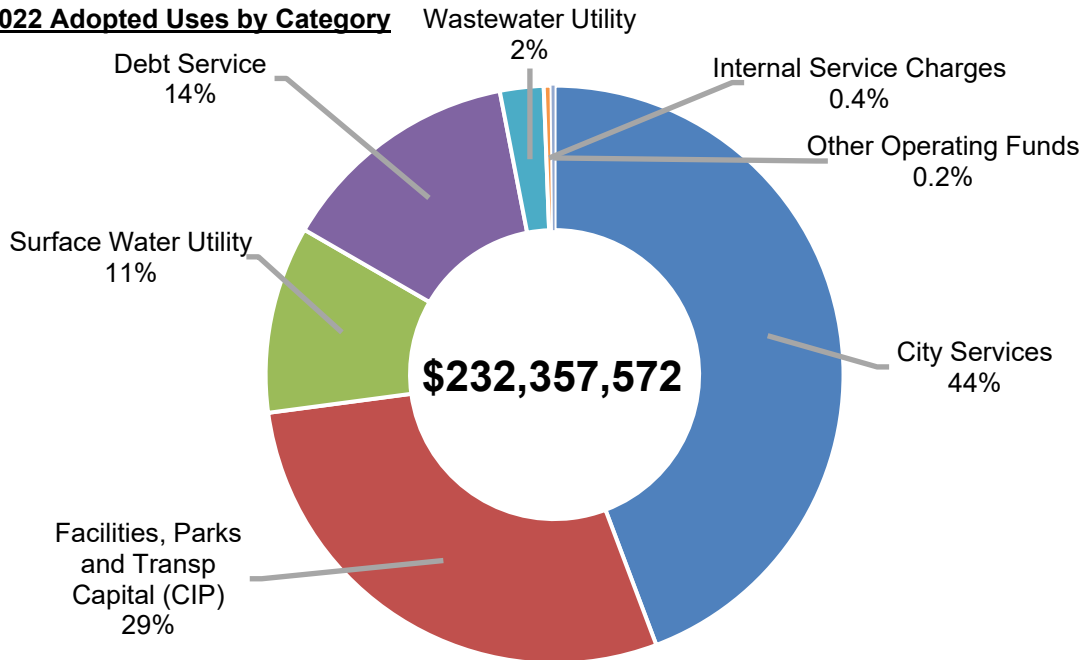
Where the money will come from ...

2021-2022 Adopted Sources by Category



How will the money be spent ...

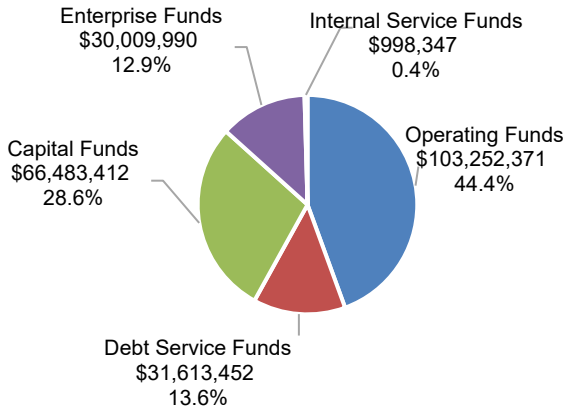
2021-2022 Adopted Uses by Category



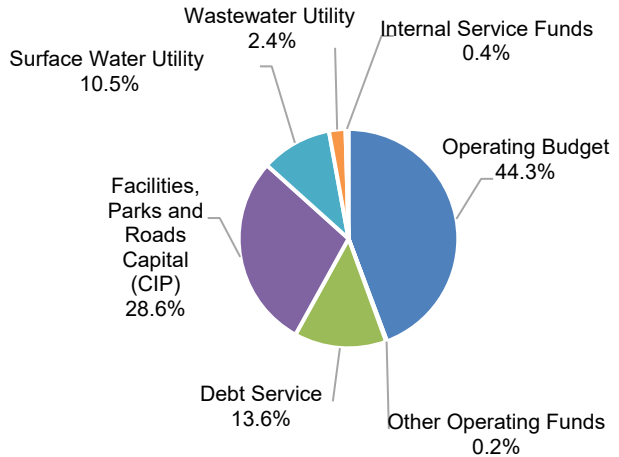
City of Shoreline
2021-2022 Biennial Budget All Funds Resources/Appropriations Summary

Fund	Projected Beginning Fund Balance (A)	Revenue (B)	Other Financing Sources (C)	Transfers In (D)	Total Resources (A+B+C+D+E)	Expenditures (F)	Transfers Out (G)	Total Appropriations (F+G=H)	Ending Fund Balance (E+H=I)	Change in Fund Balance (I-A=J)
General Fund	\$18,503,585	\$86,021,702	\$30,000	\$3,548,118	\$108,103,405	\$89,015,344	\$7,449,539	\$96,464,883	\$11,638,522	(\$6,865,063)
Shoreline Secure Storage Fund	0	2,259,500	0	0	2,259,500	1,299,500	960,000	2,259,500	0	0
Street Fund	259,904	2,419,654	40,000	1,681,243	4,400,801	3,448,921	691,976	4,140,897	259,904	0
Revenue Stabilization Fund	5,464,529	0	0	0	5,464,529	0	0	0	5,464,529	0
Code Abatement Fund	424,087	60,000	0	0	484,087	200,000	0	200,000	284,087	(140,000)
State Drug Enforcement Forfeiture Fund	79,024	36,486	0	0	115,510	36,486	0	36,486	79,024	0
Federal Drug Enforcement Forfeiture Fund	22,810	26,000	0	0	48,810	26,000	0	26,000	22,810	0
Public Arts Fund	156,103	10,000	0	0	166,103	124,605	0	124,605	41,498	(114,605)
Transportation Impact Fees Fund	4,414,615	0	0	0	4,414,615	0	867,701	867,701	3,546,914	(867,701)
Park Impact Fees Fund	777,838	750,000	0	0	1,527,838	0	750,000	750,000	777,838	0
2006/2016 UTGO Bond Fund	3,199	1,135,144	0	0	1,138,343	1,135,144	0	1,135,144	3,199	0
2009/2019 LTGO Bond Fund	183,411	0	0	2,202,688	2,386,099	2,202,688	0	2,202,688	183,411	0
2020 LTGO Bond Fund	0	0	25,000,000	960,000	25,960,000	25,960,000	0	25,960,000	0	0
2013 LTGO Bond Fund	130	0	0	516,520	516,650	516,520	0	516,520	130	0
Sidewalk LTGO Bond Fund	-4,106,944	-4,394,202	0	0	8,501,146	1,799,100	0	1,799,100	6,702,046	2,595,102
General Capital Fund	1,136,495	3,537,438	0	5,137,041	9,810,974	7,666,550	1,377,568	9,044,118	766,856	(369,639)
City Facility-Major Maintenance Fund	75,733	491,053	0	259,339	826,125	709,226	0	709,226	116,899	41,166
Roads Capital Fund	4,886,480	41,655,417	4,700,000	1,522,267	52,764,164	49,494,570	215,994	49,710,564	3,053,600	(1,832,860)
Sidewalk Expansion Fund	11,431,853	2,390,000	3,011,803	0	16,833,656	5,401,803	0	5,401,803	11,431,853	(0)
Surface Water Utility Fund	3,432,872	17,154,384	15,750,000	0	36,337,256	21,762,196	2,574,534	24,336,730	12,000,526	8,567,654
Wastewater Utility Fund	(510,538)	5,673,260	0	0	5,162,722	4,641,116	1,032,144	5,673,260	(510,538)	0
Vehicle Operations and Maintenance Fund	87,419	438,891	0	0	526,310	478,891	0	478,891	47,419	(40,000)
Equipment Replacement Fund	4,929,176	1,105,239	0	57,240	6,091,655	484,456	0	484,456	5,607,199	678,023
Unemployment Fund	(0)	0	0	35,000	35,000	35,000	0	35,000	(0)	0
Total City Funds	\$59,865,669	\$169,558,370	\$48,531,803	\$15,919,456	\$293,875,298	\$216,438,116	\$15,919,456	\$232,357,572	\$61,517,726	\$1,652,057

Appropriation by Fund Type
\$232,357,572



Use by Service Type
\$232,357,572



CITY REVENUE SOURCES

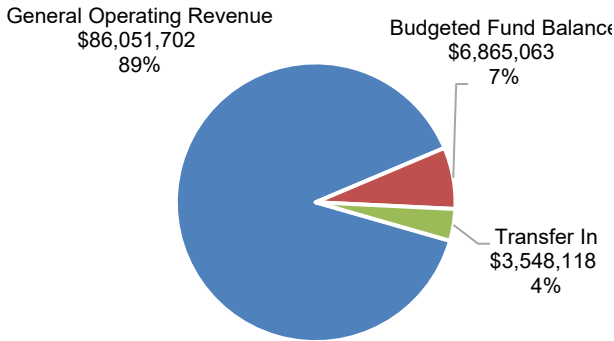
The City of Shoreline receives revenues from local property, sales, utility, business and occupation and gambling taxes; a variety of population-based state-shared revenues; user fees for development services and parks programs; and, grants, fines, and other miscellaneous revenues. Budgeted resources for all of the City’s funds, inclusive of the budgeted use of fund balance and transfers between funds, totals \$294.480 million. Budgeted appropriations, including transfers between funds, total \$232.358 million. Excess resources will remain in fund balance until they are appropriated at a later date.

General Fund

The General Fund resource base is \$96.465 million and is comprised of the budgeted use of fund balance (\$6.865 million, 7.1%), operating revenues (\$86.052 million, 89.2%), and transfers-in from other funds for their share of the General Fund overhead (\$3.548 million, 3.7%).

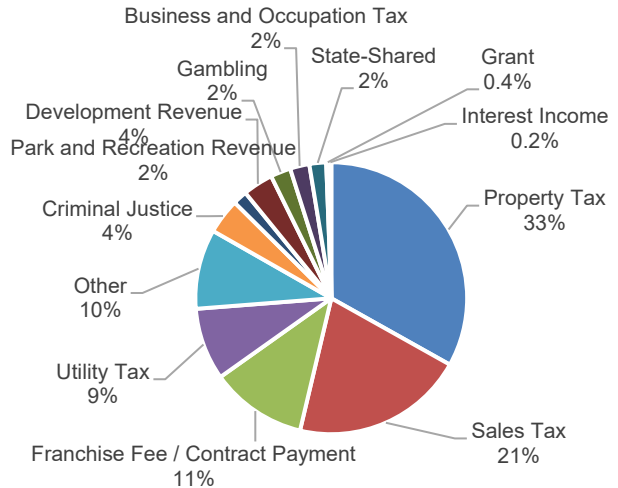
General Fund Resources

\$96,464,883



General Fund Operating Revenues

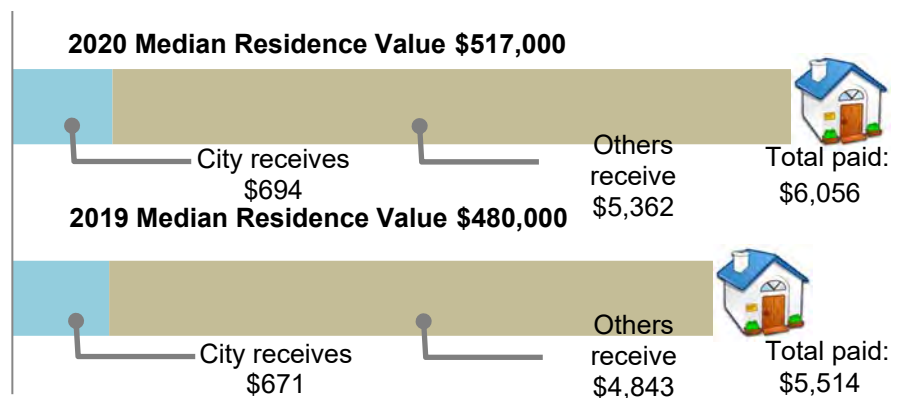
\$86,051,702



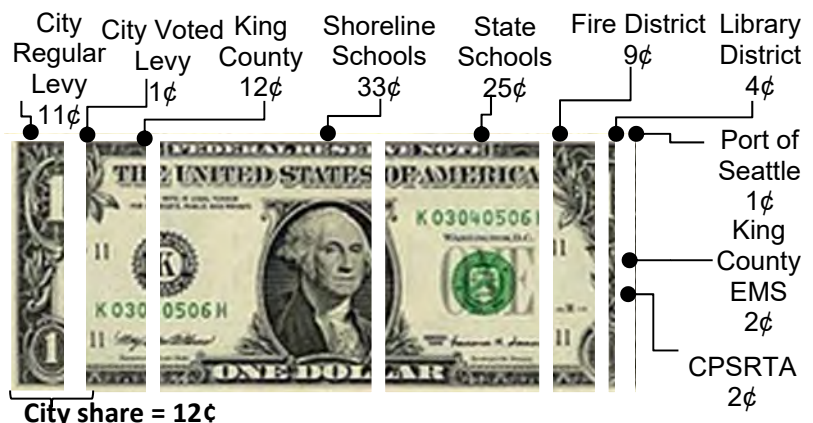
Property Tax

Shoreline voters approved Proposition 1 in November 2010, which set a property tax rate of \$1.48 per \$1,000 assessed valuation (AV) for 2011. It also included an annual escalator based upon the change in the June-to-June Consumer Price Index for All Urban Consumers for the Seattle Area (CPI-U) for years 2012 through 2016. In 2011, the AV was \$6.695 billion and the property tax levy was set at \$9.909 million. At the time that Proposition 1 was before voters, staff assumed that the AV for 2012 taxes was projected to increase by approximately 2.3%. In fact, the AV actually dropped by 5.0% to \$6.369 billion. As a result the levy was not allowed to increase by inflation as the levy rate increased from the 2011 rate of \$1.48 to the maximum rate of \$1.60. This created a situation where the City's total property tax levy could only increase through new construction to a total of \$10.191 million. In 2013, the AV decreased by 5.0% to \$6.052 billion. This decline in AV caused the levy rate to remain at the maximum rate of \$1.60. With the levy rate remaining at \$1.60, the levy was not allowed to increase by inflation because it was ratcheted down to \$9.684 million. In 2014, the AV increased by 6.6% to \$6.452 billion. For first time growth in the City's AV allowed the City to increase the property tax levy by the rate of inflation as allowed in Proposition 1. The levy base was returned the previous highest year's base of \$10.191 million (from 2012) and allowed to increase to \$10.324 million; however, the levy rate remained at \$1.60. The AV again increased in 2015 and 2016, which provided a new levy lid lift when the original levy lid lift expired, setting the property tax rate at \$1.39 per \$1,000 AV for 2017 and included an annual escalator based upon the change in the June-to-June CPI-U for years 2017-2022. The AV continued to increase in 2018 through 2020 allowing the levy rate to continue to drop. The current levy lid lift will expire at the end of 2022. City Council will be considering placing the levy lid lift on the ballot again during this biennium.

In 2020, the City of Shoreline property tax regular levy rate and excess voted levy rates decreased from \$1.24 to \$1.20 and \$0.16 to \$0.15, respectively. When all the taxing jurisdictions' levy rates are combined the total levy rate increased from \$11.49 to \$11.72. The chart to the right exhibits the amount a homeowner of a residence with a median value (as determined by the King County Department of Assessments) paid to the City and all other taxing jurisdictions. In 2020, a total of \$6,056 in property taxes is paid to all taxing jurisdictions, which is \$543 more than that paid in 2019.



The chart to the right and the table below provide information regarding the allocation of the total 2020 levy rate for all taxing districts within Shoreline. The City receives 11¢ of each dollar of property tax paid, which would equate to 10¢ (\$618 total) for the regular levy and 1¢ (\$76 total) for the excess voted levy. A homeowner will pay \$23 more than that paid in 2019.

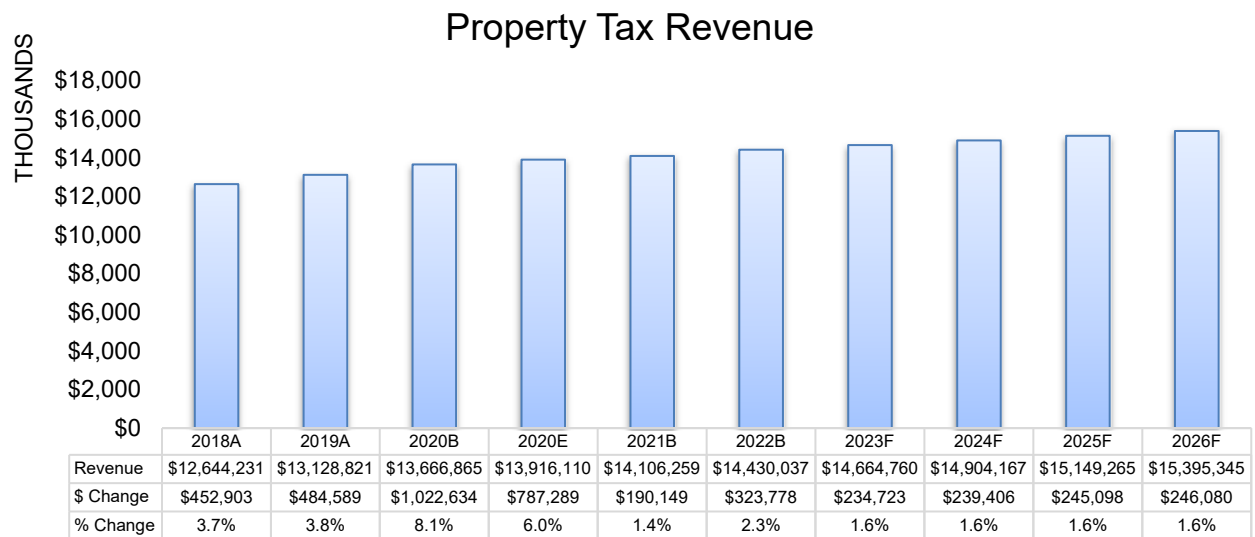


	Assessed Value	Per \$1,000 (AV/\$1,000)		Rate		Assessment	%
City	\$ 517,000	517.00	X	\$1.34	=	\$694	11%
King County	\$ 517,000	517.00	X	1.33	=	688	11%
Shoreline School Dist.	\$ 517,000	517.00	X	4.07	=	2,104	35%
State Schools	\$ 517,000	517.00	X	3.03	=	1,565	26%
Fire District	\$ 517,000	517.00	X	1.00	=	516	9%
Library District	\$ 517,000	517.00	X	0.36	=	186	3%
Port of Seattle	\$ 517,000	517.00	X	0.12	=	62	1%
King Co. EMS	\$ 517,000	517.00	X	0.27	=	137	2%
CPSRTA	\$ 517,000	517.00	X	0.20	=	103	2%
TOTAL				\$11.71		\$6,056	100%

Source: King County Department of Assessments; 2018 Median Residence Value for Shoreline reported per Assessed Value and Taxes by City

For 2021, the proposed budget assumed the AV will increase by 4.3% from the current 2020 AV of 11,637,183,574, including the value of new construction, to \$11.638 billion according to the latest forecast available from the Puget Sound Economic Forecaster, and the regular property tax levy will generate \$14.106 million. The 2021-2022 Adopted Biennial Budget reflects this as the budgeted levy value. For 2022, it is assumed the regular property tax levy will generate \$14.430 million. AV, excluding new construction, is projected to grow in future years.

Property Tax Historical Comparison & Forecast



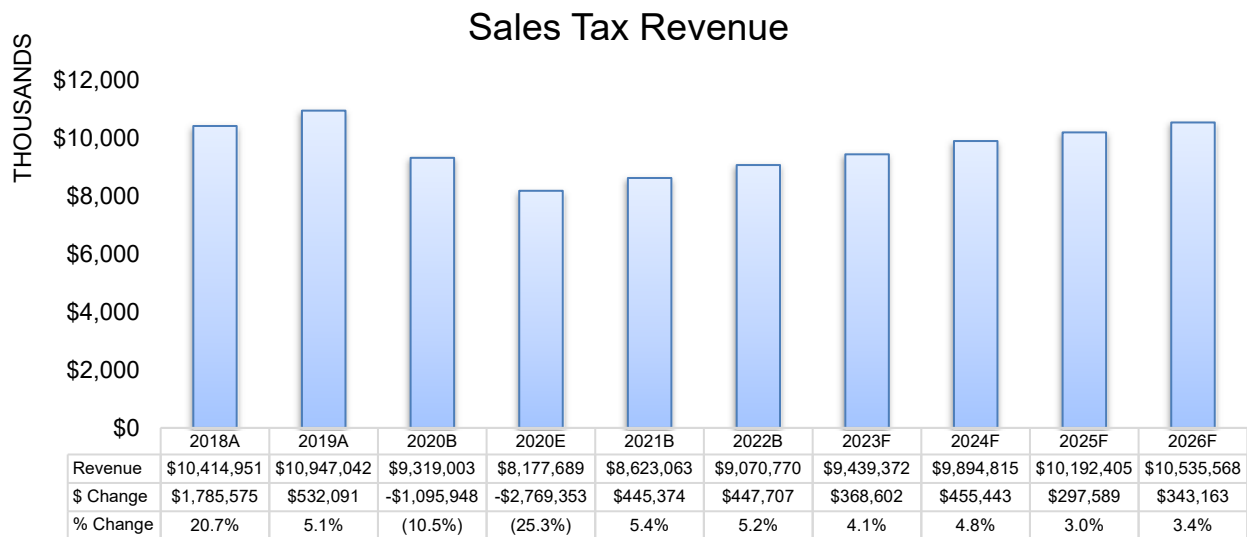
Sources: City of Shoreline; King County Department of Assessments

Sales Tax

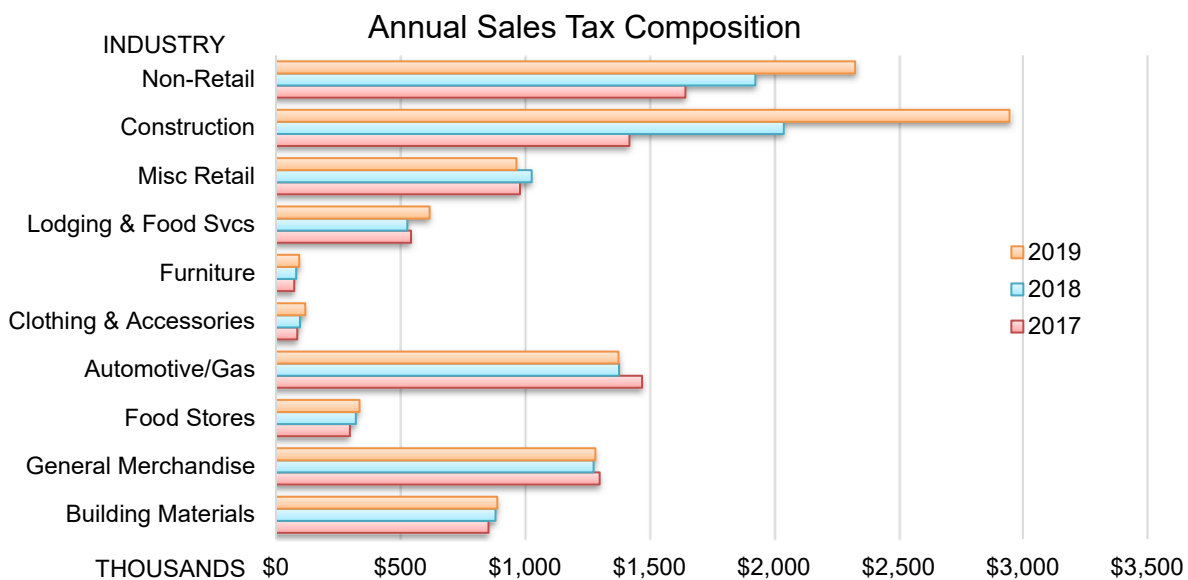
General sales tax, the third largest revenue source for City operations, totals \$17.694 million and reflects increases over the 2020 revised projection for the Current Biennium of \$1.491 million, or 5.5%.

Shoreline's sales tax base consists largely of basic consumer goods, and, therefore, sales tax collections were fairly consistent prior to the great recession and have experienced steady growth from 2011 through 2019. Sales tax collections in 2020 have been significantly impacted by the economic impacts of COVID-19, staff's year-end estimates reflect a conservative estimate and do not consider one-time revenues associated with construction that may buoy the overall actual results. Automobiles are large ticket items in the Shoreline sales tax base, and these sales have experienced steady growth but were hit hard as a result of the shutdown in 2020. Staff is projecting slow growth for 2021 and 2022 with a return to pre-COVID levels in 2023.

Sales Tax Historical Comparison & Forecast



Sources: City of Shoreline; The Puget Sound Economic Forecaster History and Ten-Year Forecast, June 2017



Business & Occupation Tax

During the City Council's 2017 Strategic Planning Workshop, the City Council reviewed the plan to support implementation of the remaining strategies of the 10 Year Financial Sustainability Plan, including Strategy 6 to engage the community in a discussion regarding the possible future implementation of a Business and Occupation (B&O) Tax. RCW 35A.82.020 (<http://app.leg.wa.gov/rcw/default.aspx?cite=35A.82.020>) provides Shoreline the authority to impose a B&O Tax on businesses that operate within the city limits. The City Council directed staff to move forward with implementation of the 10 YFSP and provide an update of Strategy 6 in the summer. Staff procured the support of BERK, a local consulting firm, to engage the business community in the discussion about the potential implementation of a B&O Tax in Shoreline. BERK worked with City staff to develop an online survey focused on soliciting input from businesses about the various options available to a city when implementing a B&O Tax. BERK also facilitated two, two-hour Business Outreach Workshops (held June 21 at 5:00 p.m. and June 22 at 11:00 a.m.). The City's Economic Development Manager and Administrative Services Director made a presentation on the proposed work plan to the Shoreline Chamber of Commerce, Economic Development Committee.

Staff provided the City Council an update on staff's progress related to implementation of Strategy 6 during the August 14, 2017 meeting. The City Council directed staff to continue to pursue implementation of a B&O Tax and authorized staff to move into the next phase of implementation and bring back a draft B&O Tax Ordinance for the City Council's consideration. Proposed Ordinance No. 808, creating two new chapters in the Shoreline Municipal Code (SMC): Chapter 3.22, Business and Occupation Tax and Chapter 3.23, Tax Administrative Code, were presented to City Council for discussion on November 13, 2017. Both chapters are based on the Association of Washington Cities' 2012 B&O Tax Model Ordinance with some modifications. These include the City Council's guidance provided during the Council's August 14, 2017 discussion. The staff report for the November 13th Council discussion is available at the following link: <http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2017/staffreport111317-9a.pdf>. Proposed Ordinance No. 808 providing for a B&O Tax and creating two new Chapters in the Shoreline Municipal Code was adopted by the City Council on December 4, 2017.

Effective January 1, 2019, Shoreline began imposition and collection of a B&O Tax primarily measured on gross proceeds of sales or gross income. For purposes of calculating the B&O Tax, businesses may be divided into several classifications (e.g., retailing, manufacturing, services, or wholesale) and those conducting multiple activities will report in more than one classification. The implementation of a B&O Tax, up to a rate of 0.002 does not require a public vote; however, Ordinance No. 808 imposing the tax included a provision for a referendum procedure.

All businesses operating in Shoreline that have gross receipts in excess of \$500,000 per year (or \$125,000 per quarter), except 501(C)(3) non-profits, will be subject to the tax. A rate of 0.001 will be applied to all gross receipts for all business classifications except services which will be taxed at a rate of 0.002. More information regarding tax and licensing in the City of Shoreline may be found at the following link: <http://www.shorelinewa.gov/government/departments/administrative-services/taxes-in-shoreline>. While first year collections significantly exceeded budget, the budget and forecast follow the projections for sales tax using the 2020 budget as the base. Staff will wait to adjust the base and projections until more collection history is available as a basis for such a forecast.

Gambling Tax

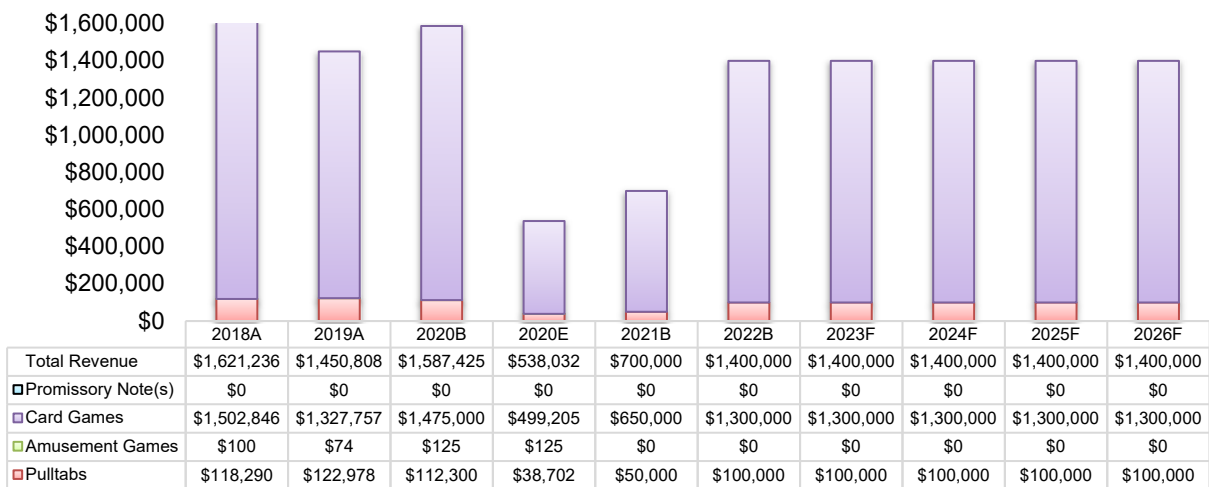
Gambling tax rate limits are set by the state and vary by game. In 1998, the State allowed the opening of “mini-casinos” and expanded the number of card rooms and the betting limits. This expansion resulted in revenue increases of 76% and 48% in 1998 and 1999, respectively. The City’s gambling tax revenues come from card room and pull-tab activity. For the next few years, gambling tax revenues stabilized at around \$2.5 million. A new mini-casino was opened during the fourth quarter of 2003 increasing revenues to over \$3 million in 2004. Since that time the City has lost some casinos and revenues in 2019 were around \$1.6 million. Like other industries gambling establishments were significantly impacted by COVID-19 operating restrictions and 2020 and 2021 estimated and budget revenues are adjusted accordingly. The City’s tax rate has held at 10% since April 2007.

In 2021-2022, collections are projected to total \$2.100 million. Staff has assumed no growth in future years in tax collections with a baseline of \$2.8 million.

The City Council has a policy to retain only an amount equal to a 7% card room tax rate in the General Fund’s on-going revenue base and transfer the difference of 3% to support capital project planning and delivery. This policy was adopted in order to reduce the General Fund’s reliance on this revenue source for general operations of the City in response to several attempts by the State Legislature to lower the allowable City tax rate. In 2012 the Transportation Planning Program was moved from the Roads Capital Fund to the General Fund and the transfer was decreased starting in 2014 by the amount required to fund this program. The transfer for 2021-2022 totals \$195,302.

Gambling Tax Historical Comparison & Forecast

Gambling Tax Revenue

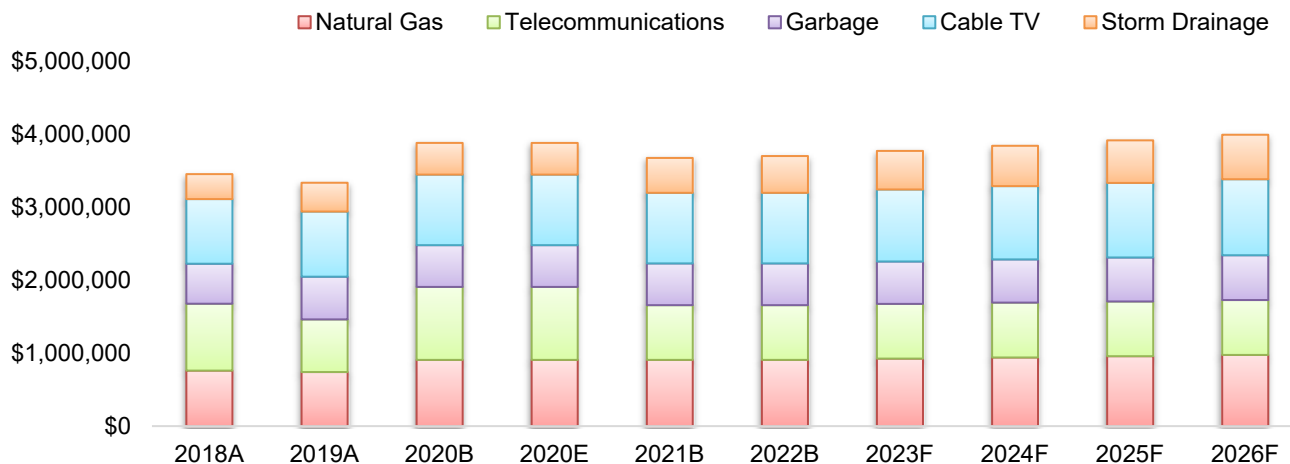


Utility Taxes

The Council enacted a 6% utility tax on natural gas, telephone, cellular telephone, pager services, and sanitation services along with a 1% utility tax on cable effective in 2000. In 2005 a 6% utility tax was applied to storm drainage and the tax rate for cable television was increased to 6% on July 1, 2007. Projected revenues in 2021-2022 from utility taxes total \$7.370 million.

- Revenues from telecommunications is closely monitored as it has declined since 2010 and will most likely continue to do so due to competition and the change in use of technology.
- Revenues from garbage are projected to increase based upon current inflation rates as allowed under the contract.
- Revenues from the storm drainage utility tax are projected to increase commensurate with Surface Water Utility Fee rate increases.

Utility Tax Historical Comparison & Forecast



Revenue	2018A	2019A	2020E	2021B	2022B	2023F	2024F	2025F	2026F
Natural Gas	\$758,880	\$738,926	\$906,500	\$906,500	\$906,500	\$923,467	\$940,032	\$956,911	\$974,997
Annual Change		(\$19,954)	\$167,574	\$0	\$0	\$16,967	\$16,565	\$16,879	\$18,086
% Change		(2.6%)	22.7%	0.0%	0.0%	1.9%	1.8%	1.8%	1.9%
Telecomm.	\$917,010	\$721,132	\$1,000,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Annual Change		(\$195,878)	\$278,868	(\$250,000)	\$0	\$0	\$0	\$0	\$0
% Change		(21.4%)	38.7%	(25.0%)	0.0%	0.0%	0.0%	0.0%	0.0%
Garbage	\$547,125	\$586,340	\$570,700	\$570,700	\$570,700	\$581,382	\$591,811	\$602,437	\$613,823
Annual Change		\$39,215	(\$15,640)	\$0	\$0	\$10,682	\$10,429	\$10,626	\$11,387
% Change		7.2%	(2.7%)	0.0%	0.0%	1.9%	1.8%	1.8%	1.9%
Cable TV	\$886,343	\$892,209	\$968,000	\$968,000	\$968,000	\$986,118	\$1,003,807	\$1,021,831	\$1,041,144
Annual Change		\$5,866	\$75,791	\$0	\$0	\$18,118	\$17,688	\$18,024	\$19,314
% Change		0.7%	8.5%	0.0%	0.0%	1.9%	1.8%	1.8%	1.9%
Storm Drainage	\$342,284	\$394,237	\$433,947	\$477,819	\$502,212	\$527,323	\$553,689	\$581,373	\$610,442
Annual Change		\$51,953	\$39,710	\$43,872	\$24,393	\$25,111	\$26,366	\$27,684	\$29,069
% Change		15.2%	10.1%	10.1%	5.1%	5.0%	5.0%	5.0%	5.0%
Total Revenue	\$3,451,642	\$3,332,844	\$3,879,147	\$3,673,019	\$3,697,412	\$3,768,290	\$3,839,338	\$3,912,552	\$3,990,407
Annual Change		(\$118,798)	\$546,303	(\$206,128)	\$24,393	\$70,878	\$71,048	\$73,213	\$77,855
% Change		(3.4%)	16.4%	(5.3%)	0.7%	1.9%	1.9%	1.9%	2.0%

Source: City of Shoreline

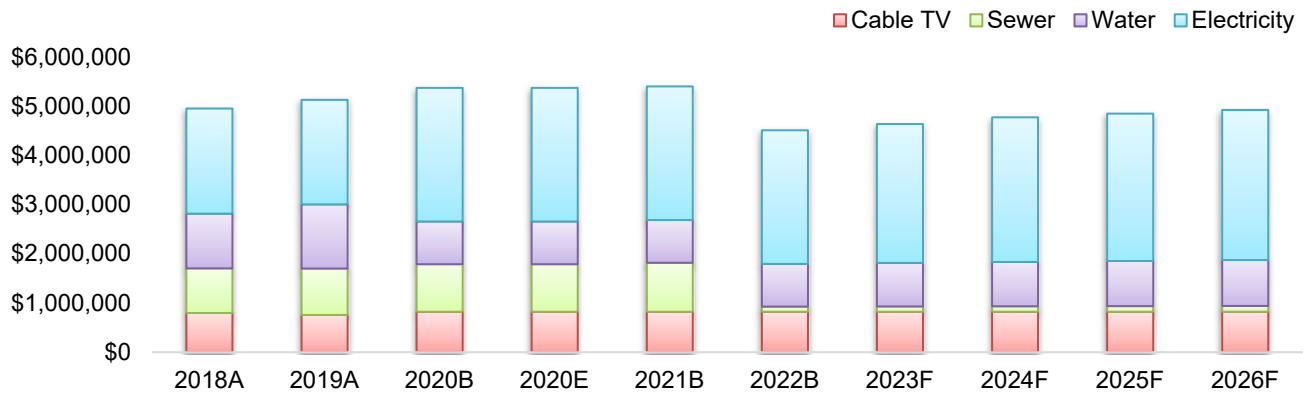
Franchise Fee & Contract Payments

The City has entered into agreements with many of the public utilities that provide services to our citizens. Agreements have been reached with Seattle City Light, Seattle Public Utilities (Water), North City Water District, and Ronald Wastewater District. With the exception of Seattle City Light, these utilities pay a contract fee to the City in an amount equal to six-percent of their revenues. Until April 1, 2008 Seattle City Light (SCL) paid six-percent of the “power” portion of the electric revenues. On April 1, 2008, SCL began to pay a 3% contract payment on the “distribution” revenues. That rate increased to 6% on January 1, 2009 which ultimately resulted in a 6% payment on total electrical revenues. For residential customers the power portion of charges for electricity is approximately 60% of the total. The remaining 40% is linked to the cost of distribution of electricity.

Projected revenues in 2021-2022 from franchise fees and contract payments total \$9.906 million.

- Sewer contract payments are budgeted according to the City’s agreement with the Ronald Wastewater District.
- The cable television franchise fee is set at a rate equal to five-percent of gross cable service revenues.

Franchise Fees Historical Comparison & Forecast



Revenue	2018A	2019A	2020E	2021B	2022B	2023F	2024F	2025F	2026F
Cable TV	\$794,847	\$757,276	\$823,000	\$823,000	\$823,000	\$823,000	\$823,000	\$823,000	\$823,000
Annual Change		(\$37,572)	\$65,724	\$0	\$0	\$0	\$0	\$0	\$0
% Change		(4.7%)	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sewer	\$909,000	\$942,000	\$964,000	\$993,000	\$102,300	\$105,369	\$108,530	\$111,786	\$115,140
Annual Change		\$33,000	\$22,000	\$29,000	(\$890,700)	\$3,069	\$3,161	\$3,256	\$3,354
% Change		3.6%	2.3%	3.0%	(89.7%)	3.0%	3.0%	3.0%	3.0%
Water	\$1,110,732	\$1,304,435	\$868,800	\$868,800	\$868,800	\$885,062	\$900,937	\$917,114	\$934,449
Annual Change		\$193,703	(\$435,635)	\$0	\$0	\$16,262	\$15,876	\$16,177	\$17,334
% Change		17.4%	(33.4%)	0.0%	0.0%	1.9%	1.8%	1.8%	1.9%
Electricity	\$2,135,311	\$2,122,870	\$2,713,300	\$2,713,300	\$2,713,300	\$2,821,832	\$2,940,349	\$2,993,145	\$3,049,718
Annual Change		(\$12,441)	\$590,430	\$0	\$0	\$108,532	\$118,517	\$52,796	\$56,573
% Change		(0.6%)	27.8%	0.0%	0.0%	4.0%	4.2%	1.8%	1.9%
Total Revenue	\$4,949,890	\$5,126,581	\$5,369,100	\$5,398,100	\$4,507,400	\$4,635,263	\$4,772,817	\$4,845,045	\$4,922,306
Annual Change		\$176,691	\$242,519	\$29,000	(\$890,700)	\$127,863	\$137,554	\$72,228	\$77,261
% Change		3.6%	4.7%	0.5%	(16.5%)	2.8%	3.0%	1.5%	1.6%

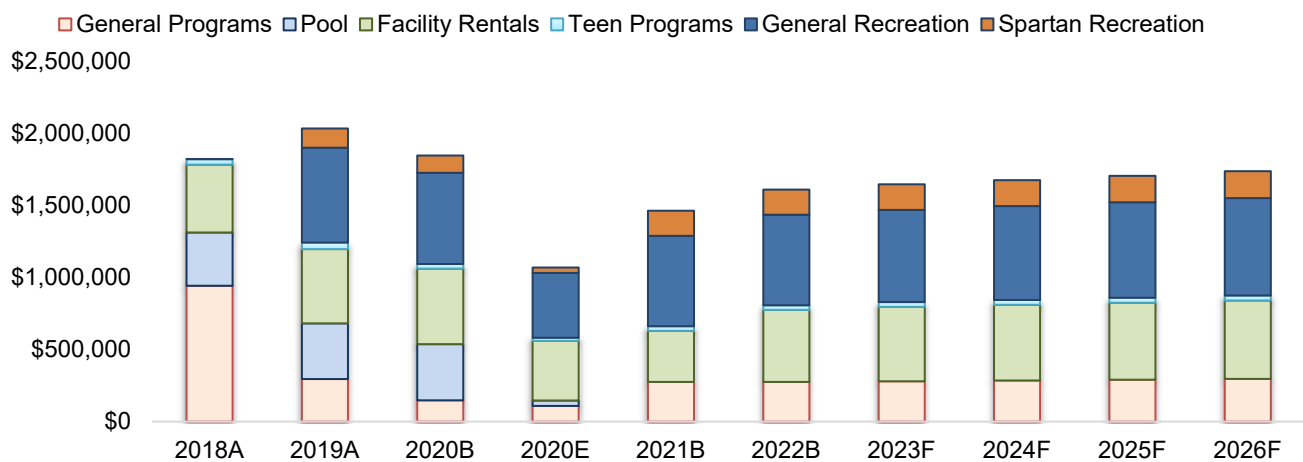
Source: City of Shoreline

Recreation Fees

Projected revenues for 2020 are estimated at \$582,000. The reduction of \$660,000 from 2019 results from the program closures associated with the impacts of COVID-19 mandated closures. Projected revenues in 2021-2022 from recreation fees total \$1.467 million. Revenue projections for 2021-2022 are projected excluding pool revenues and assuming that recreation programs are resumed at regular levels for the whole biennium. Staff recognizes that the level of operations will be dictated by state mandates and the COVID-19 operating phase as determined by the Governor. Staff will be monitoring closely and programs and expenditures will be adjusted accordingly as was done in 2020.

In the future the fees are expected to increase by the June-to-June percentage change of the CPI-U. As revenues will likely be impacted by programming changes, facility maintenance, and other unforeseen issues, the growth projection is limited to 80% of projected inflation rates.

Recreation Fee Historical Comparison & Forecast



Revenue	2018A	2019A	2020E	2021B	2022B	2023F	2024F	2025F	2026F
Recreation	\$942,376	\$295,666	\$109,070	\$275,000	\$275,000	\$280,147	\$285,172	\$290,293	\$295,780
Annual Change		(\$646,710)	(\$186,596)	\$165,930	\$0	\$5,147	\$5,025	\$5,120	\$5,487
% Change		(68.6%)	(63.1%)	152.1%	0.0%	1.9%	1.8%	1.8%	1.9%
Pool	\$368,669	\$385,832	\$37,898	\$0	\$0	\$0	\$0	\$0	\$0
Annual Change		\$17,163	(\$347,934)	(\$37,898)	\$0	\$0	\$0	\$0	\$0
% Change		4.7%	(90.2%)	(100.0%)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Facility Rentals	\$470,164	\$513,923	\$413,821	\$353,800	\$499,800	\$515,749	\$524,973	\$534,372	\$544,444
Annual Change		\$43,759	(\$100,102)	(\$60,021)	\$146,000	\$15,949	\$9,224	\$9,399	\$10,072
% Change		9.3%	(19.5%)	(14.5%)	41.3%	3.2%	1.8%	1.8%	1.9%
Teen Programs	\$38,381	\$46,133	\$20,768	\$31,909	\$31,909	\$32,506	\$33,089	\$33,683	\$34,320
Annual Change		\$7,751	(\$25,365)	\$11,141	\$0	\$597	\$583	\$594	\$637
% Change		20.2%	(55.0%)	53.6%	0.0%	1.9%	1.8%	1.8%	1.9%
Total Revenue	\$1,819,589	\$1,241,553	\$581,557	\$660,709	\$806,709	\$828,402	\$843,235	\$858,348	\$874,544
Annual Change		(\$578,036)	(\$659,996)	\$79,152	\$146,000	\$21,693	\$14,833	\$15,114	\$16,195
% Change		(31.8%)	(53.2%)	13.6%	22.1%	2.7%	1.8%	1.8%	1.9%

Source: City of Shoreline

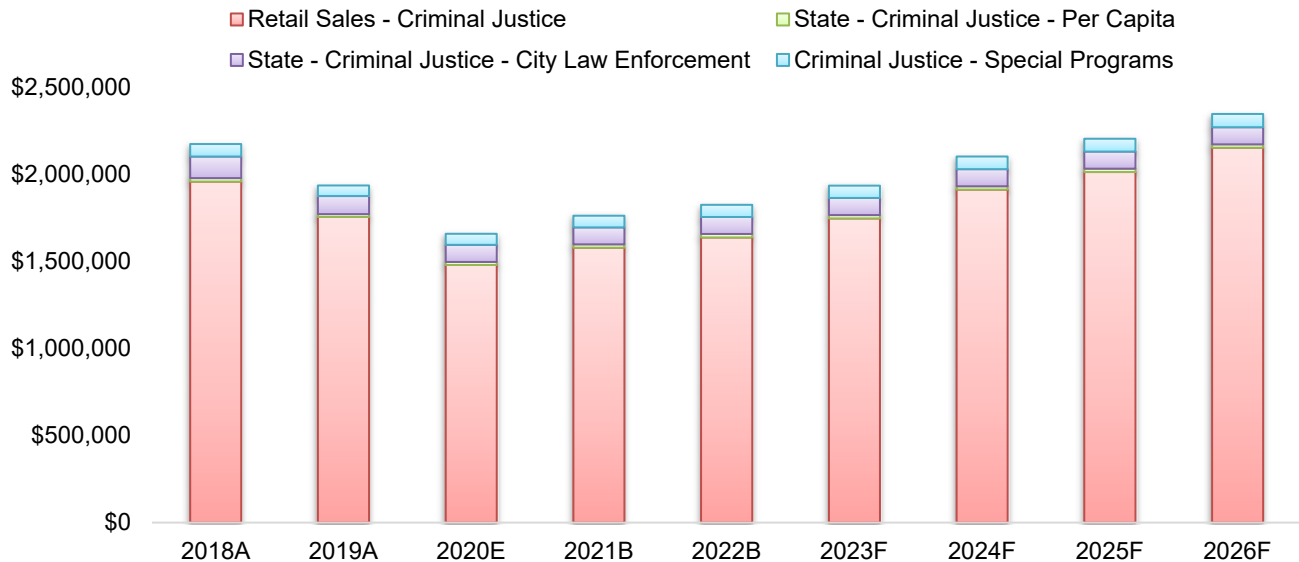
Criminal Justice Funding

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

Projected revenues in 2021-2022 for criminal justice total \$3.591 million.

The largest revenue source in this category is the Criminal Justice Retail Sales tax, which was negatively impacted by the recent recession. This tax is collected at the county level and distributed to the cities on a per capita basis. Local Criminal Justice Sales Tax revenue is expected grow. The remainder of the revenues in this category increase only slightly each year based upon per capital projections provided by state forecasters.

Criminal Justice Funding Historical Comparison & Forecast



Revenue	2018A	2019A	2020E	2021B	2022B	2023F	2024F	2025F	2026F
Retail Sales - Criminal Justice	\$1,960,448	\$1,756,507	\$1,481,017	\$1,580,357	\$1,639,472	\$1,748,535	\$1,914,137	\$2,014,905	\$2,155,098
State - Criminal Justice - Per Capita	\$20,031	\$16,914	\$17,475	\$18,803	\$19,422	\$19,470	\$19,519	\$19,568	\$19,617
State - Criminal Justice - City Law Enforcement	\$123,614	\$104,178	\$98,160	\$98,160	\$98,160	\$98,160	\$98,160	\$98,160	\$98,160
Criminal Justice - Special Programs	\$72,370	\$60,779	\$63,358	\$66,667	\$69,689	\$71,171	\$72,629	\$74,118	\$75,708
Total Revenue	\$2,176,463	\$1,938,377	\$1,660,010	\$1,763,987	\$1,826,743	\$1,937,337	\$2,104,445	\$2,206,751	\$2,348,582
Annual Change		(\$238,086)	(\$278,367)	\$103,977	\$62,756	\$110,594	\$167,108	\$102,306	\$141,831
% Change		-10.9%	-14.4%	6.3%	3.6%	6.1%	8.6%	4.9%	6.4%

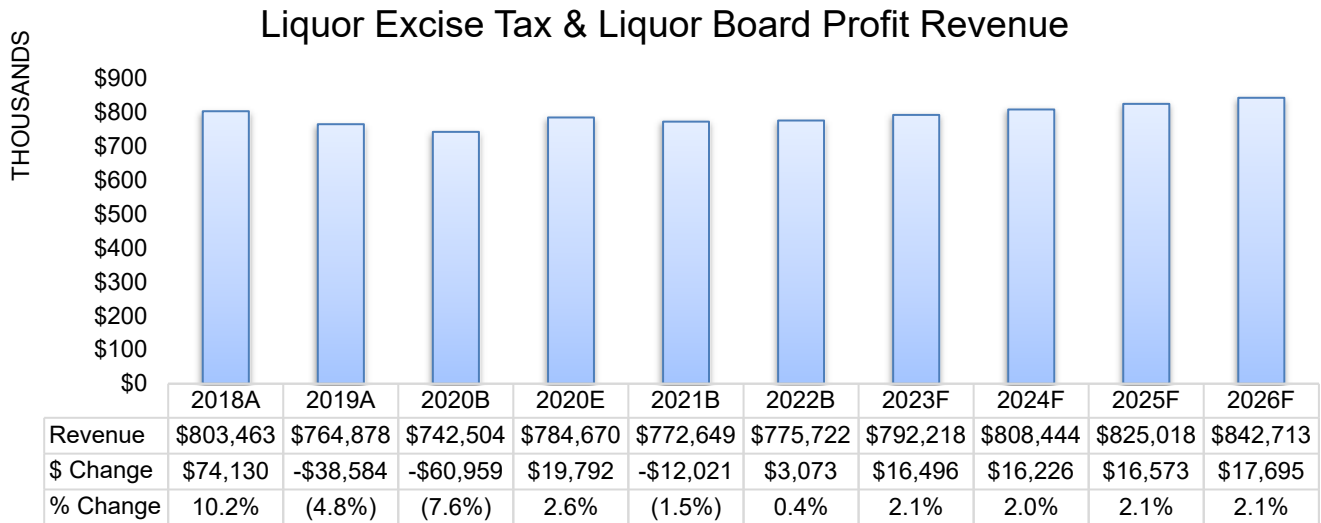
Sources: King County; Municipal Research and Services Center 2018 Budget Suggestions

Liquor Excise Tax & Board Profits

Revenue sources in this category used to be comprised of a portion of the liquor excise tax receipts collected by the State and a portion of the markups on liquor, commonly referred to as Liquor Board Profits. Much has changed with the passage of Initiative 1183 in November 2011, which resulted in the privatization of the distribution and retail sale of liquor, effective June 1, 2012. The Liquor Board Profits have been replaced as a state revenue source by license fees that are paid to the state by retailers and distributors. In 2012, the legislature passed ESHB 2823, ch. 5, Laws of 2012, 2nd sp. Sess, which diverted all liquor excise tax revenue that would have been distributed to cities and counties to the State General Fund for one year beginning in October 2012. In addition to that one-time loss, beginning with the October 2013 distribution, the state treasurer began transferring \$2.5 million per quarter from the Liquor Excise Tax Fund to the State General Fund before the distribution is made to cities and counties. The distribution to cities and counties was also reduced in the State's 2013-2015 budget, which increased the share of liquor taxes deposited into the state general fund from 65.0% to 82.5%, thereby reducing the share going to the Liquor Excise Tax Fund for distribution to cities and counties from 35.0% to 17.5%. When the 2015 budget was developed, it was assumed that the legislature would take action to continue with the reduced share of revenues. The 2015-2017 state budget, passed by the 2015 legislature returned the percentage distribution to the pre-2013 state budget provisions which means that 35% of revenues are to be deposited in the Liquor Excise Tax Fund to be distributed to cities, counties, and towns. The percentage distribution remains at 35% in the 2017-2019 state budget, passed by the 2017 legislature.

Projected revenues in 2021-2022 from these two sources totals \$1.548 million and are forecast based on state-provided per capita estimates.

Liquor Tax Historical Comparison & Forecast



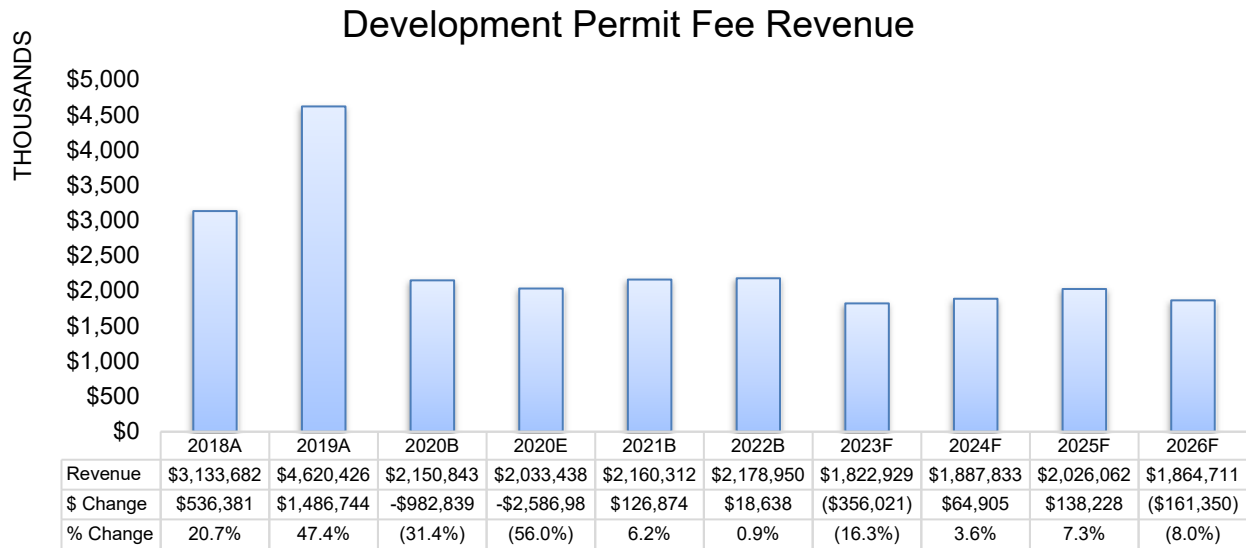
Source: Municipal Research and Services Center 2018 Budget Suggestions

Development Fees

Fees are charged for a variety of development permits obtained through the City’s Planning and Community Development Department. These include building, structure, plumbing, electrical, and mechanical permits; land use permits; permit inspection fees; plan check fees; and fees for environmental reviews. Year-over-year growth in the number of permits pulled and revenues was experienced in 2012 (+8.4% / +7.0%), 2014 (+17.3% / +26.5%), and 2016 (+6.9% / +46.6). The number of permits pulled in 2017 as compared to 2010 increased 68.1%. Revenues for 2013 and 2016 were lower than 2015 (-0.6% and 6.0%, respectively), but the number of permits pulled increased by 6.5% and 2.8%, respectively. Revenue for 2017 was 25.4% more than 2016 but the number of permits pulled decreased by 4.0%. Revenue in 2018 was 12% higher than 2017, but the number of permits applied for were 27% higher, and 2019 saw a 35% increase in revenue over 2018 with a 19% increase in the number of permit applications.

In 2011, 2012 and 2017, 2018 and 2019, the City received a significant amount of one-time revenue from Shoreline School District’s major capital projects to construct new schools. In spite of the economic impacts of COVID, staff is projecting some growth for 2021 and 2022.

Development Fee Historical Comparison & Forecast

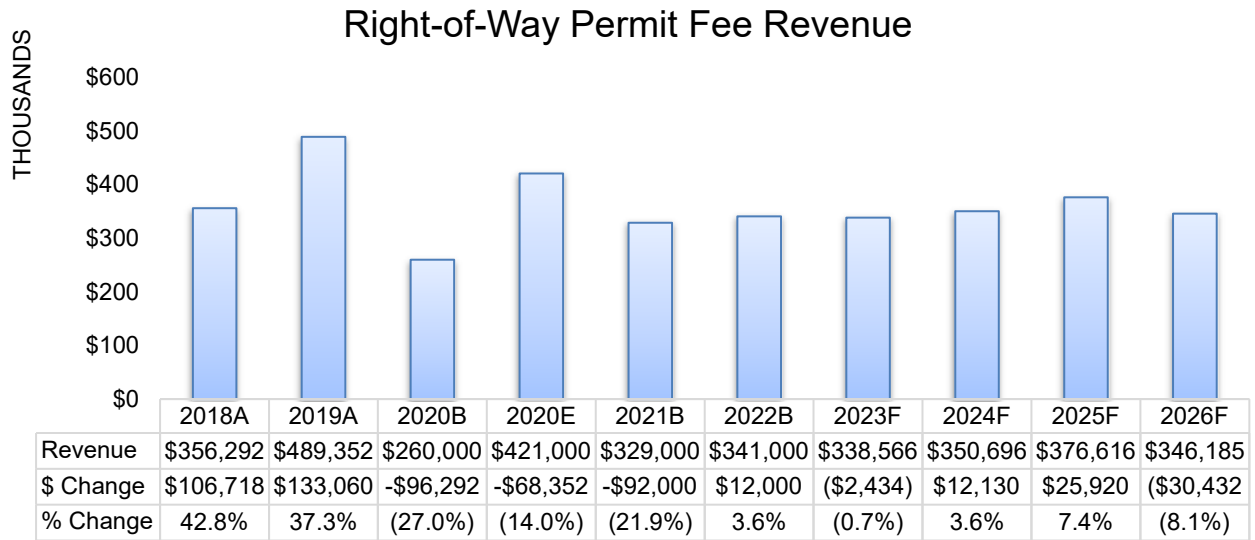


Sources: City of Shoreline; The Puget Sound Economic Forecaster History and Ten-Year Forecast, May 2020

Right-of-Way Permit Fees

Fees are charged for the use of the City's right-of-way. This revenue source was affected by the drop in the level of construction activity occurring within the City during the great recession. In 2019, there were several major development projects that contributed to the increase fees. The chart below shows collections vary from year-to-year based on the level of activity.

Right-of-Way Permit Fee Historical Comparison & Forecast



Source: City of Shoreline

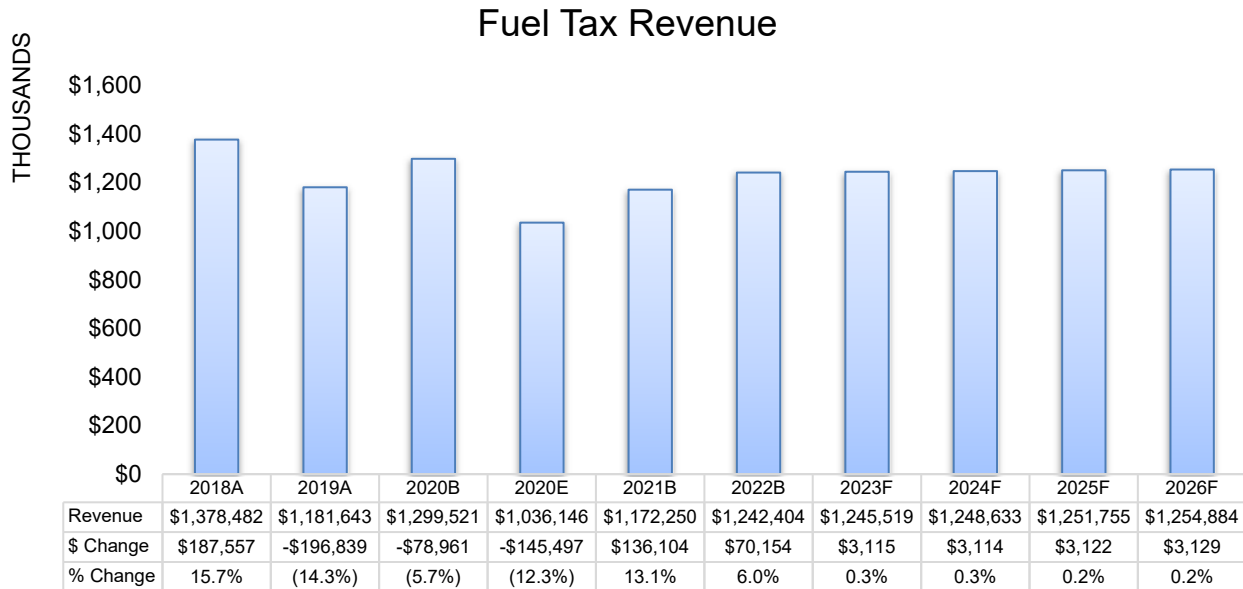
Street Fund

Fuel Tax

The major source of revenue for the City’s Street Fund is fuel tax. State collected gasoline and diesel fuel tax is shared with cities and towns on a per capita basis. This revenue is to be used for street repairs and maintenance. Fuel taxes are assessed as cents per gallon; therefore, fuel tax revenue depends on the number of gallons sold, not the dollar value of the sales. Gasoline and diesel fuel prices and Washington personal income are the primary variables affecting fuel consumption. Fuel prices are forecast to decrease over the next two years and personal incomes are anticipated to increase, both of these factors may contribute to an increase in gallons sold and fuel tax revenue received.

Year end estimate for 2020 includes the impact of COVID-19 restrictions. Given the uncertainty and likelihood of continued increased telecommuting, staff tempered estimates for 2021 and 2022. Reductions in this revenue source result in a need for additional contribution from the General Fund to the Street Fund.

Fuel Tax Historical Comparison & Forecast



Source: City of Shoreline

Surface Water Utility Fund

The budget accounts for the surface water utility operations in a Surface Water Utility Fund. This complex utility fund includes revenue from storm drainage utility fees, debt financing, grants and investment interest. It serves in both an operating and capital capacity and operates much like a private business.

Surface Water Management Fee

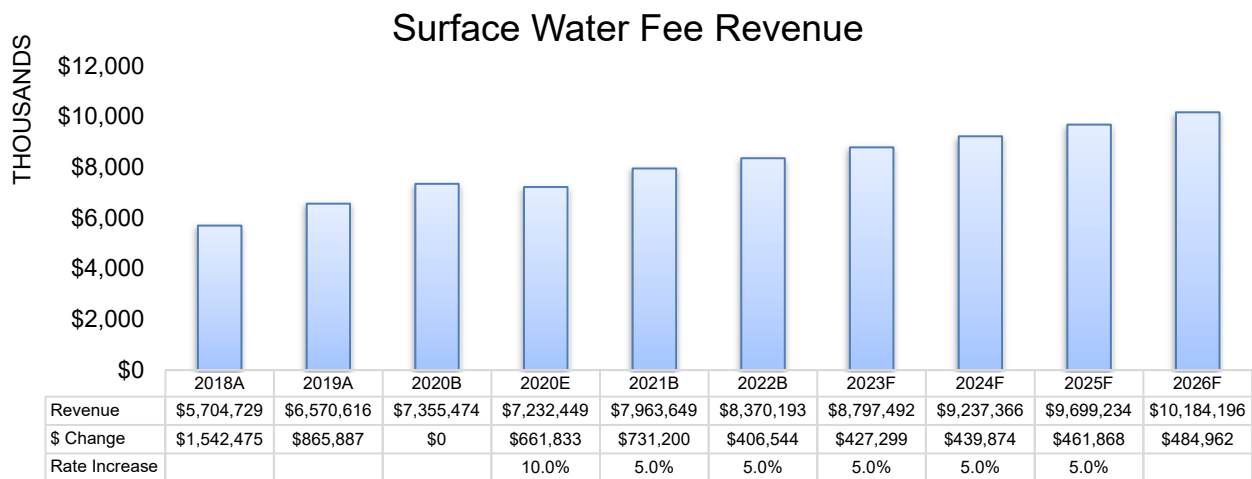
The City contracts with King County to collect the utility revenues via the annual property tax assessments. In 2005, the City Council adopted a Surface Water Master Plan that was updated in 2018. This plan includes operational needs and capital projects for the next twenty years to improve drainage, surface water facilities, and water quality within the City. This plan included adoption of the Proactive Management Strategy and included a surface water utility fee structure that supports both the operational and capital needs of the utility.

Historically the annual rate increases for a single-family residence ranged from 2.5% to 5% per year until 2017. The funding plan included rate increases of 27% in 2018, 15% in 2019 and 10% in 2020.

The rate is proposed to increase 10.0% in 2021 and by 5.0% each in 2022 through 2026. The proposed rate for a single-family annual bill in 2021 is \$298.33. Multi-family and commercial users are charged at a rate that reflects the area of impervious surface. These rates will be increased by the same percentages as those for a single-family residence.

In 2012, the Surface Water Utility established the Education Fee Credit (EFC) program which provided a credit up to 100% of its standard rates based on the value of an approved educational curriculum that promoted water quality and environmental awareness. Ordinance No. 642 establishing the EFC Program included a provision to sunset the program on July 1, 2015. This credit was reinstated in the 2017 fee schedule and continues in the 2021 fee schedule. The fee schedule also provides credits for low income seniors as defined in RCW 84.36.381.

Surface Water Utility Fund Historical Comparison & Forecast



Source: City of Shoreline

Capital Improvement Fund Revenues

Real Estate Excise Tax (REET)

All real estate property sales in the county are taxed at a rate of 1.28%. A portion of these revenues, equal to a 0.5% tax rate, is distributed by King County to the cities on a monthly basis. The use of REET funds is restricted by State law. The first 0.25% of the REET tax rate must be spent on capital projects listed in the City’s Comprehensive Plan. These projects could include local capital improvements, including streets, parks, pools, municipal buildings, etc. Starting in 2009, a portion of the first 0.25% of the tax is being used for debt service payments for City Hall. In 2021 to 2026, \$4.050 million will be used for this purpose. The second 0.25% of the REET tax rate must be spent on public works projects for planning, acquisition, construction, reconstruction, repair, replacement, or improvement of streets roads, highways, sidewalks, street lighting, etc.

Projected collections are based on the projected increase in the average sales price and in the projected level of real estate sales.

Real Estate Excise Tax (REET) Historical Comparison & Forecast



Sources: City of Shoreline; The Puget Sound Economic Forecaster History and Ten-Year Forecast, June 2017

Capital Grants

Grants are applied for and received for specific capital improvements. The amount of capital grants received in any given year can vary greatly depending on the number of projects, their cost and the amount of grant funding available. For more details, see the Capital Improvement Plan section of this document.



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Ending Fund Balances

The following table and graphs illustrate the City's ending fund balance through the 2021-2022 biennium. The fund balances are segregated into three major components: unreserved/undesignated, reserved, and designated.

	2017-2018 Biennial Actual	2019-2020 Biennial Budget	2019-2020 Biennial Estimate	2021-2022 Biennial Budget
Reserved:				
General Capital Fund	(\$563,063)	\$194,261	\$1,136,495	\$766,856
City Facility-Major Maintenance Fund	58,073	17,201	75,733	\$116,899
Roads Capital Fund	7,249,229	2,805,155	4,886,480	\$3,053,600
Sidewalk Expansion Fund	0	0	11,431,853	\$11,431,853
Shoreline Secure Storage Fund	0	0	0	\$0
Street Fund	576,847	427,872	259,904	\$259,904
Transportation Impact Fees Fund	3,148,687	2,662,687	4,414,615	\$3,546,914
Park Impact Fees Fund	31,781	31,781	777,838	\$777,838
2006/2016 UTGO Bond Fund	892	892	3,199	\$3,199
2009/2019 LTGO Bond Fund	1,310	1,310	183,411	\$183,411
2013 LTGO Bond Fund	300	300	130	\$130
2020 LTGO Bond Fund	0	0	0	\$0
Sidewalk LTGO Bond Fund	0	0	4,106,944	\$6,702,046
Surface Water Utility Fund	3,378,690	(881,680)	3,432,872	\$12,000,526
Wastewater Utility Fund	(463,846)	(470,653)	(510,538)	(\$510,538)
Subtotal Reserved	\$13,418,900	\$4,789,126	\$30,198,936	\$38,332,638
Designated:				
Equipment Replacement Fund	\$3,896,637	\$4,512,203	\$4,929,176	\$5,607,199
Vehicle Operations and Maintenance Fund	113,285	73,285	87,419	\$47,419
Unemployment Fund	58,196	23,196	(0)	(\$0)
Code Abatement Fund	395,097	255,097	424,087	\$284,087
State Drug Enforcement Forfeiture Fund	73,883	63,651	79,024	\$79,024
Federal Drug Enforcement Forfeiture Fund	22,251	22,251	22,810	\$22,810
Federal Criminal Forfeiture Fund	0	0	0	\$0
Property Tax Equalization Fund	0	0	0	\$0
Public Arts Fund	283,402	76,779	156,103	\$41,498
Subtotal Designated	\$4,842,753	\$5,026,464	\$5,698,619	\$6,082,037
Unreserved/Undesignated:				
General Fund	\$17,817,459	\$11,010,500	\$18,503,585	\$11,638,522
Revenue Stabilization Fund	5,150,777	5,824,578	5,464,529	\$5,464,529
Subtotal Unreserved/Undesignated	\$22,968,236	\$16,835,078	\$23,968,114	\$17,103,051
	\$41,229,889	\$26,650,668	\$59,865,669	\$61,517,726

* Negative ending fund balance for the Wastewater Utility Fund is due to accounting accruals required to comply with GASB 68 requirements related to DRS Retirement Liabilities in the Wastewater Fund where no operating fund balance is maintained pending full assumption of Ronald Wastewater District.

Unreserved/Undesignated Fund Balances

The unreserved/undesignated fund balance is the balance of net financial resources that are available for discretionary appropriations. The 2021-2022 Biennial Budget estimates unreserved/undesignated fund balance of \$17,103,051 at the end of 2022.

Reserved Ending Fund Balances

The second component of ending fund balance is those funds reserved for a specific purpose. These funds are not available for appropriation because they are legally restricted. These reserves primarily represent monies allocated for capital and specific maintenance purposes. The reserved fund balances are estimated to be \$38,332,638 at the end of 2022.

Designated Ending Fund Balances

The third component of ending fund balances, totaling \$6,064,537 in 2022, is those moneys that have been earmarked for specific purposes (equipment replacement, unemployment, etc.). Although designated for specific purposes, there is the ability to appropriate some of these funds for other purposes since the original source of the funds was general revenues from the General Fund. The designated fund balances are estimated to be \$6,064,537 at the end of 2022.



Change in Ending Fund Balance

	2019-2020 Biennial Estimate	2021-2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020	Percentage Change
General Fund	\$18,503,585	\$11,638,522	(\$6,865,063)	(37%)
Shoreline Secure Storage Fund	0	0	0	0%
Street Fund	259,904	259,904	0	0%
Revenue Stabilization Fund	5,464,529	5,464,529	0	0%
Code Abatement Fund	424,087	284,087	(140,000)	(33%)
State Drug Enforcement Forfeiture Fund	79,024	79,024	0	0%
Federal Drug Enforcement Forfeiture Fund	22,810	22,810	0	0%
Federal Criminal Forfeiture Fund	0	0	0	0%
Public Arts Fund	156,103	41,498	(114,605)	(73%)
Transportation Impact Fees Fund	4,414,615	3,546,914	(867,701)	(20%)
Park Impact Fees Fund	777,838	777,838	0	0%
2006/2016 UTGO Bond Fund	3,199	3,199	0	0%
2009/2019 LTGO Bond Fund	183,411	183,411	0	0%
2013 LTGO Bond Fund	130	130	0	0%
2020 LTGO Bond Fund	0	0	0	0%
Sidewalk LTGO Bond Fund	4,106,944	6,702,046	2,595,102	63%
General Capital Fund	1,136,495	766,856	(369,639)	(33%)
City Facility-Major Maintenance Fund	75,733	116,899	41,166	54%
Roads Capital Fund	4,886,480	3,053,600	(1,832,880)	(38%)
Sidewalk Expansion Fund	11,431,853	11,431,853	0	0%
Surface Water Utility Fund	3,432,872	12,000,526	8,567,654	250%
Wastewater Utility Fund	(510,538)	(510,538)	0	0%
Vehicle Operations and Maintenance Fund	87,419	47,419	(40,000)	(46%)
Equipment Replacement Fund	4,929,176	5,607,199	678,023	14%
Unemployment Fund	(0)	(0)	0	0%
Total	\$59,865,669	\$61,517,726	\$1,652,057	3%

Explanation of Changes in Fund Balance Equal or Greater than 10%

General Fund: The 2022 ending fund balance is \$6.865 million less than the projected 2020 ending fund balance. Available fund balance totaling \$ 6,865,063 million will be used for the Operating Contingency, Insurance Reserve, one-time CIP support, transfers to the Revenue Stabilization Fund, and one-time supplemental requests as detailed in the Transmittal Letter.

Code Abatement Fund: The 2022 ending fund balance is \$0.140 million less than the projected 2020 ending fund balance. Accumulated funds from prior years will be used for City code abatement efforts (public nuisances, dangerous buildings, etc.).

Public Arts Fund: The 2022 ending fund balance is \$0.115 million less than the projected 2020 ending fund balance. As capital projects have been constructed, funds have been accumulating in this fund. Available fund balance will support continued work on several public arts projects. The 0.500 FTE Public Art Coordinator is funded 50% in the General Fund and 50% in the Public Arts Fund.

General Capital Fund: The 2022 ending fund balance is \$0.370 million less than the projected 2020 ending fund balance. Additional information can be found in the 2021-2026 Proposed Capital Improvement Plan section in this book.

City Facility – Major Maintenance Fund: The 2022 ending fund balance is \$0.041 million more than the projected 2020 ending fund balance. Additional information can be found in the 2021-2026 Proposed Capital Improvement Plan section in this book.

Roads Capital Fund: The 2022 ending fund balance is \$1.833 million less than the projected 2020 ending fund balance. Additional information can be found in the 2021-2026 Proposed Capital Improvement Plan section in this book.

This fund balance includes Vehicle License Fees, which is restricted in its use and is partly programmed for the Annual Road Surface Maintenance Program and Sidewalk Rehabilitation Program.

Surface Water Utility Fund: The 2022 ending fund balance is \$8.568 million more than the projected 2020 ending fund balance. Additional information can be found in the 2021-2026 Proposed Capital Improvement Plan section in this book. The 2018 Surface Water Master Plan identified several new capital projects as necessary to deliver the Proactive Management Strategy. These projects have been programmed in the 2021-2026 Proposed Capital Improvement Plan. It is anticipated that bonds will be issued in 2021 and 2022 to provide funding for several capital projects.

Vehicle Operations Fund: The 2022 ending fund balance is \$0.040 million less than the projected 2020 ending fund balance. This fund strives to maintain a minimum balance needed to fund a \$40,000 contingency.

Equipment Replacement Fund: The 2022 ending fund balance is \$0.678 million more than the projected 2020 ending fund balance. Funds are being accumulated for the future replacement of the City's fleet.

Unemployment Fund: Accumulated fund balance will be used for expenditures instead of a transfer from the General Fund as the current fund balance is equal to approximately three years of average expenditures.

MUNICIPAL DEBT

Fund Name	Type of Debt	Purpose	Issue Date	Maturity Date	Total Amount Authorized	Interest Rate	Original Amount	Outstanding Debt 12/31/2019	Outstanding Debt 12/31/2020	Avg Annual Debt Service
General Obligation										
Unltd. Tax GO Bond Fund 2006/2016	Parks and Open Space	Acqution of Open Space & Improvments to Parks & Recreation Facilities	12/2/2016	12/1/2021	\$7,595,000	1.02% - 1.72%	\$7,595,000	\$2,760,000	\$1,113,000	1,691,837
Ltd Tax GO Bond 2009/2019	General Purpose Councilmanic Bonds - Limited Tax General Purpose	Pre-payment of the City's Administration Building	11/6/2019	12/1/2039	15,490,000	3.00% - 6.4%	15,490,000	15,490,000	15,015,000	1,096,355
LTGO BAN Fund 2020	General Purpose Councilmanic Bonds - Limited Tax General Purpose	Acqution of Open Space & Improvments to Parks & Recreation Facilities	2/14/2020	12/1/2022	\$25,000,000	1.92%	\$25,000,000	\$0	\$25,000,000	382,667
Ltd Tax GO Bond 2013	General Purpose Councilmanic Bonds - Limited Tax General Purpose	Purchase & Improvments of a Maintenance Facility	8/21/2013	12/1/2033	3,565,000	3.75%	3,565,000	2,775,000	2,620,000	259,063
Sidewalk LTGO Bond	General Purpose Councilmanic Bonds - Limited Tax General Purpose	Sidewalk Expansion	11/6/2019	12/1/2034	\$10,000,000	3.00% - 5.0%	\$10,000,000	\$10,000,000	\$9,530,000	898,926
Total General Obligation					\$61,650,000		\$61,650,000	\$31,025,000	\$53,278,000	\$4,328,847
Revenue Bond										
Surface Water Utility Fund	Revenue Bond	Surface Water Utility Pipe Replacement Projects	12/2/2016	12/1/2031	2,000,000	2.23%	2,000,000	1,651,208	1,529,678	158,352
Surface Water Utility Fund	Revenue Bond***	Surface Water Utility Capitalization Projects	12/1/2019	12/1/2033	\$500,000	3.35%	\$500,000	\$229,046	\$4,100,000	131,207
Total Revenue Bond					\$2,500,000		\$2,500,000	\$1,880,254	\$5,629,678	\$289,559
Public Works Trust Fund Loans										
Surface Water Utility Fund	Trust Fund Loan	3rd Avenue Drainage Improvements	6/18/2001	7/1/2021	\$1,959,500	0.50%	\$1,959,500	\$228,426	\$114,213	\$115,355
Surface Water Utility Fund	Trust Fund Loan	Ronald Bog Drainage Improvements	6/18/2001	7/1/2021	3,852,725	0.50%	3,852,725	424,523	212,262	214,384
Total Public Works Trust Fund Loans					\$5,812,225		\$5,812,225	\$652,949	\$326,475	\$329,739
Total Debt					\$69,962,225		\$69,962,225	\$33,558,203	\$59,234,153	\$4,948,146

General Obligation Long-Term Debt

General obligation bonds have been issued for general government activities only and are being repaid from a voter-approved “excess” property tax levy, voter approved sales taxes, real estate excise tax and lease revenue. All principal and interest payments on the general obligation debts are recorded as expenditures in the City’s debt service funds.

Municipal Debt Capacity

2020 Assessed Valuation:		\$11,637,183,574							
General Purpose Debt				Open Space, Parks, and Economic Development Facilities		Utility Purpose Debt		TOTAL DEBT CAPACITY	
	Legal Limit	Councilmanic (Non-voted)	Legal Limit	Voted Debt (60% of Voters)	Legal Limit	Voted Debt (60% of Voters)	Legal Limit	Voted Debt (60% of Voters)	
Total Debt Capacity	1.50%	\$174,557,754	2.50%	\$290,929,589	2.50%	\$290,929,589	2.50%	\$290,929,589	\$1,047,346,522
Less Councilmanic Debt		52,165,000		52,165,000		N/A		N/A	104,330,000
Less Voted Debt		N/A		0		1,113,000		0	1,113,000
Remaining Debt Capacity		\$122,392,754		\$238,764,589		\$289,816,589		\$290,929,589	\$941,903,522

There are four types of General Obligation (GO) Debt that the City is currently authorized to use for financing purposes. They each have statutory limitations and require approval by either the City Council or City voters.

- General Purpose Councilmanic Debt:** The City Council may approve bond issues without voter approval up to 1.5% of the City’s assessed valuation. Prior to the passage of new legislation in 1994, councilmanic debt was available for lease-purchase contracts only (RCW 35.43.200). This statutory authority can be used for any municipal purpose now, including using the entire 1.5% for bonds. Councilmanic debt must be approved by a majority of the City Council and must be repaid from existing operational revenue sources. In 2020 the City Council can levy up to \$174,557,754, or 1.5%, of the City’s estimated assessed value. Because the City currently has outstanding Councilmanic debt of \$52,165,000, the remaining Councilmanic Debt Capacity for 2020 is \$122,392,754.
- General Purpose Voted Debt:** As authorized by the Revised Code of Washington (RCW) 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. This requires

a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. The debt would be repaid from an increase to the City's existing property tax levy. An amount up to 2.5% of the City's assessed value can be levied, or \$290,929,589 for 2020. Because the City currently has outstanding Councilmanic debt of \$52,165,000 (as noted above) and General Purpose voted debt of \$0 the remaining Voted Debt Capacity for 2020 is \$238,764,589.

The total General Purpose Voted Debt and Councilmanic Debt cannot exceed 2.5% of the City's assessed value.

Under RCW 39.36.030(4), the public may also vote to approve park facilities and utility bond issues, each of which is also limited to no more than 2.5% of the City's assessed valuation.

3. Open Space, Parks, and Economic Development Facilities Debt: The City is authorized to issue debt and increase the property tax levy for acquiring or developing open space and park facilities. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt is repaid from the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value, less outstanding debt, can be levied or \$289,816,589 for 2020.
4. Utility Purpose Debt: The City is authorized to issue debt and increase the property tax levy for utility purposes if a utility is owned and controlled by the City. This requires a 60% vote of the City electorate and must have a voter turnout of at least 40% of the last State general election. Debt is repaid from the increased property tax levy. An amount up to 2.5% of the City's estimated assessed value can be levied \$290,929,589 for 2020.

The annual debt service requirements to maturity for general obligation bonds are as follows:

Year Ending December 31	Governmental Activities	
	Principal	Interest Rate
2020	\$2,747,000	\$1,581,847
2021	2,283,000	1,586,037
2022	26,225,000	1,510,394
2023	1,280,000	971,207
2024	1,350,000	909,332
2025-2029	7,690,000	3,582,531
2030-2039	14,450,000	2,066,224
Total	\$56,025,000	\$12,207,572

Revenue Bonds

The City currently has two Revenue Bonds, both of which are being used to fund improvements to the City's drainage facilities. These loans are the obligation of the Surface Water Utility Fund and are backed by the surface water fees collected from property owners and are considered in the City's general obligation debt and are not subject to the limitation of indebtedness calculation.

***The City anticipates a withdraw of \$4.2 million in 2021, which will affect the debt service requirements annually.

The annual debt service requirements to maturity for the Revenue Bonds debt are as follows:

Year Ending December 31	Business Activities	
	Principal	Interest Rate
2020	\$250,576	38,983
2021	124,240	34,112
2022	127,010	31,341
2023	129,842	28,509
2024	132,738	25,613
2025-2029	709,433	82,324
2030-2039	306,415	10,287
Total	\$1,780,254	\$251,170

Public Works Trust Fund Loan Debt

The City currently has two PWTF Loans, both of which are being used to fund improvements to the City’s drainage facilities. These loans are the obligation of the Surface Water Fund and are backed by the surface water fees collected from property owners and are not considered in the City’s general obligation debt and are not subject to the limitation of indebtedness calculation.

The annual debt service requirements to maturity for the Public Works Trust Fund Loan debt are as follows:

Year Ending December 31	Governmental Activities	
	Principal	Interest Rate
2020	326,475	3,265
2021	326,475	1,632
Total	\$652,950	\$4,897

Other Long Term Debt

In addition to general obligation debt, the City can utilize a number of other long-term debt instruments, including special assessment bonds and loans from the State of Washington’s Public Works Trust Fund. Special assessment bonds are used to finance public improvements that benefit a specified group of property owners and are funded from the collection of special assessment payments from property owners. Loans from the Public Works Trust Fund (PWTF) can be used for pre-construction and construction activities for the repair, replacement, rehabilitation, reconstruction, or improvement of eligible public works systems to meet current standards for existing users and may include reasonable growth as part of the project.



City Council



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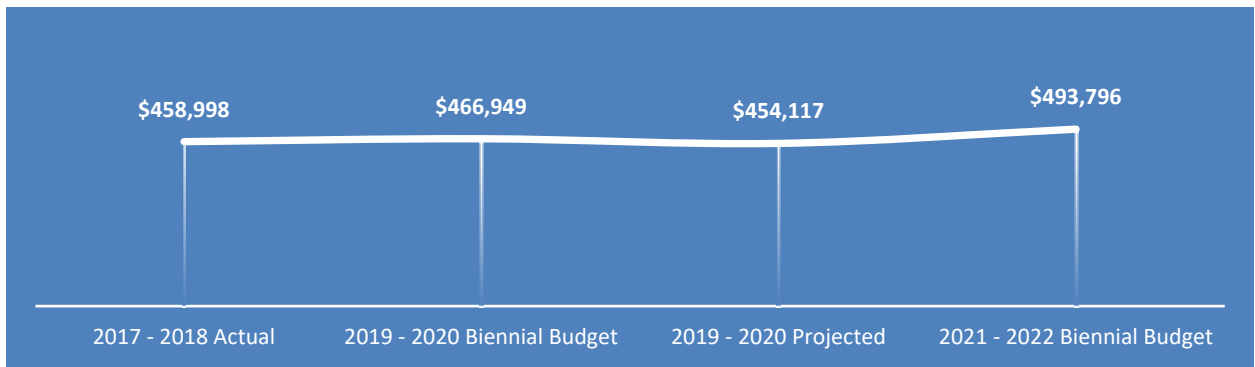
City Council 2021-2022 Biennial Budget

Department Mission Statement

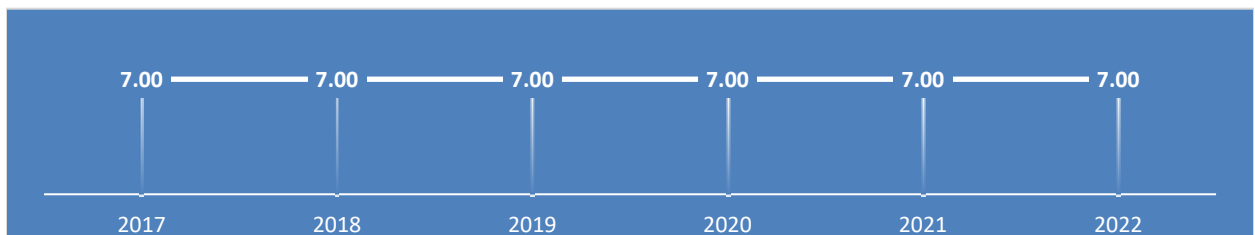
The City Council is a representative body, comprised of seven citizens elected by the community to provide leadership to the organization and community. The Council seeks to maintain a healthy, vibrant, and attractive place to live and work by adopting policies that create and support the values and vision of our community.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
City Council	7.00	7.00	7.00	7.00	7.00	7.00	0.00	0.00
Total Full-Time Equivalent Staff	7.00	7.00	7.00	7.00	7.00	7.00	0.00	0.00



City Council 2021-2022 Biennial Budget

2020 – 2022 CITY COUNCIL GOALS

Goal No. 1: Strengthen Shoreline’s economic climate and opportunities

Goal No. 2: Continue to deliver highly-valued public services through management of the City’s infrastructure and stewardship of the natural environment

Goal No. 3: Continue preparation for regional mass transit in Shoreline

Goal No. 4: Expand the City’s focus on equity and inclusion to enhance opportunities for community engagement

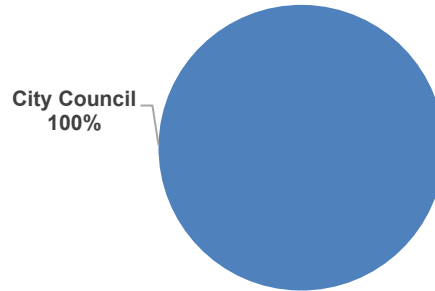
Goal No. 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives



City Council 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
City Council	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%
Total Expenditures	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%



Revenue by Program

Revenues by Program	2015 - 2016 Biennial Actual	2017 - 2018 Biennial Budget	2017 - 2018 Biennial Estimate	2019 - 2020 Biennial Budget	2019 - 2020 vs. 2017 - 2018 Biennial Budget	Percentage Change
City Council	\$0	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%
Total Resources	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%
Total Expenditures	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Total Revenues	\$0	\$0	\$0	\$0	\$0	0.00%
Fund Subsidies						
General Fund	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%
Total Resources	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%



City Council 2021-2022 Biennial Budget

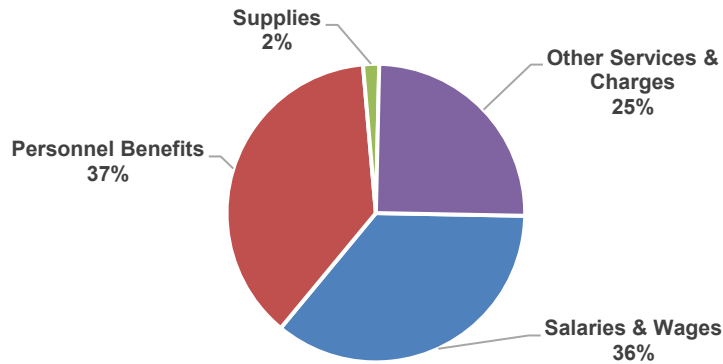
Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$176,663	\$176,400	\$176,325	\$176,400	\$0	0.00%
Personnel Benefits	\$181,234	\$186,200	\$186,684	\$185,796	(\$404)	(0.22%)
Supplies	\$4,116	\$8,600	\$4,541	\$8,600	\$0	0.00%
Other Services & Charges	\$96,985	\$95,749	\$86,554	\$123,000	\$27,251	28.46%
Intergovernmental Services	\$0	\$0	\$13	\$0	\$0	0.00%
Total Expenditures	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%

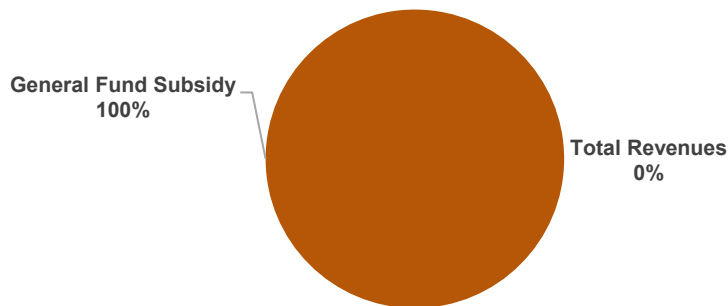
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Total Revenues	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund Subsidy	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%
Total Resources	\$458,998	\$466,949	\$454,117	\$493,796	\$26,847	5.75%

Expenditures



Revenues





CITY COUNCIL

The City Council is a representative body, comprised of seven citizens elected by the community to provide leadership to the organization and community. The Council seeks to maintain a healthy, vibrant and attractive place to live and work by adopting policies that create and support the values and vision of our community.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who believe the City is moving in the right direction	61%	61%	62%	55%	55%	55%
Percentage of residents that are very / somewhat satisfied with the overall quality of leadership of elected officials	48%	100%	54%	53%	53%	53%
Percentage of residents rating Shoreline as an excellent / good place to live	93%	93%	92%	91%	91%	91%
Satisfaction with the overall image of the City of Shoreline	77%	77%	78%	74%	74%	74%



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City Manager's Office



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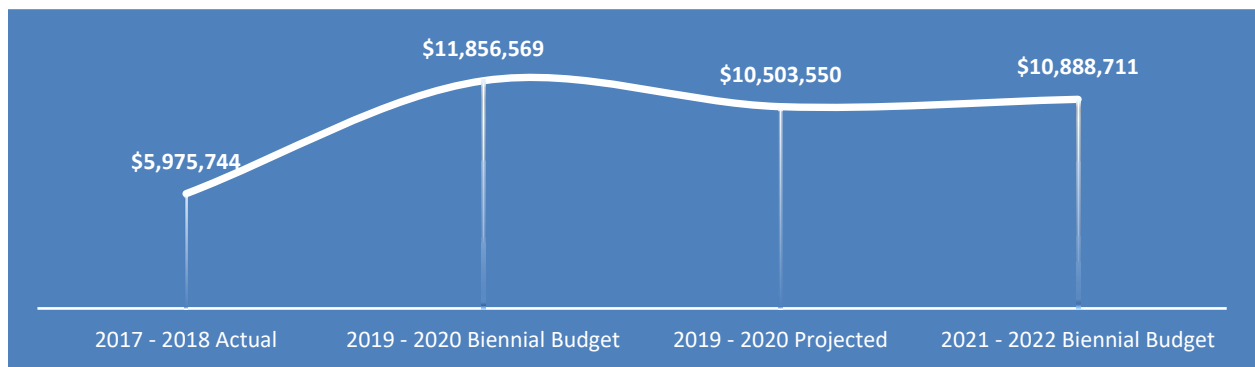
City Manager's Office 2021-2022 Biennial Budget

Department Mission Statement

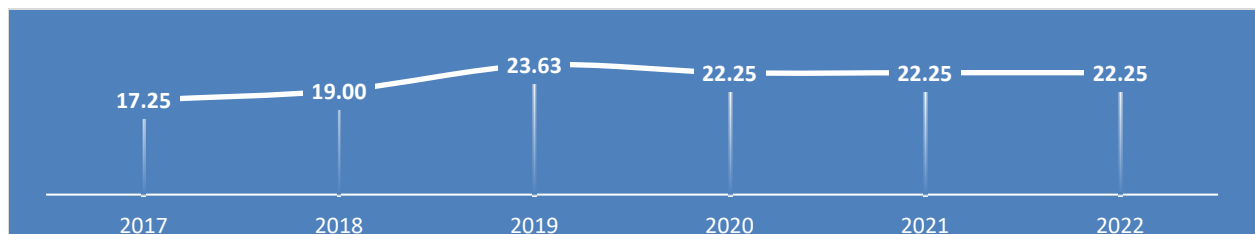
Implement Council goals and direction, provide organizational leadership, and ensure the delivery of efficient and effective public services.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
City Manager's Office	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
Light Rail Stations	4.25	5.25	4.88	3.50	3.50	3.50	0.00	0.00
Property Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerks Office	4.00	4.75	4.75	4.75	4.75	4.75	0.00	0.00
Communications	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Government Relations	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Economic Development	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Highland Park Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Code Enforce. Cust. Resp. Team	0.00	0.00	5.00	5.00	5.00	5.00	0.00	0.00
Total Full-Time Equivalent Staff	17.25	19.00	23.63	22.25	22.25	22.25	0.00	0.00



City Manager's Office 2021-2022 Biennial Budget

2019-2020 Council Goals and Work Plan Accomplishments

Goal 1: Strengthen Shoreline's economic base to maintain the public services that the community expects

- Continued to implement Community Renewal Plan for Shoreline Place, including executing a development agreement with a primary property owner at Shoreline Place.
- Established \$500,000 COVID-19 Shoreline Small Business Support Program providing emergency relief funding of up to \$20,000 to 35 businesses.
- Distributed mailings, developed and maintained webpage of resources, and initiated weekly email newsletter to Shoreline businesses regarding City measures to support recovery from COVID-19 economic impacts.
- Provided local review and recommendations to Governor Inslee for Working Washington Grant Program emergency funding awardees.
- Streamlined filmmaking permitting process resulting in increase from two productions, including one feature-length film in 2018, to 11 productions, including four feature-length films in 2019.

Goal 2: Improve Shoreline's utility, transportation, and environmental infrastructure

- Continued to implement the Parks and Recreation Open Space Plan including proposing the Shoreline Aquatics, Recreation, and Community Center/ Parks Bond Measure to the voters.
- Continued to implement the City's priority environmental strategies, including achieving the Salmon Safe Certification.
- Continued to work on the full assumption of the Ronald Wastewater District in collaboration with the District Board.

Goal 3: Prepare for two Shoreline light rail stations

- Approved the Light Rail Project Special Use Permit and 200th Street Critical Area Special Use Permit.
- Reviewed and issued most Lynnwood Link Extension Project ROW, site development, and building construction permits.
- Processed and authorized intergovernmental property transfers and street vacation petitions for areas of City ROW proposed for light rail guideway or station sites.
- Continued to provide daily project inspections and timely reviews of construction phase revisions and deferred submittals.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Conducted City's biennial Resident Satisfaction Survey.
- Continued to implement City's Diversity and Inclusion Plan, including providing implicit bias training to all staff.
- Conducted the Community Bridge Program.
- Worked with project managers to expand the reach of their communications through translations and by utilizing interpreters.
- Worked with project managers on how to develop more inclusive community engagement.
- Implemented gender neutral language in city documents (i.e. municipal code, rules of procedures, and employee handbook).

Goal 5: Promote and enhance City's safe community and neighborhood initiatives

- Continued conducting on-going crime prevention meetings throughout community.



City Manager's Office 2021-2022 Biennial Budget

- Continued to conduct the Shoreline Police-Community Response Operations Team to identify and focus on public safety, code enforcement, and homelessness response.
- Continued to implement Response Awareness De-escalation and Referral (RADAR) with focus on mental health navigation and supports.
- Began a process to identify the siting of an enhanced shelter for single adults experiencing homelessness in North King County.

2021-2022 Council Goals and Work Plan Objectives

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Continue implementing Electronic Plan Review.
- Continue to conduct business outreach by interviewing local companies and developing a database of information to assess the needs and steps necessary for a COVID-19 recovery.

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Continue to implement conditions required for Salmon-Safe Certification.
- Complete the design for the 175th Street Corridor Project.
- Complete construction of Westminster and 155th Street Intersection Improvements.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Continue coordinating with Sound Transit to review and issue revisions and ancillary permits for the City's two light rail stations and related infrastructure.
- Support coordination between Sound Transit, City capital projects, and private redevelopment projects close to the Lynnwood Like Extension Project to align project improvements within the City ROW and to minimize conflicts between projects during construction.
- Coordinate and support construction of Lynnwood Link Extension project in Shoreline.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Continue implementing City's Diversity and Inclusion Program.
- Implement Diversity and Inclusion training for Council, and members of Boards and Commissions.
- Continue engaging in efforts to reduce homelessness on a regional and local level.
- Increase efforts to engage communities of color and other communities that may have been left out of public engagement efforts in the past.
- Work to make sure all public information is written in plain language and is accessible.

Goal 5: Promote and enhance City's safe community and neighborhood programs and initiatives

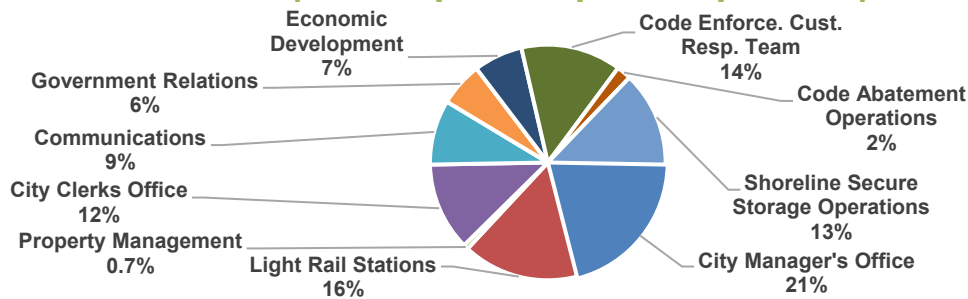
- Shoreline Police-Community Response Operations Team will continue to work with members of the Police Department, CECRT, and RCCS to coordinate cross-departmental solutions related to public safety, code enforcement, and homelessness response.
- Continue coordinating information and resources to address crime trends.
- Continue communicating public safety and crime prevention tips through City's different communication channels.
- Develop a North King County Task Force to include reps from interested city and community-based organization partners.



City Manager's Office 2021-2022 Biennial Budget

Expenditure by Program

Operating Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
City Manager's Office	\$1,774,785	\$1,937,857	\$1,934,999	\$2,059,802	\$121,945	6.29%
Light Rail Stations	\$1,232,573	\$2,245,214	\$2,588,440	\$1,578,834	(\$666,380)	(29.68%)
Property Management	\$14,784	\$14,784	\$46,920	\$67,260	\$52,476	354.95%
City Clerks Office	\$951,317	\$1,110,781	\$1,079,551	\$1,201,363	\$90,582	8.15%
Communications	\$751,465	\$790,714	\$758,653	\$885,339	\$94,625	11.97%
Government Relations	\$452,501	\$517,580	\$530,335	\$600,625	\$83,045	16.04%
Economic Development	\$764,989	\$658,158	\$1,160,971	\$666,495	\$8,337	1.27%
Highland Park Center	\$33,330	\$44,554	\$38,866	\$0	(\$44,554)	(100.00%)
Code Enforce. Cust. Resp. Team	\$0	\$1,336,927	\$1,299,214	\$1,369,493	\$32,566	2.44%
Code Abatement Operations	\$0	\$200,000	\$30,000	\$200,000	\$0	0.00%
Shoreline Secure Storage Operations	\$0	\$2,617,334	\$652,934	\$1,299,500	(\$1,317,834)	(50.35%)
Total Operating Expenditures	\$5,975,744	\$11,473,903	\$10,120,884	\$9,928,711	(\$1,545,192)	(13.47%)
General Fund	\$0	\$0	\$0	\$0	\$0	0.00%
Shoreline Secure Storage	\$0	\$382,666	\$382,666	\$960,000	\$577,334	150.87%
Total Transfers Out	\$0	\$382,666	\$382,666	\$960,000	\$577,334	150.87%



Revenue by Program

Revenue by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
City Manager's Office	\$0	\$0	\$0	\$0	\$0	0.00%
Light Rail Stations	\$1,125,848	\$2,288,681	\$2,628,625	\$1,470,821	(\$817,860)	(35.73%)
Property Management	\$0	\$0	\$7,095	\$56,028	\$56,028	0.00%
City Clerks Office	\$410,964	\$14,650	\$7,661	\$6,500	(\$8,150)	(55.63%)
Communications	\$0	\$0	\$0	\$0	\$0	0.00%
Government Relations	\$0	\$0	\$55	\$0	\$0	0.00%
Economic Development	\$91,486	\$55,000	\$553,986	\$0	(\$55,000)	(100.00%)
Highland Park Center	\$117,885	\$119,092	\$120,836	\$0	(\$119,092)	(100.00%)
Code Enforce. Cust. Resp. Team	\$0	\$0	\$0	\$0	\$0	0.00%
Code Abatement Operations	\$8,987	\$60,000	\$36,550	\$60,000	\$0	0.00%
Shoreline Secure Storage Operations	\$0	\$3,000,000	\$1,035,600	\$2,259,500	(\$740,500)	(24.68%)
Total Revenues	\$1,755,169	\$5,537,423	\$4,390,408	\$3,852,849	(\$1,684,574)	(30.42%)
General Fund Subsidy	\$4,229,562	\$6,179,146	\$6,119,691	\$6,895,862	\$716,716	11.60%
Use/(Provision) of Fund Balance:	(\$8,987)	\$140,000	(\$6,550)	\$140,000	\$0	0.00%
Shoreline Secure Storage	\$0	\$0	\$0	\$0	\$0	0.00%
Code Abatement	(\$8,987)	\$140,000	(\$6,550)	\$140,000	\$0	0.00%
Total Resources	\$5,975,744	\$11,856,569	\$10,503,550	\$10,888,711	(\$967,858)	(8.16%)



City Manager's Office 2021-2022 Biennial Budget

Expenditure by Fund

Operating Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$5,975,744	\$8,656,569	\$9,437,950	\$8,429,211	(\$227,358)	(2.63%)
Shoreline Secure Storage Fund	\$0	\$2,617,334	\$652,934	\$1,299,500	(\$1,317,834)	(50.35%)
Code Abatement	\$0	\$200,000	\$30,000	\$200,000	\$0	0.00%
Total Expenditures	\$5,975,744	\$11,473,903	\$10,120,884	\$9,928,711	(\$1,545,192)	(13.47%)
Total Transfers Out	\$0	\$382,666	\$382,666	\$960,000	\$577,334	150.87%

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$1,746,182	\$2,477,423	\$3,318,258	\$1,533,349	(\$944,074)	(38.11%)
Shoreline Secure Storage Fund	\$0	\$3,000,000	\$1,035,600	\$2,259,500	(\$740,500)	(24.68%)
Code Abatement	\$8,987	\$60,000	\$36,550	\$60,000	\$0	0.00%
Total Revenues	\$1,755,169	\$5,537,423	\$4,390,408	\$3,852,849	(\$3,685,519)	(66.56%)
Fund Subsidies						
General Fund	\$4,229,562	\$6,179,146	\$6,119,691	\$6,895,862	\$716,716	11.60%
Shoreline Secure Storage Fund	\$0	\$0	\$0	\$0	\$0	0.00%
Code Abatement	(\$8,987)	\$140,000	(\$6,550)	\$140,000	\$0	0.00%
Total Resources	\$5,975,744	\$11,856,569	\$10,503,550	\$10,888,711	(\$967,858)	(8.16%)

Expenditure by Type

Expenditure & Transfer Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$3,242,837	\$4,496,356	\$4,527,850	\$4,578,465	\$82,109	1.83%
Personnel Benefits	\$1,270,247	\$1,729,928	\$1,717,132	\$1,863,917	\$133,989	7.75%
Supplies	\$52,364	\$52,501	\$51,123	\$37,550	(\$14,951)	(28.48%)
Other Services & Charges	\$1,405,351	\$5,128,834	\$3,716,748	\$3,417,955	(\$1,710,879)	(33.36%)
Intergovernmental Services	\$2,649	\$250	\$35,849	\$100	(\$150)	(60.00%)
Interfund Payments for Service & Transfers Out	\$2,296	\$448,700	\$446,503	\$990,724	\$542,024	120.80%
Total Expenditures & Transfers Out	\$5,975,744	\$11,856,569	\$10,503,550	\$10,888,711	(\$967,858)	(8.16%)

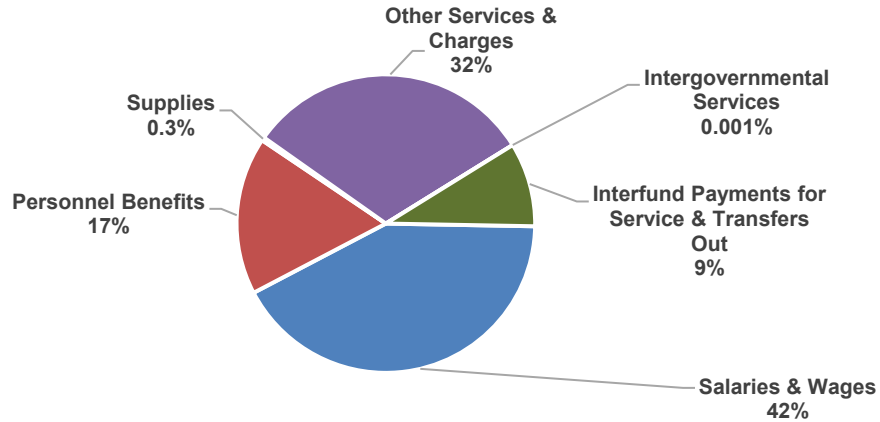
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Taxes	\$0	\$0	\$55	\$0	\$0	0.00%
Licenses & Permits	\$405,966	\$12,250	\$5,292	\$4,100	(\$8,150)	(66.53%)
Intergovernmental Revenues	\$1,221,434	\$2,343,681	\$3,182,611	\$1,470,821	(\$872,860)	(37.24%)
Charges for Goods and Services	\$872	\$2,400	\$2,507	\$2,400	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$6,550	\$58,900	\$58,900	0.00%
Miscellaneous Revenues	\$126,898	\$3,177,992	\$1,192,843	\$2,315,528	(\$862,464)	(27.14%)
Investment Earnings	\$0	\$1,100	\$550	\$1,100	\$0	0.00%
Total Revenues	\$1,755,169	\$5,537,423	\$4,390,408	\$3,852,849	(\$1,684,574)	(30.42%)
General Fund Subsidy	\$4,229,562	\$6,179,146	\$6,119,691	\$6,895,862	\$716,716	11.60%
Shoreline Secure Storage	\$0	\$0	\$0	\$0	\$0	0.00%
Code Abatement	(\$8,987)	\$140,000	(\$6,550)	\$140,000	\$0	0.00%
Total Resources	\$5,975,744	\$11,856,569	\$10,503,550	\$10,888,711	(\$967,858)	(8.16%)

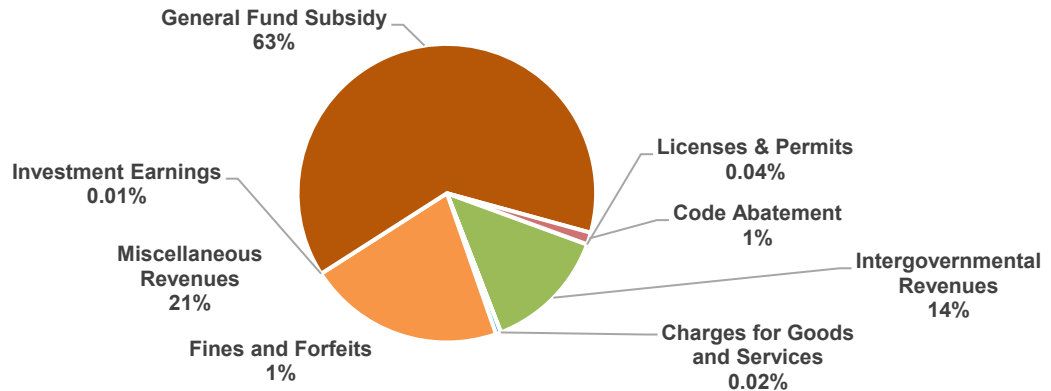


City Manager's Office 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals:

Lightrail Stations:

- Shoreline North/185th Pedestrian Bridge partnership commitment: \$100,000 (non-revenue backed)



City Manager's Office 2021-2022 Biennial Budget

Ongoing Changes

- No Major Changes

Staffing Changes

Lightrail Stations:

- The 2021-2022 proposed biennial budget reflects the following changes to positions permitting and coordinating the Lynnwood Link Extension Light Rail Project. Most are term-limited positions. Funding is provided via an agreement with Sound Transit:
 - Administrative Assistant II: Reduced from 0.75 FTE in 2020 to 0.50 FTE in 2021.
 - Senior Planner: Eliminated 1.00 FTE in 2021



CITY MANAGER'S OFFICE

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

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percent of residents who are very / somewhat satisfied with the overall quality of services provided by the City	67%	67%	69%	64%	64%	64%
Percentage of employees who have a clear understanding of City's mission, goals, and organizational values	96%	96%	96%	89%	90%	90%
Percentage of residents that say, "I trust the City of Shoreline to spend my tax dollars responsibly."	66%	66%	66%	66%	66%	66%
Percentage of residents who are very / somewhat satisfied with the effectiveness of the City Manager and City staff	50%	50%	57%	57%	57%	57%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Total average process time to respond to citizen letters or emails (calendar days)	10	10	7.2	10.2	10	10
Number of regular City employees per 1,000 population	3.05	3.21	3.46	3.30	3.34	3.34
Support service costs as a percentage of the City's operating expenditures	15.7%	13.5%	9.9%	12.8%	9.4%	9.8%
Operating expenditures per capita (actual \$)	\$730	\$823	758	799	754	781
Operating expenditures per capita adjusted for inflation (2000 as base)	\$496	\$555	552	514	476	489



24 HOUR CUSTOMER RESPONSE TEAM

Responds to internal and external inquiries, concerns, suggestions and complaints and provide reliable resolution and follow up. Provides telephone and in-person problem resolution and follow-up.

EFFECTIVENESS	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Percentage of residents who are very / somewhat satisfied with enforcement of graffiti removal from private properties	43%	45%	44%	37%	37%	37%
Percentage of residents who are very / somewhat satisfied with enforcing clean-up of garbage / junk / debris on private property	39%	41%	37%	31%	31%	31%
Percentage of residents who are very / somewhat satisfied with enforcing removal of abandoned / junk autos	38%	38%	38%	31%	31%	31%
WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Number of service requests for litter / garbage	246	200	241	130	130	130
Number of service requests	1,458	1500	4004	3000	3000	3000
Number of service requests for parking / abandoned vehicles	638	500	744	400	600	600
Number of service requests for vandalism / graffiti	102	150	346	150	150	150



COMMUNICATIONS

The Communications program develops and uses two-way communication resources to deliver and elicit useful information to and from our residents and other key stakeholders.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with the quality of the content on City's website	50%	52%	55%	50%	50%	50%
Percentage of residents who are very / somewhat satisfied with the quality of the City's newsletter, "CURRENTS"	70%	72%	74%	71%	71%	71%
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with the quality of City's social media	44%	44%	47%	42%	42%	42%



ECONOMIC DEVELOPMENT: BUSINESS ATTRACTION AND RETENTION

To bring together public and private resources necessary to enhance the existing business environment in Shoreline and ensure the long-term viability of the City's economic base.

INPUT	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Sales Tax Per Capita	\$151.19	\$151.82	\$198.82	\$146.74	\$152.97	\$159.19
Total number of businesses with a City of Shoreline license located in city limits	2,740	2,740	5,550	6,045	6,584	7,172



PUBLIC RECORDS & CITY COUNCIL MEETING MANAGEMENT

The City Clerk's Office oversees the legal and efficient operation of City Council meetings and Hearing Examiner hearings and manages the availability, protection and retention of City records to facilitate the democratic process for the citizens of Shoreline.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of external customers who rate the City Clerk's public disclosure process as very good or excellent	100%	99%	100%	100%	100%	100%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of public records requests processed	344	340	344	300	340	340
Number of specialty business licenses issued	59	60	26	17	17	17
Number of contracts and property records, agreements processed, recorded, and / or filed	424	400	374	254	400	400



Human Resources



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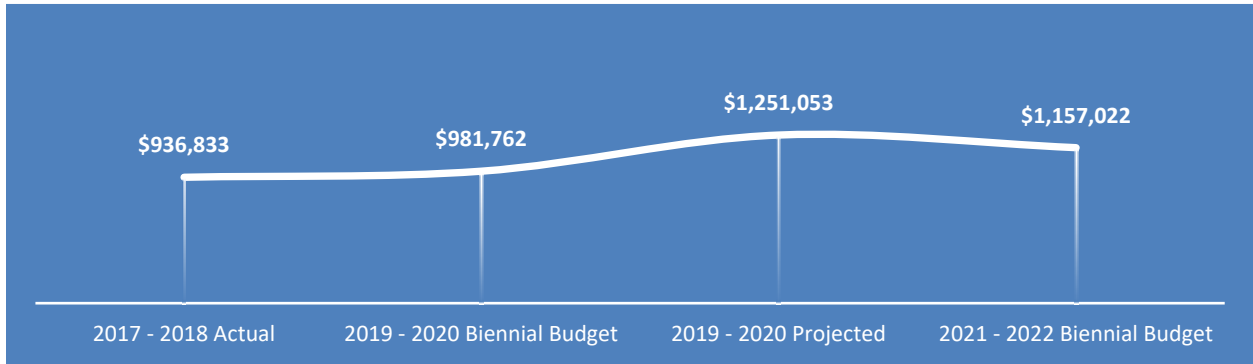
Human Resources 2021-2022 Biennial Budget

Department Mission Statement

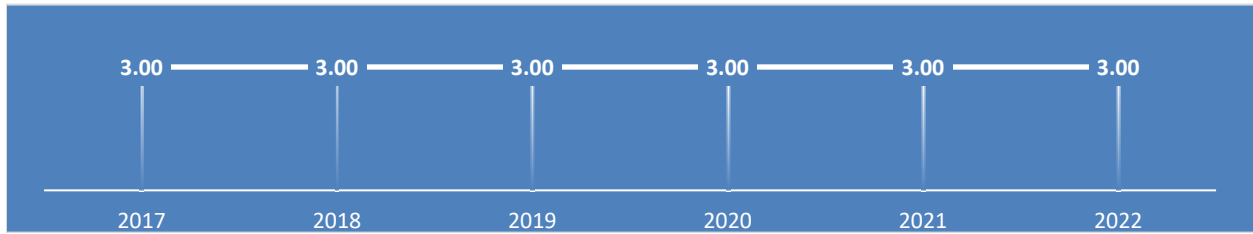
Foster and support our organizational values and goals to attract, retain, and develop a professional and committed workforce that provides the highest quality and value in customer service.

Human Resources
Donald Moritz
Director
(206) 801-2241

Expenditure Comparison



Staffing Trend



Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
Human Resources Services	3.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Total Full-Time Equivalent Staff	3.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00

2019-2020 Operational Objectives

- Conduct recruitment processes for regular and extra help employees.
- Achieve 2% discount on health insurance premiums through Well City Award.
- Continue to ensure policies and procedures are current.
- Support continuous improvement process mapping for incremental efficiencies in operation.

2019 Operational Accomplishments

- Conducted over 88 recruitments that resulted in 137 job placements.



Human Resources 2021-2022 Biennial Budget

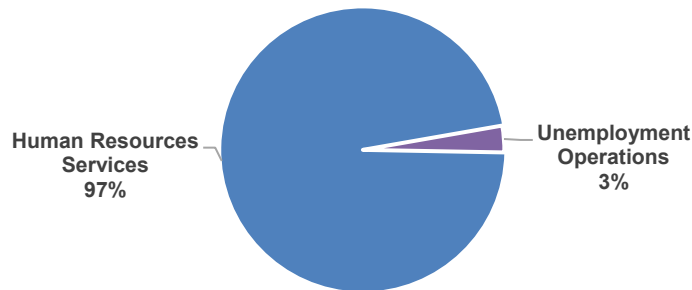
- Achieved 2% discount on health insurance premiums through Well City Award.
- Completed an I-9 Audit and correction.
- Added Diversity & Inclusion element to job announcements, classification specification and performance planning process for supervisors/managers.
- Implemented a 1- & 3-month new employee check-in with the HR Director (retention strategy).
- Updated several key organizational policies.
- Conducted three Management Quarterly meetings/trainings.
- Created a leave benefits summary reference document for employees to assist in navigating the complexities of the different leaves available to employees.
- Streamlined the Extra Help recruitment, hiring and onboarding processes for the Parks, Recreation and Cultural Services and Public Works Departments.
- Responded to a PERC union representative petition and established collective bargaining processes for initial CBA with Teamsters 763.

2020 Operational Accomplishments

- Revised and implemented several new, key organizational polices.
- Initiated collective bargaining process and reached tentative agreement on several CBA articles.
- Responded to and set up protocols for managing COVID-19 pandemic.

Expenditure by Program

Expenditures by Program	2017 - 2018	2019 - 2020	2019 - 2020	2021 - 2022	2021 - 2022	Percentage Change
	Biennial Actual	Biennial Budget	Biennial Estimate	Biennial Budget	vs. 2019 - 2020 Biennial Budget	
Human Resources Services	\$917,430	\$946,762	\$964,127	\$1,122,022	\$175,260	18.51%
Unemployment Operations	\$19,403	\$35,000	\$286,926	\$35,000	\$0	0.00%
Total Expenditures	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%



Revenue by Program

Revenues by Program	2017 - 2018	2019 - 2020	2019 - 2020	2021 - 2022	2021 - 2022	Percentage Change
	Biennial Actual	Biennial Budget	Biennial Estimate	Biennial Budget	vs. 2019 - 2020 Biennial Budget	
Human Resources Services	\$113	\$1,000	\$4,174	\$1,000	\$0	0.00%
Unemployment Operations	\$1,737	\$35,000	\$228,730	\$35,000	\$0	0.00%
Total Operating Revenues	\$1,850	\$36,000	\$232,903	\$36,000	\$0	0.00%
General Fund Subsidy	\$917,317	\$910,762	\$959,953	\$1,121,022	\$210,260	23.09%
Use/(Provision) of Fund Balance:	\$17,666	\$35,000	\$58,196	\$0	(\$35,000)	(100.00%)
Unemployment Operations	\$17,666	\$35,000	\$58,196	\$0	(\$35,000)	(100.00%)
Total Resources	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%



Human Resources 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$917,430	\$946,762	\$964,127	\$1,122,022	\$175,260	18.51%
Unemployment Fund	\$19,403	\$35,000	\$286,926	\$35,000	\$0	0.00%
Total Expenditures	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$113	\$1,000	\$4,174	\$1,000	\$0	0.00%
Unemployment Fund	\$1,737	\$0	\$228,730	\$35,000	\$35,000	0.00%
Total Revenues	\$1,850	\$1,000	\$232,903	\$36,000	\$35,000	3500.00%
Fund Subsidies						
General Fund	\$917,317	\$945,762	\$959,953	\$1,121,022	\$175,260	18.53%
Unemployment Fund	\$17,666	\$35,000	\$58,196	\$0	(\$35,000)	(100.00%)
Total Resources	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$619,724	\$630,930	\$649,425	\$682,308	\$51,378	8.14%
Personnel Benefits	\$209,672	\$225,946	\$216,554	\$221,888	(\$4,058)	(1.80%)
Supplies	\$29,297	\$38,822	\$30,326	\$39,722	\$900	2.32%
Other Services & Charges	\$58,725	\$51,064	\$67,714	\$178,104	\$127,040	248.79%
Intergovernmental Services	\$19,415	\$35,000	\$287,035	\$35,000	\$0	0.00%
Total Expenditures	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%

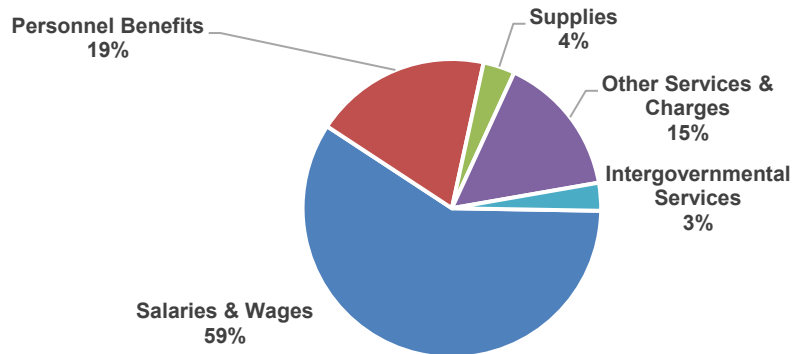
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Miscellaneous Revenues	\$113	\$1,000	\$4,174	\$1,000	\$0	0.00%
Other Financing Sources	\$0	\$0	\$227,650	\$35,000	\$35,000	0.00%
Investment Earnings	\$1,737	\$0	\$1,080	\$0	\$0	0.00%
Total Revenues	\$1,850	\$1,000	\$232,903	\$36,000	\$17,000	1700.00%
General Fund Subsidy	\$917,317	\$980,762	\$959,953	\$1,121,022	\$140,260	14.30%
Total Resources	\$936,833	\$981,762	\$1,251,053	\$1,157,022	\$175,260	17.85%

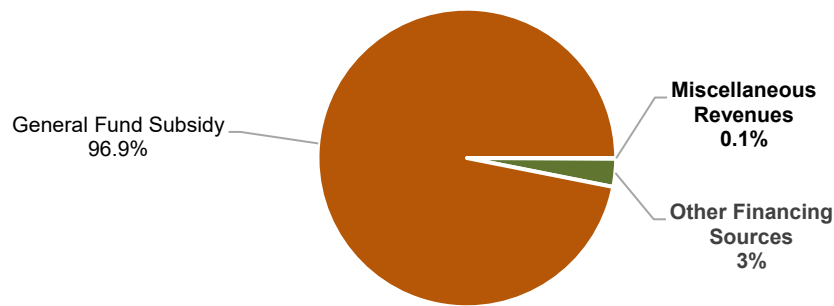


Human Resources 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

- Compensation Study (\$50,000)
- Collective Bargaining – Successor Agreement (\$15,000)

Ongoing Changes

- No Major Changes

Staffing Changes

- No Major Changes



EMPLOYEE RECRUITMENT, COMPENSATION ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

This program creates an environment which attracts, retains and develops a professional and committed workforce to support delivery of the highest quality public services to Shoreline residents.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of regular staff who terminated employment during the year	14%	9.0%	12%	10%	12%	10%
Percentage of employees who would recommend working for the City to a friend	89%	89%	87%	87%	87%	87%
Percentage of employees who rate the City of Shoreline as one of the best organizations ("One of the best" and "Above Average") to work for compared to other organizations	77%	77%	73%	72%	73%	73%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Ratio of human resources FTE's to total benefitted FTE's	1:55.1	1:57.8	1:62.3	1:62.6	1:64.9	1:63.5
Average number of working days for external recruitment (PT / FT)	40	40	70	52	50	50
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of position recruitments conducted (FT, PT, EH)	50	50	95	48	60	60



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City Attorney



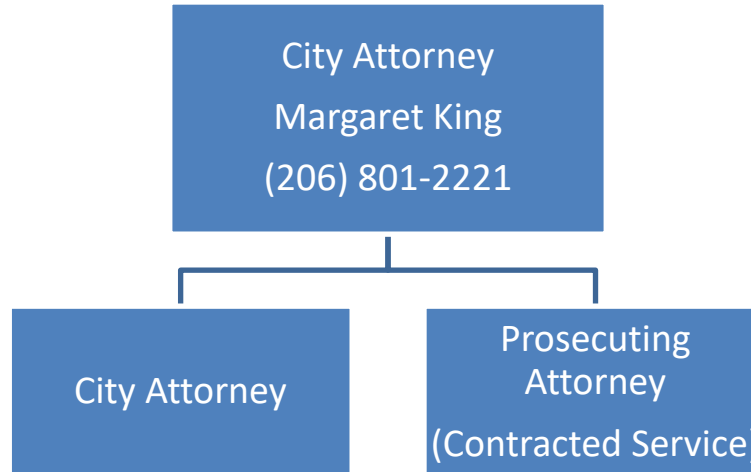
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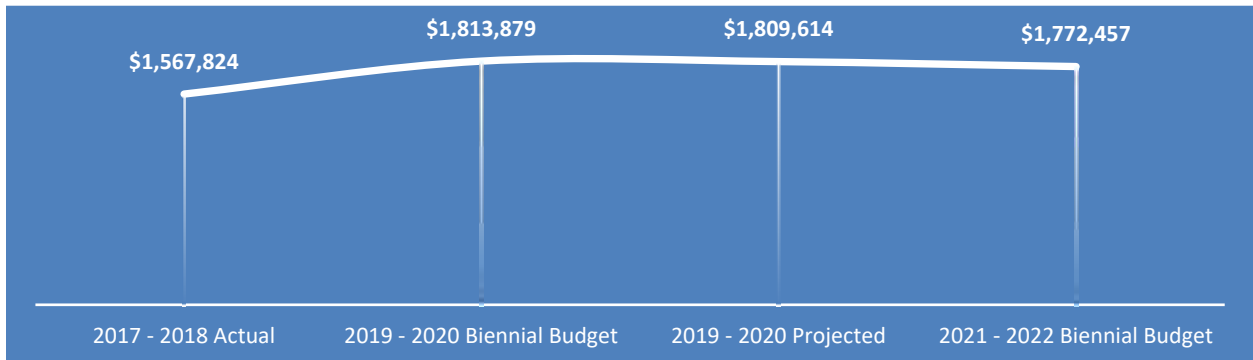
City Attorney 2021-2022 Biennial Budget

Department Mission Statement

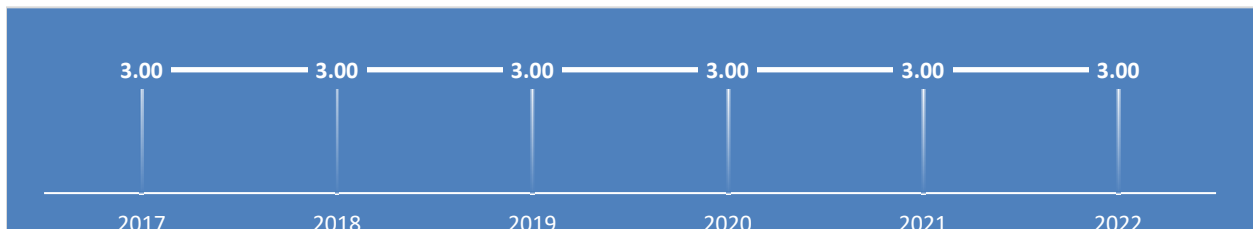
The City Attorney provides accurate and timely legal advice to the Council, City Manager, City departments, and boards and commissions to improve effectiveness and minimize risk of City operations. The City Attorney prosecutes misdemeanor and infraction violations of the Municipal Code.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
City Attorney	3.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Pros. Attorney	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Full-Time Equivalent Staff	3.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00



City Attorney 2021-2022 Biennial Budget

2019–2020 Council Goals and Work Plan Accomplishments

Goal 1: Strengthen Shoreline’s economic climate and opportunities

- Amended Shoreline Municipal code to include latecomer reimbursement agreements to capture costs and promote construction of Westminster Way North and N 155th Street Intersection improvements.
- Drafted and entered into phasing agreements to coordinate and reduce costs and impacts to the public by coordinating multiple private and public projects and reducing the construction window for Westminster Way North and N 155th Street.
- Negotiated Development Agreement with developer for Aurora Square.
- Drafted bond language for sales tax for funding new sidewalks and repairs.

Goal 2: Improve Shoreline’s infrastructure to continue the delivery of highly valued public services

- Provided legal support to Parks regarding planning and property acquisition for aquatic center.
- Provided legal support for sale of surplus property (former police station).
- Represented the City’s interests in hearing before the King County Superior Court, and the Court of Appeals in relation to BSRE’s application for development of Point Wells area, as well as an appeal before the Growth Management Hearings Board and Snohomish County Superior Court.

Goal 3: Prepare for two Shoreline light rail stations

- Continued to negotiate or amend agreements with Sound Transit in relation to light rail and BRT.
- Advised on implementation and additional code amendments necessary as a result of the adopted N 185th Street and N 145th Street Station Subarea Plans.
- Provided legal support to 185th Street Multimodal Corridor Study between Aurora Avenue N and 10th Avenue NE.
- Advised staff and appeared before the Hearing Examiner for Sound Transit Conditional Use Permit.
- Advised staff on right-of-way vacation issues and process for light rail corridor.

Goal 4: Expand the City’s focus on equity and inclusion to enhance opportunities for community engagement

- Reviewed city policies and code provisions regarding issues related to equity and inclusion issues.
- Attended multiple equity and bias trainings.
- Supported implementation of community court.

2021 – 2022 Council Goals and Work Plan Objectives

Goal 1: Strengthen Shoreline’s economic climate and opportunities

- Provide legal support in review of the City’s development regulations in relation to ground floor commercial requirements and/or incentives in certain areas of non-residential zones.
- Provide support for the continued construction of the Westminster Way North and N 155th Street Intersection improvements and the adoption and implementation of revised signage requirements.
- Provide support for CARES Act funding for reimbursement for business interruption related to COVID-19.

Goal 2: Continue to deliver highly valued public services through management of the City’s infrastructure and stewardship of the natural environment



City Attorney 2021-2022 Biennial Budget

- Provide legal support for update of Transportation Master Plan in relation to inclusion of a multi-modal level of service, concurrency, and Transportation Impact Fees.
- Provide legal support for the Comprehensive Plan update.
- Provide legal support to complete the assumption of the Ronald Wastewater District.
- Provide legal support for acquisition of property for parks.

Goal 3: Continue preparation for regional mass transit in Shoreline

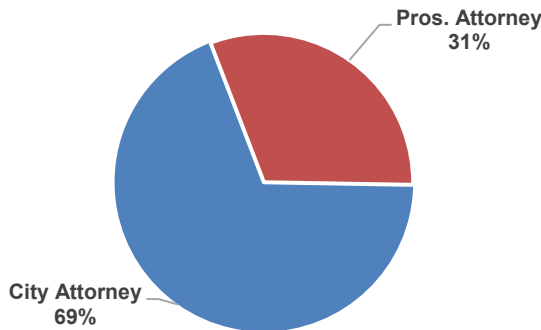
- Draft agreements in relation to funding, design, and construction of 145th Street and Interstate-5 interchange improvements and 145th Street corridor improvements with Sound Transit and WSDOT.
- Provide legal support to staff for permitting phase of the Lynnwood Link Extension Project.

Goal 4: Expand the City’s focus on equity and inclusion to enhance opportunities for community engagement.

- Provide legal support for issues related to equity and inclusion.
- Continue with departmental diversity, inclusion, equity, and bias training.
- Work with staff to ensure continued compliance with federal and state anti-discrimination laws, including Title VI of the Civil Rights Act, the Civil Rights Restoration Act, Title II of the Americans with Disabilities Act, and Washington’s Law Against Discrimination.
- Continue to support Community Court.

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
City Attorney	\$1,176,390	\$1,302,958	\$1,312,804	\$1,221,279	(\$81,679)	(6.27%)
Pros. Attorney	\$391,434	\$510,921	\$496,811	\$551,178	\$40,257	7.88%
Total Expenditures	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)



Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
City Attorney	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
Total Operating Revenues	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
General Fund Subsidy	\$1,567,824	\$1,713,879	\$1,809,614	\$1,772,457	\$58,578	3.42%
Total Resources	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)



City Attorney 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)
Total Expenditures	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
Total Revenues	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
Fund Subsidies						
General Fund	\$1,567,824	\$1,713,879	\$1,809,614	\$1,772,457	\$58,578	3.42%
Total Resources	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$697,928	\$754,204	\$758,433	\$777,235	\$23,031	3.05%
Personnel Benefits	\$228,037	\$246,101	\$246,882	\$261,254	\$15,153	6.16%
Supplies	\$4,535	\$3,100	\$2,852	\$3,500	\$400	12.90%
Other Services & Charges	\$637,324	\$810,474	\$801,435	\$730,468	(\$80,006)	(9.87%)
Intergovernmental Services	\$0	\$0	\$13	\$0	\$0	0.00%
Total Expenditures	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)

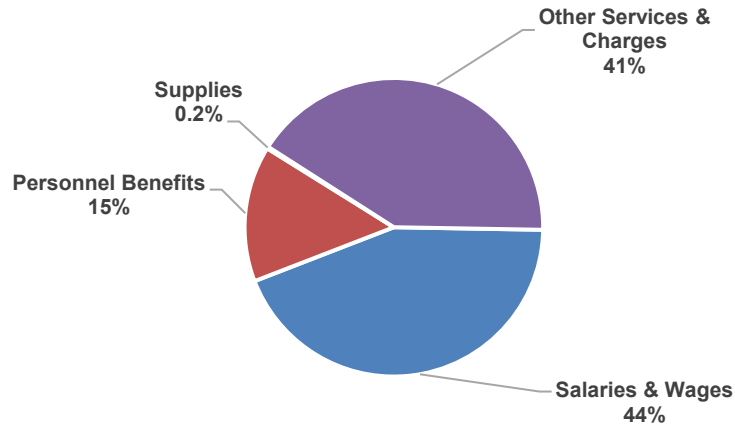
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Miscellaneous Revenues	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
Total Revenues	\$0	\$100,000	\$0	\$0	(\$100,000)	(100.00%)
General Fund Subsidy	\$1,567,824	\$1,713,879	\$1,809,614	\$1,772,457	\$58,578	3.42%
Total Resources	\$1,567,824	\$1,813,879	\$1,809,614	\$1,772,457	(\$41,422)	(2.28%)

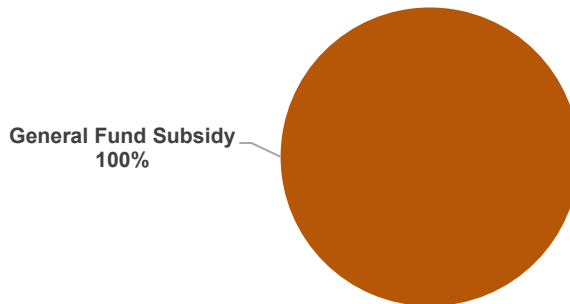


City Attorney 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

- No Major One-Time Supplementals

Ongoing Changes

- No Major Ongoing Changes

Staffing Changes

- No Major Staffing Changes



PROSECUTING ATTORNEY

The Prosecuting Attorney prosecutes violations of the Shoreline Municipal Code.

<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Total Number of Criminal Cases	709	648	556	556	556	556



***Parks, Recreation
and Cultural
Services***



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Parks, Recreation and Cultural Services 2021-2022 Biennial Budget

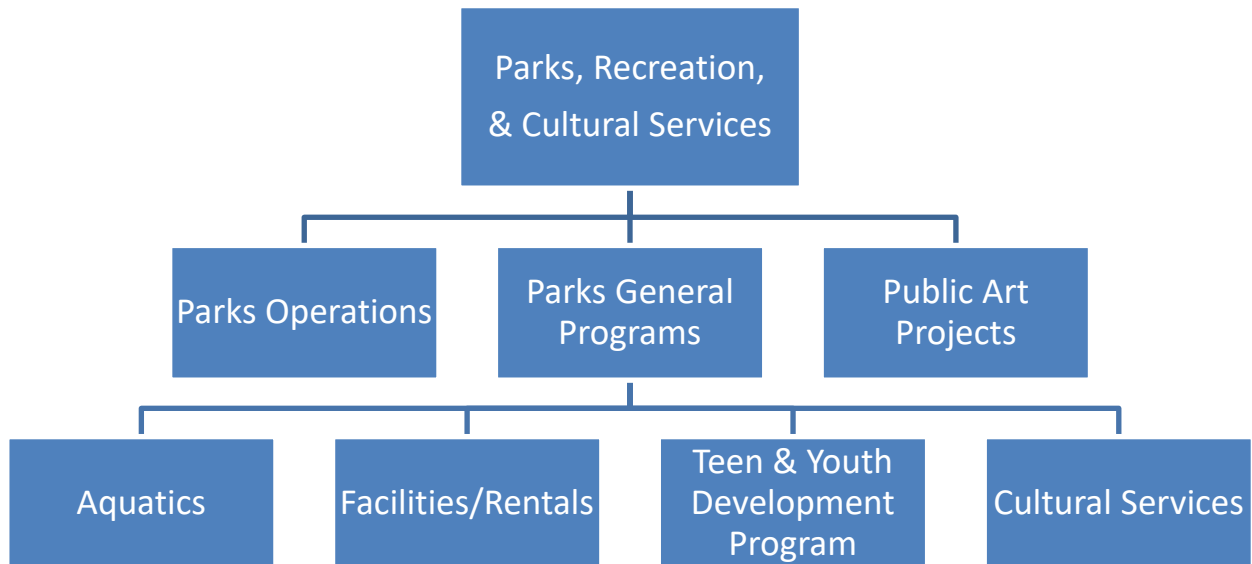
Parks Recreation and Cultural Services Interim Reorganization

With the planned retirement of the Parks, Recreation and Cultural Services (PRCS) Director in September 2020, the planned pool closure, and the impacts of the COVID-19 Pandemic on recreation activities, the City Manager decided to implement a reorganization of the Parks, Recreation and Cultural Services functions for a period of 12-18 months. There are two parts to the reorganization. The first involves combining Recreation, Cultural Services, and Public Art with our Community Services Department under a new name, Recreation, Cultural and Community Services (RCCS). The second involves combining the Parks Operations and Facility Rental function with our Fleet and Facilities Division in Administrative Services under the title of Parks, Fleet, and Facilities. The reorganization also involves the move of our Grant coordination function to Recreation, Cultural and Community Services with the decentralization of some aspects of this work.

The information that is reported in this Department section includes the historical costs and the 2019-2020 accomplishments for the PRCS Department. The 2021-2022 costs and 2021-2022 Work Plan Objectives are all included in the appropriate Departments as reorganized.

PRCS Department Mission Statement

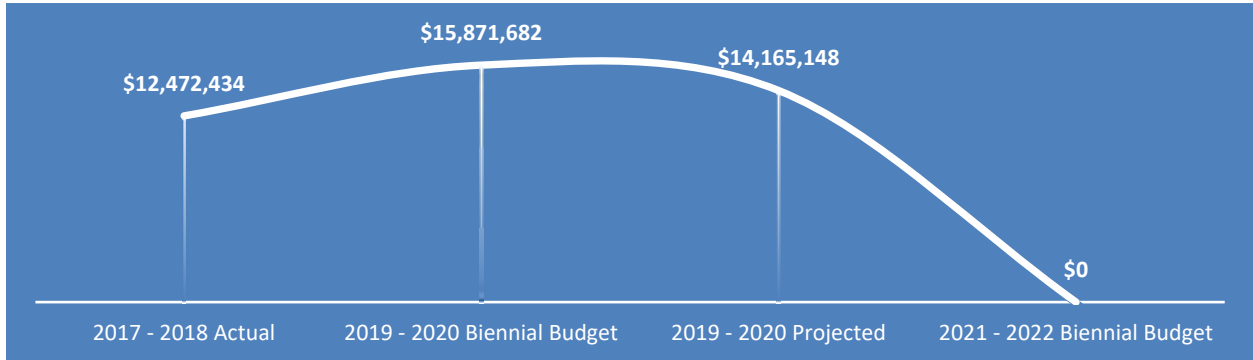
Provide life-enhancing experiences and promote a healthy community and environment. To celebrate arts and culture, embrace our natural environment and pass this legacy to the next generation.



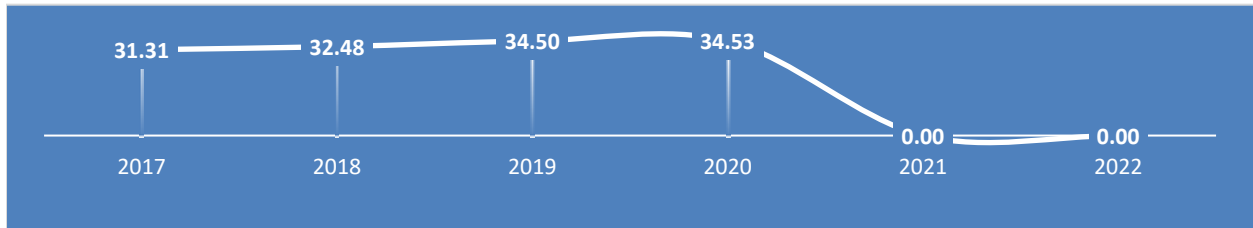


Parks, Recreation and Cultural Services 2021-2022 Biennial Budget

Expenditure Comparison



Staffing Trend



Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
Administration	4.25	4.25	4.25	4.25	0.00	0.00	(4.25)	0.00
Parks Operations	8.50	8.50	8.57	8.60	0.00	0.00	(8.60)	0.00
Aquatics	5.38	5.38	5.38	5.38	0.00	0.00	(5.38)	0.00
Recreation Facility Rental	1.20	0.95	0.95	0.95	0.00	0.00	(0.95)	0.00
General Programs	5.75	6.10	8.05	8.05	0.00	0.00	(8.05)	0.00
Teen Recreation	4.13	5.20	5.20	5.20	0.00	0.00	(5.20)	0.00
Cultural Services	1.35	1.35	1.35	1.35	0.00	0.00	(1.35)	0.00
Public Art Projects	0.25	0.25	0.25	0.25	0.00	0.00	(0.25)	0.00
Capital Projects	0.50	0.50	0.50	0.50	0.00	0.00	(0.50)	0.00
Total Full-Time Equivalent Staff	31.31	32.48	34.50	34.53	0.00	0.00	(34.53)	0.00

2019-2020 Council Goals and Work Plan Accomplishments

Goal 2: Improve Shoreline’s utility, transportation, and environmental infrastructure

- Developed a proposal for a constructing a new community and aquatics center and making improvements to four community parks.
- Acquired new park property adjacent to Paramount Open Space Park and in the Meridian Park and Westminster Triangle neighborhoods using King County Conservation Futures Tax grants and park impact fees.
- Removed invasive plants from approximately three acres of parkland and installed over 2,500 new native plants.

Goal 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives

- Continued partnering with Shoreline Police to accomplish emphasis patrols along the interurban trail and Darnell Park.



Parks, Recreation and Cultural Services 2021-2022 Biennial Budget

2019-2020 Operational Accomplishments

- Joined the Green Cities Partnership to become a member of a coalition of cities and counties in a regional effort to improve forest and watershed environmental quality throughout the greater Puget Sound region.
- Continued offering Volunteer Native Plant Stewardship program restoring 2.3 acres of riparian area at six separate park locations.
- Worked with Sound Transit to complete Ronald Bog Park Wetlands Construction.
- Began Ballinger Open Space restoration project using carbon credits funded through partnership with Mountains-to-Sound Greenway Trust.
- Installed four new sets of park play equipment Twin Ponds and Shoreview Parks, two of which have rubberized surfacing that provide additional safety, greater ADA access inclusivity as well as providing new play features to keep children active and healthy.
- Installed play equipment at Sunset Park.
- Made parking improvements and other repairs at Sunset Park.
- Worked with EarthCorps to construct $\frac{3}{4}$ of a mile of new ADA accessible trail through the forest at Twin Ponds Park.
- Continued CPTED (Crime Prevention Through Environmental Design) program along the south section of the Interurban Trail by actively managing the landscape to remove obstacles to sightlines and hiding locations and to improve public exposure to limit undesirable activities.
- Implemented a payment plan system for summer camps allowing for lower income families to participate in camps.
- Developed partnership with the Shoreline Lake Forest Park Arts Council for Crafts Market and Dia De Los Muertos Festival.
- Received and implements a Best Start for Kids grant from King County to support youth outreach workers and mental health counselor in the late-night teen programs.
- Developed and implemented a plan for serving the communities need for childcare through COVID-19 health emergency.
- Developed on-line programming to partially meet the needs of specialized recreation program participants during the COVID-19 stay at home orders.
- Supported public shower programs and food distribution programs at Spartan Recreation center during the COVID-19 health emergency.
- Achieved national accreditation from the Commission for the Accreditation of Parks and Recreation Agencies – one of only three nationally accredited agencies in the state of Washington.

2021 – 2022 Council Goals and Work Plan Objectives

Please refer to Recreation, Cultural and Community Services and Administrative Services Department Pages



Parks, Recreation and Cultural Services 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Administration	\$1,371,588	\$1,482,451	\$1,379,948	\$0	(\$1,482,451)	(100.00%)
Parks Operations	\$3,700,651	\$4,297,423	\$3,911,990	\$0	(\$4,297,423)	(100.00%)
Aquatics	\$2,087,775	\$2,395,489	\$1,812,890	\$0	(\$2,395,489)	(100.00%)
Recreation Facility Rental	\$262,798	\$286,188	\$256,066	\$0	(\$286,188)	(100.00%)
General Programs	\$2,894,940	\$1,373,857	\$1,420,405	\$0	(\$1,373,857)	(100.00%)
General Recreation	\$1,575	\$1,485,086	\$1,326,023	\$0	(\$1,485,086)	(100.00%)
Spartan Recreation	\$424	\$635,094	\$509,321	\$0	(\$635,094)	(100.00%)
Teen Recreation	\$1,320,218	\$1,865,532	\$1,725,473	\$0	(\$1,865,532)	(100.00%)
Cultural Services	\$700,437	\$685,672	\$678,121	\$0	(\$685,672)	(100.00%)
Public Arts	\$132,028	\$272,217	\$254,860	\$0	(\$272,217)	(100.00%)
Total Expenditures	\$12,472,434	\$14,779,009	\$13,275,096	\$0	(\$14,779,009)	(100.00%)

Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Administration	(\$67,691)	(\$69,912)	(\$77,070)	\$0	\$69,912	(100.00%)
Parks Operations	\$212,249	\$370,486	\$387,405	\$0	(\$370,486)	(100.00%)
Aquatics	\$748,702	\$783,600	\$426,201	\$0	(\$783,600)	(100.00%)
Recreation Facility Rental	\$980,480	\$1,031,775	\$931,678	\$0	(\$1,031,775)	(100.00%)
General Programs	\$1,769,460	\$296,000	\$406,855	\$0	(\$296,000)	(100.00%)
General Recreation	\$115	\$1,265,672	\$1,106,054	\$0	(\$1,265,672)	(100.00%)
Spartan Recreation	\$0	\$239,400	\$171,343	\$0	(\$239,400)	(100.00%)
Teen Recreation	\$247,509	\$519,468	\$522,994	\$0	(\$519,468)	(100.00%)
Cultural Services	\$53,537	\$48,000	\$28,675	\$0	(\$48,000)	(100.00%)
Public Arts	\$57,559	\$65,594	\$127,560	\$0	(\$65,594)	(100.00%)
Public Arts Admin	\$48,082	\$308,623	\$122,758	\$0	(\$308,623)	(100.00%)
Total Operating Revenues	\$4,050,002	\$4,858,706	\$4,154,454	\$0	(\$4,858,706)	(100.00%)
General Fund Subsidy	\$8,347,964	\$9,662,680	\$8,993,342	\$0	(\$9,662,680)	(100.00%)
Use/(Provision) of Fund Balance:	\$74,469	\$257,623	\$127,300	\$0	(\$257,623)	(100.00%)
Public Arts	\$74,469	\$257,623	\$127,300	\$0	(\$257,623)	(100.00%)
Total Resources	\$12,472,434	\$14,779,009	\$13,275,096	\$0	(\$14,779,009)	(100.00%)

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$12,340,406	\$15,599,465	\$13,910,288	\$0	(\$15,599,465)	(100.00%)
Public Arts Fund	\$132,028	\$272,217	\$254,860	\$0	(\$272,217)	(100.00%)
Total Expenditures	\$12,472,434	\$15,871,682	\$14,165,148	\$0	(\$15,871,682)	(100.00%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$3,944,361	\$4,484,489	\$3,904,136	\$0	(\$4,484,489)	(100.00%)
Public Arts Fund	\$57,559	\$65,594	\$127,560	\$0	(\$65,594)	(100.00%)
Total Revenues	\$4,001,920	\$4,550,083	\$4,031,696	\$0	(\$4,550,083)	(100.00%)
Fund Subsidies						
General Fund	\$8,396,045	\$11,114,976	\$10,006,152	\$0	(\$11,114,976)	(100.00%)
Public Arts Fund	\$74,469	\$257,623	\$127,300	\$0	(\$257,623)	(100.00%)
Total Resources	\$12,472,434	\$15,922,682	\$14,165,148	\$0	(\$15,922,682)	(100.00%)



Parks, Recreation and Cultural Services 2021-2022 Biennial Budget

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$5,908,725	\$7,222,727	\$6,650,753	\$0	(\$7,222,727)	(100.00%)
Personnel Benefits	\$2,155,796	\$2,709,406	\$2,498,462	\$0	(\$2,709,406)	(100.00%)
Supplies	\$467,791	\$574,724	\$454,790	\$0	(\$574,724)	(100.00%)
Other Services & Charges	\$3,381,986	\$4,202,790	\$3,635,548	\$0	(\$4,202,790)	(100.00%)
Intergovernmental Services	\$81,497	\$94,915	\$44,630	\$0	(\$94,915)	(100.00%)
Capital Outlays	\$18,274	\$59,934	\$0	\$0	(\$59,934)	(100.00%)
Interfund Payments for Service & Transfers Out	\$458,365	\$1,007,186	\$880,964	\$0	(\$1,007,186)	(100.00%)
Total Expenditures	\$12,472,434	\$15,871,682	\$14,165,148	\$0	(\$15,871,682)	(100.00%)

Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Licenses & Permits	\$6,558	\$6,000	\$3,934	\$0	(\$6,000)	(100.00%)
Intergovernmental Revenues	\$191,723	\$581,416	\$597,966	\$0	(\$581,416)	(100.00%)
Charges for Goods and Services	\$2,408,420	\$2,489,868	\$2,084,970	\$0	(\$2,489,868)	(100.00%)
Miscellaneous Revenues	\$1,347,139	\$1,421,799	\$1,222,621	\$0	(\$1,421,799)	(100.00%)
Other Financing Sources	\$40,657	\$51,000	\$115,894	\$0	(\$51,000)	(100.00%)
Investment Earnings	\$7,424	\$0	\$6,310	\$0	\$0	0.00%
Total Revenues	\$4,001,920	\$4,550,083	\$4,031,696	\$0	(\$4,550,083)	(100.00%)
General Fund Subsidy	\$8,444,127	\$11,423,599	\$10,128,910	\$0	(\$11,423,599)	(100.00%)
Public Arts Fund	\$26,387	(\$102,000)	\$4,541	\$0	\$102,000	(100.00%)
Total Resources	\$12,472,434	\$15,871,682	\$14,165,148	\$0	(\$15,871,682)	(100.00%)

Budget Changes

Please refer to Recreation, Cultural and Community Services and Administrative Services Department Pages



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***Recreation,
Cultural &
Community
Services***



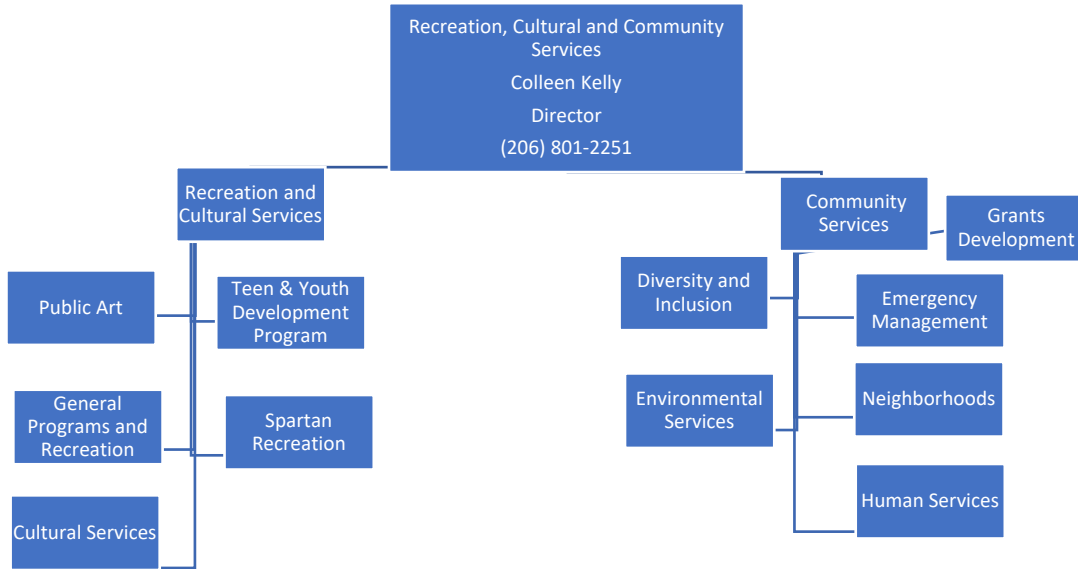
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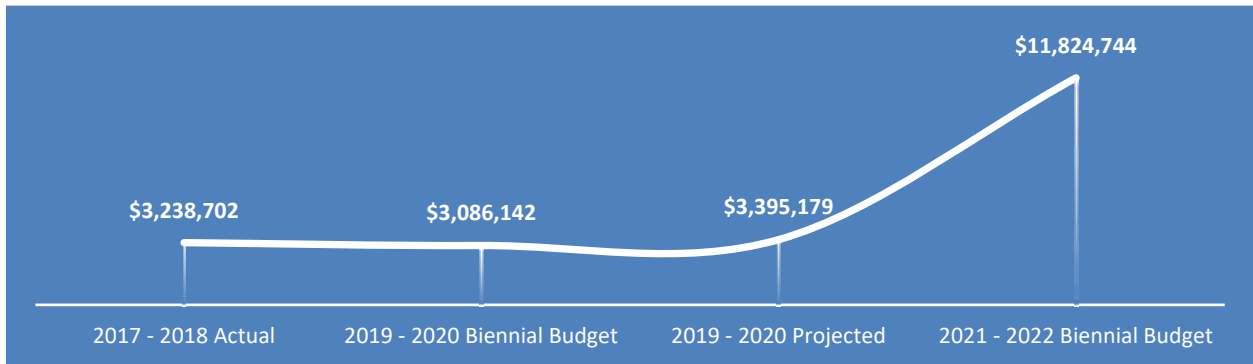
Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Department Mission Statement

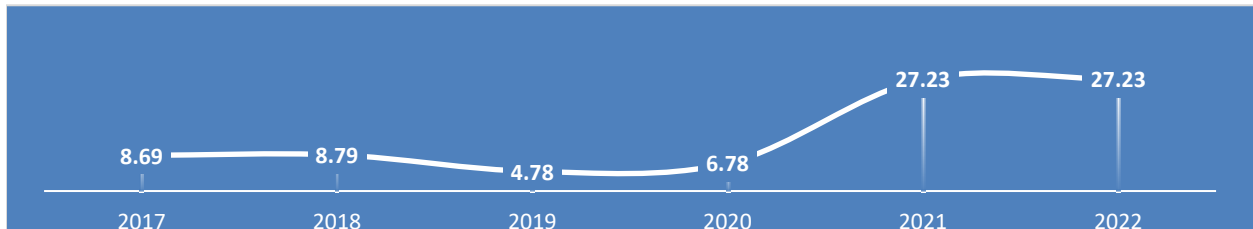
The Recreation, Cultural and Community Services Department provides leadership, support, and direct services that connect individuals, families, neighborhoods, businesses, and non-profit organizations with the information, resources, recreation, and art they need to enhance the community's quality of life.



Expenditure Comparison



Staffing Trend





Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
Neighborhoods	1.29	1.29	1.29	1.29	1.29	1.29	0.00	0.00
Customer Response Team	4.13	4.13	0.00	0.00	0.00	0.00	0.00	0.00
Emergency Management Planning	1.80	1.80	1.80	1.80	1.80	1.80	0.00	0.00
Human Services	0.97	0.97	1.10	1.10	1.60	1.60	0.50	0.00
Diversity Inclusion Program	0.50	0.60	0.60	0.60	0.60	0.60	0.00	0.00
Administration	0.00	0.00	0.00	0.00	3.85	3.85	3.85	0.00
Environmental Svc-Comm Svc	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00
General Programs	0.00	0.00	0.00	0.00	2.14	2.14	2.14	0.00
General Recreation	0.00	0.00	0.00	0.00	5.00	5.00	5.00	0.00
Spartan Recreation	0.00	0.00	0.00	0.00	1.30	1.30	1.30	0.00
Teen Recreation	0.00	0.00	0.00	0.00	5.30	5.30	5.30	0.00
Cultural Services	0.00	0.00	0.00	0.00	1.40	1.40	1.40	0.00
Public Art Projects	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.00
Grant Research & Development	0.00	0.00	0.00	0.00	0.70	0.70	0.70	0.00
Total Full-Time Equivalent Staff	8.69	8.79	4.78	6.78	27.23	27.23	20.45	0.00

2019 – 2020 Council Goals and Work Plan Accomplishments

Goal 2: Continue to deliver highly valued public services through management of the City’s infrastructure and stewardship of the natural environment

- Conducted commercial property outreach to reduce use of plastic straws and utensils, increase use of compostables, and reduce waste in restaurants.
- Completed Climate Impacts and Resiliency Study to identify areas of vulnerability related to climate change and associated opportunities to increase resiliency.
- Worked with various City departments to obtain Salmon-Safe certification and begin implementing Salmon-Safe activities.

Goal 4: Enhance openness and opportunities for community engagement

- Conducted third and fourth Shoreline CityWise Project class and establish alumni group to support graduates’ continued understanding of City.
- Developed pilot project called Love Your Community Grant to offer small grant opportunities for groups not yet connected to City services or neighborhood associations.
- Provided all staff with training opportunities to increase competence in serving more diverse communities and community members in fair and equitable manner.
- Developed Shoreline Community Bridge pilot program for diverse, multilingual community members to increase their knowledge of City services and resources to engage other residents in inclusive and equitable ways.

Goal 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives

- Produced and promoted National Night Out in partnership with Shoreline Police Department and provided a safe neighborhood activity during COVID-19 pandemic so immediate neighbors can share information with each other to develop stronger, hyper-local networks.
- Maintained Council of Neighborhood presence and outreach at Swingin’ Summer Eve and Celebrate Shoreline events and helped neighborhood leaders remain active in promoting safe activities throughout Shoreline during the pandemic.
- Fostered citizen engagement in disaster preparedness and resilience through CERT, the Auxiliary Communications Service, and other public outreach programs.
- Provided disaster related instructional trainings and facilitate drills for staff to meet federal grant requirements and to bolster disaster preparedness.
- Prepared and adopted an updated emergency action plans and procedures ensuring continued compliance with state and federal requirements.
- Continued to convene Safe Neighborhoods/Safe Community Staff Team.



Recreation, Cultural and Community Services 2021-2022 Biennial Budget

2021-2022 Council Goals and Work Plan Objectives

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Work with the Housing Development Consortium to explore the option of joining ARCH as well as exploring what is needed to manage a program if joining ARCH is not a feasible or desirable choice.
- Install three permanent smaller pieces of public art by 2023 and provide temporary graphic or performing arts annually in Shoreline Neighborhoods.

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Implement the 2020-2022 Priority Environmental Strategies, including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan.
- Conduct GHG emissions inventory and update the Shoreline Climate Action Plan.
- Implement zero waste and diversion activities in partnership with Recology, targeting multifamily and commercial customers.
- Implement Salmon-Safe certification activities, including Conditions 1, 2, 5, 6, 7, 8, 9 and 10, in partnership with Public Works, Administrative Services, and Parks, Recreation and Cultural Services.
- Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan.
- Convene relevant City staff to review and begin implementing recommendations from the 2020 Climate Impacts & Resiliency Study.
- Develop a future strategy for replacement of the Shoreline Pool and Spartan Recreation Center.
- Integrate nature-based programming into new and existing recreation offerings.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Develop and provide training outline for Council, boards, and commissions to begin September 2020.
- Serve as a resource to other departments in matters related to outreach, community engagement and programming to support diversity, anti-racism, and inclusion.
- Develop and provide new training options for Community Bridge that are mindful of COVID-19 safety recommendations and support former Community Bridge participants in community efforts.
- Evaluate Shoreline-sponsored special events to increase participation and better reflect the diversity of the community.
- Implement recreation related portions of the Aging Adults Services Strategy.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

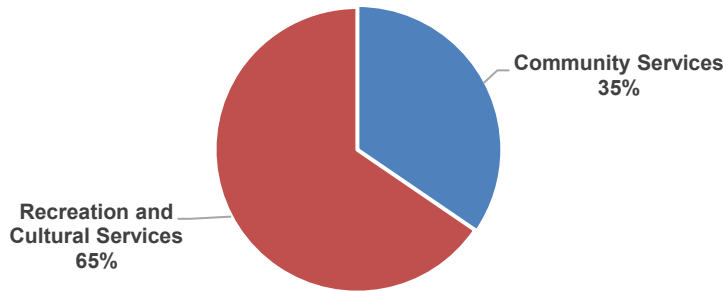
- Work with Lake City Partners and County on establishing the North King County Enhanced Shelter in Shoreline, a 24/7 shelter for homeless adults.
- Attend and/or monitor regular meetings of and the emerging King County Regional Homelessness Authority and offer input as possible to ensure Shoreline's interests are considered during program and policy development.
- Pilot the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations.



Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Neighborhoods	\$362,642	\$411,494	\$396,302	\$426,155	\$14,661	3.56%
Customer Response Team	\$1,072,589	\$0	\$0	\$0	\$0	0.00%
Emergency Management Planning	\$410,282	\$509,244	\$478,420	\$518,999	\$9,755	1.92%
Human Services	\$1,204,604	\$1,527,439	\$1,916,840	\$1,803,546	\$276,107	18.08%
Diversity Inclusion Program	\$188,584	\$200,920	\$193,852	\$221,682	\$20,762	10.33%
Administration	\$0	\$0	\$0	\$1,188,385	\$1,188,385	0.00%
Environmental Svc-Comm Svc	\$0	\$437,045	\$409,765	\$978,658	\$541,613	123.93%
General Programs	\$0	\$0	\$0	\$1,582,997	\$1,582,997	0.00%
General Recreation	\$0	\$0	\$0	\$1,779,719	\$1,779,719	0.00%
Spartan Recreation	\$0	\$0	\$0	\$670,306	\$670,306	0.00%
Teen Recreation	\$0	\$0	\$0	\$1,588,829	\$1,588,829	0.00%
Cultural Services	\$0	\$0	\$0	\$788,025	\$788,025	0.00%
Public Art Projects	\$0	\$0	\$0	\$124,605	\$124,605	0.00%
Grant Research & Development	\$0	\$0	\$0	\$133,628	\$133,628	0.00%
Total Expenditures	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%



*The significant increase in 2021-2022 budget is primarily the result of reorganization discussed in the Parks Recreation and Cultural Services Department page.

Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Neighborhoods	\$0	\$0	\$0	\$0	\$0	0.00%
Customer Response Team	\$90	\$0	\$0	\$0	\$0	0.00%
Emergency Management Planning	\$63,630	\$60,897	\$61,724	\$61,836	\$939	1.54%
Human Services	\$333,947	\$408,305	\$758,570	\$500,045	\$91,740	22.47%
Diversity Inclusion Program	\$0	\$0	\$0	\$0	\$0	0.00%
Administration	\$0	\$0	\$0	\$0	\$0	0.00%
Environmental Svc-Comm Svc	\$0	\$527,190	\$435,737	\$872,766	\$345,576	65.55%
General Programs	\$0	\$0	\$0	\$523,380	\$523,380	0.00%
General Recreation	\$0	\$0	\$0	\$1,255,672	\$1,255,672	0.00%
Spartan Recreation	\$0	\$0	\$0	\$347,400	\$347,400	0.00%
Teen Recreation	\$0	\$0	\$0	\$114,270	\$114,270	0.00%
Cultural Services	\$0	\$0	\$0	\$48,000	\$48,000	0.00%
Public Art Projects	\$0	\$0	\$0	\$10,000	\$10,000	0.00%
Grant Research & Development	\$0	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$397,666	\$996,392	\$1,256,031	\$3,733,369	\$2,736,977	274.69%
General Fund Subsidy	\$2,841,036	\$2,089,750	\$2,139,149	\$7,976,770	\$5,887,020	281.71%
Use/(Provision) of Fund Balance:	\$0	\$0	\$0	\$114,605	\$114,605	0.00%
Public Arts	\$0	\$0	\$0	\$114,605	\$114,605	0.00%
Total Resources	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%



Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$3,238,702	\$3,086,142	\$3,395,179	\$11,700,139	\$8,613,997	279.12%
Public Arts Fund	\$0	\$0	\$0	\$124,605	\$124,605	0.00%
Total Expenditures	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$397,666	\$996,392	\$1,256,031	\$3,723,369	\$2,726,977	273.69%
Public Arts Fund	\$0	\$0	\$0	\$10,000	\$10,000	0.00%
Total Revenues	\$397,666	\$996,392	\$1,256,031	\$3,733,369	\$2,736,977	274.69%
Fund Subsidies						
General Fund	\$2,841,036	\$2,089,750	\$2,139,149	\$7,976,770	\$5,887,020	281.71%
Public Arts Fund	\$0	\$0	\$0	\$114,605	\$114,605	0.00%
Total Resources	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$1,444,611	\$1,048,165	\$1,060,763	\$5,321,971	\$4,273,806	407.74%
Personnel Benefits	\$580,141	\$394,714	\$387,471	\$1,994,442	\$1,599,728	405.29%
Supplies	\$47,404	\$92,210	\$90,515	\$446,090	\$353,880	383.78%
Other Services & Charges	\$1,078,118	\$1,524,933	\$1,828,594	\$3,859,339	\$2,334,406	153.08%
Intergovernmental Services	\$22,276	\$26,120	\$26,241	\$125,490	\$99,370	380.44%
Capital Outlays	\$0	\$0	\$0	\$8,434	\$8,434	0.00%
Interfund Payments for Service & Transfers Out	\$66,152	\$0	\$1,596	\$68,978	\$68,978	0.00%
Total Expenditures	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%

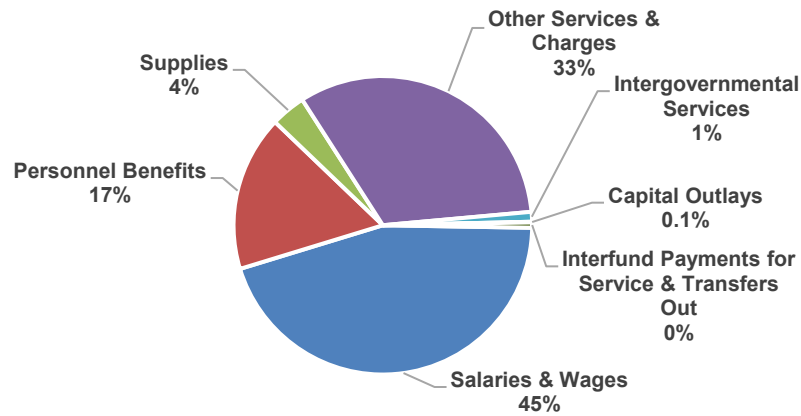
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Taxes	\$0	\$86,235	\$86,235	\$171,858	\$85,623	99.29%
Intergovernmental Revenues	\$397,576	\$438,909	\$777,896	\$562,359	\$123,450	28.13%
Charges for Goods and Services	\$0	\$0	\$0	\$2,071,038	\$2,071,038	0.00%
Miscellaneous Revenues	\$0	\$471,248	\$391,900	\$928,114	\$456,866	96.95%
Other Financing Sources	\$90	\$0	\$0	\$0	\$0	0.00%
Total Revenues	\$397,666	\$996,392	\$1,256,031	\$3,733,369	\$2,736,977	274.69%
General Fund Subsidy	\$2,841,036	\$2,089,750	\$2,139,149	\$7,976,770	\$5,887,020	281.71%
Public Arts Fund	\$0	\$0	\$0	\$114,605	\$114,605	0.00%
Total Resources	\$3,238,702	\$3,086,142	\$3,395,179	\$11,824,744	\$8,738,602	283.16%

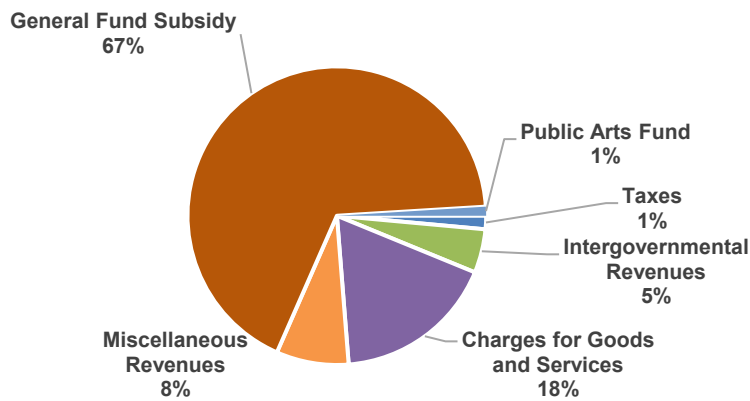


Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

Environmental Services:

- Climate Action Plan Update (\$55,020)



Recreation, Cultural and Community Services 2021-2022 Biennial Budget

Ongoing Changes

- No Major Ongoing Changes beyond the reorganization discussed on the Parks Recreation and Cultural Services Page.

Staffing Changes

Human Services:

- *Housing and Human Services Coordinator (0.50 FTE):* This position will serve as the staff lead on issues related to the City's affordable housing program. At the outset this will involve responsibility for the City's Multi-Family Tax Exemption (MFTE) and inclusionary housing program as well as general oversight related to implementation of strategies developed through the Shoreline Housing Action Plan. Additional capacity, if any, will be applied assisting with human services contracting. Funding for this position comes from the reallocation of funding currently in place for contracted services used in administering the City's MFTE program and a portion of savings by leaving the Grant Coordinator position vacant.



ENVIRONMENTAL SERVICES

Provides events, workshops, mini-grants, and educational materials that assist residents, schools, businesses and governments protect our environment for current and future generations. Environmental Services also manage the solid waste contract and provides customer service support for other utilities in the City.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with the effectiveness of sustaining environmental quality	64%	64%	N/A	59%	59%	59%
Percentage of residents who are very / somewhat satisfied with the garbage / recycling provider services	85%	85%	N/A	87%	87%	87%
Tons of residential compostable recycled	6,429	8,000	8,769	9,000	8,000	8,000
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of recyclables collected at RCS store	4,649	5,000	9,159	2,000	5,000	8,000
Gallons of recyclables collected at the RCS store	11,127	10,000	8,392	2,200	5,000	8,000
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Pounds of household batteries recycled	6,450	7,000	9,660	5,000	7,000	7,000



NEIGHBORHOODS

The Neighborhoods program provides support, advice and assistance to the Council of Neighborhoods and neighborhood associations to build healthy, vibrant neighborhoods.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents rating the condition of their neighborhoods as excellent or good	67%	67%	66%	68%	68%	68%
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of registered block parties for National Night Out	66	68	65	0	60	60
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Dollar value of projects funded through the mini-grant program	\$20,000	\$20,000	\$16,855	\$9000	\$24,400	\$24,400
Number of neighborhood mini-grants awarded	6	6	6	5	9	9



HUMAN SERVICES: SUPPORT FOR SOCIAL AGENCIES

Human Services fosters the development of an effective and accessible system of human services to meet the needs of Shoreline residents.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of General Fund recurring revenues contributed to human services agencies	0.75%	0.80%	0.85%	0.90%	0.95%	1.00%
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Total loan value of major home repairs	\$50,000	\$37,000	\$115,782	\$80,000	\$80,000	\$80,000



DIVERSITY AND INCLUSION

The Diversity and Inclusion Program provides Shoreline community and City staff information and support to foster connections and promote equitable access to local resources and services.

WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Number of events and programs for diverse communities supported	12	12	27	10	10	12
Number of meetings of staff work group and trainings convened to increase internal capacity to support services for diverse communities.	16	18	21	6	6	15
Number of multilingual resources specifically developed and / or supported to address needs of diverse communities.	0	1	0	1	1	1



RECREATION & ARTS ADMINISTRATION

Administer a full service Recreation and Community Services Department and meet public recreation needs of the community.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of citizens who are very / somewhat satisfied with the quality of City parks, programs, and facilities	83%	83%	83%	76%	76%	76%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Recreation and athletic programming cost recovery percentage	58.2%	52.6%	62.7%	38.3%	52.9%	52.5%



GENERAL RECREATION

Provide life-enhancing experiences and promote a healthy community through recreational opportunities including art, fitness, sports, healthy lifestyle and special interest. This includes providing high quality opportunities for all youth to engage and learn both creatively and physically, regardless of economics, ability, age or location and recreation programs that ensure quality opportunities for all, regardless of physical or developmental limitation.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with the quality of City parks, programs and facilities	83%	83%	83%	76%	76%	76%
Percentage of residents who are very / somewhat satisfied with the variety of recreation programs	69%	69%	70%	62%	62%	62%
Percentage of residents who are very / somewhat satisfied with the fees charged for recreation programs	66%	66%	64%	57%	57%	57%
Percentage of programs held vs programs offered	91%	87%	94%	40%	90%	90%
Percentage of customers rating the quality of the programs as good or excellent	95%	95%	95%	95%	95%	95%
Percentage of residents who participated in recreational programming offered by the City	78%	78%	78%	78%	78%	78%
Percentage of participants who registered and participated in a class or program and feel they took away one or more additional benefits	/	/	76%	80%	80%	80%
Percentage of programs that offer a nature based component	/	/	22%	7%	20%	26%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>



GENERAL RECREATION

Provide life-enhancing experiences and promote a healthy community through recreational opportunities including art, fitness, sports, healthy lifestyle and special interest. This includes providing high quality opportunities for all youth to engage and learn both creatively and physically, regardless of economics, ability, age or location and recreation programs that ensure quality opportunities for all, regardless of physical or developmental limitation.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percent of general recreation program budget supported by fees.	58.2%	52.6%	62.7%	38.3%	52.9%	52.5%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of adult participants	47,569	46,000	49,413	16,000	49,000	49,000
Number of adult recreational classes held	298	/	298	125	320	320
Number of preschool recreational classes held	85	80	114	50	120	120
Number of visits to preschool programs	14,221	14,000	15,470	4,200	15,000	15,000
Number of visits to youth programs	22,180	49,000	27,801	9,000	22,750	22,750
Number of youth recreational classes held	231	250	258	200	260	260



TEEN RECREATION

We strive to support youth making successful life choices by offering engaging programs that foster a sense of identity, leadership and community.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of Assessed Items receiving a grade of 3 or higher on 4 main YPQA scales for all assessed program offerings	85%	85%	85%	85%	85%	85%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of program hours	3,290	3,749	3,637	2,160	3,041	3,450
Total number of all visits	27,493	30,780	30,232	12,500	25,000	28,000
Number of visits in the Teen Late Night Programs	7,353	6,500	7,659	1,000	6,000	7,500
Number of visits to all Youth and Teen Development Programs excluding Late Night	20,140	24,280	22,573	11,500	19,000	260



CULTURAL SERVICES

Enhance the quality of life of our community by celebrating arts and culture through diverse, affordable and accessible events that foster community engagement.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Shoreline Historical Museum contribution per capita	\$1.09	\$1.09	\$1.06	\$1.05	\$1.05	\$1.05
Shoreline / Lake Forest Park Arts Council contribution per capita	\$1.09	\$1.09	\$1.06	\$1.05	\$1.05	\$1.05
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Amount of sponsorship dollars for Celebrate Shoreline	\$15,600	\$16,000	\$20,300	\$0	\$16,000	\$16,000
Percent of overall cost of Celebrate Shoreline offset through sponsorship revenue	50%	50%	54%	0%	50%	60%
Number of community partners providing engagement activities at Celebrate Shoreline	10	10	9	0	10	10
Number of community partners providing engagement activities at Monster Mash Dash	9	10	9	1	9	10
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Summer lunchtime event attendance	2,500	2,500	2,800	0	2,500	2,800
Swingin' Summer Eve attendance	1,800	2,000	2,200	0	2,000	2,500
Monster Mash Dash Participants	500	500	252	100	500	500
Number of partner agencies engaged in promoting events	4	6	4	4	6	6
Number of partner agencies engaged in promoting events in languages other than English	2	5	3	0	5	5



GRANT RESEARCH & DEVELOPMENT

The Grant Research & Development program coordinates and supports grant seeking efforts citywide to increase resources available for operating programs and capital projects and monitors grant activity for compliance with grant requirements including completion of required reporting.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of grant applications successfully awarded	60%	61%	78%	60%	60%	60%
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Dollar value of grants awarded	\$10,539,338	\$1,484,481	\$2,794,823	\$12,976,452	\$7,000,000	\$7,000,000
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of grant applications submitted	20	13	9	12	14	14



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Administrative Services



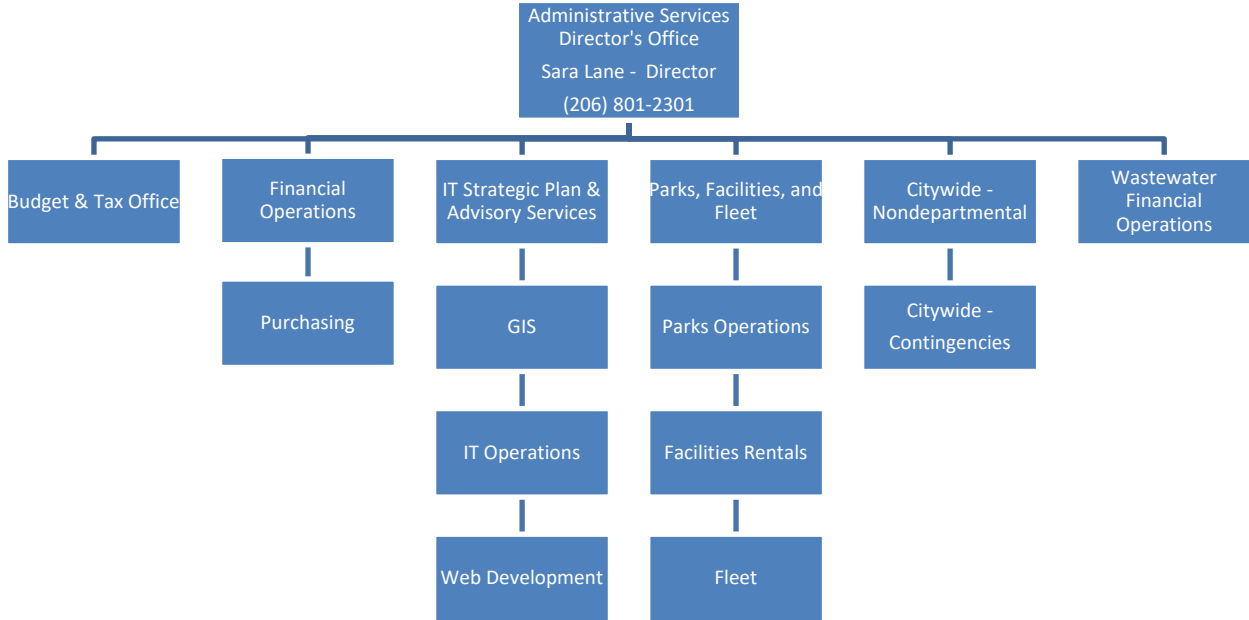
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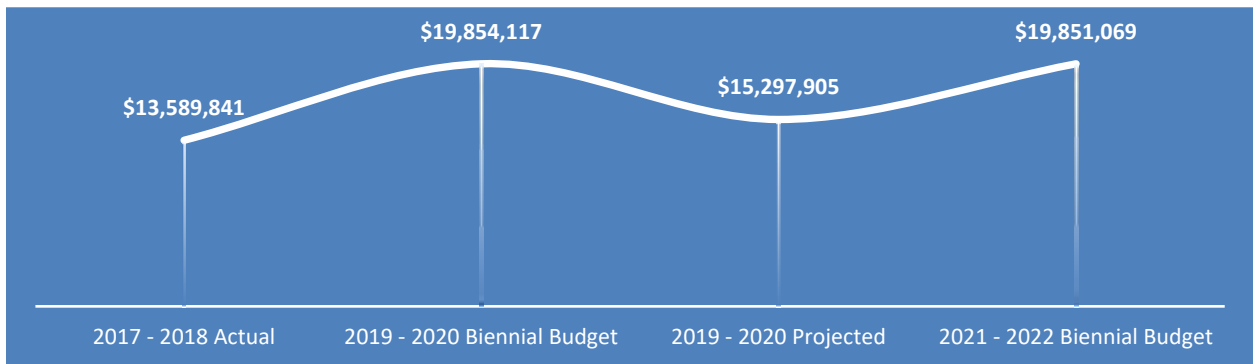
Administrative Services 2021-2022 Biennial Budget

Department Mission Statement

Provide parks, fleet, and facility maintenance, financial, technical, and information technology services to support the City's mission and goals



Expenditure Comparison



Staffing Trend





Administrative Services 2021-2022 Biennial Budget

Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
Budget & Tax Office	2.00	4.00	3.00	3.00	3.00	3.00	0.00	0.00
Financial Operations	5.00	5.70	5.70	4.70	4.33	4.33	(0.38)	0.00
Purchasing	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Administrative Services Director's Office	2.20	2.20	2.20	2.20	2.00	2.00	(0.20)	0.00
IT Strategic Plan	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Geographical Information Services	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Information Technology Operations	4.00	6.50	6.50	6.50	6.50	6.50	0.00	0.00
Web Development	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Facilities	2.65	2.65	2.65	2.65	2.25	2.25	(0.40)	0.00
Fleet	0.00	0.00	0.00	0.00	2.05	2.05	2.05	0.00
Parks Operations	0.00	0.00	0.00	0.00	9.40	9.40	9.40	0.00
Recreation Facility Rental	0.00	0.00	0.00	0.00	0.90	0.90	0.90	(0.00)
Grant Research & Development	0.70	0.70	0.70	0.70	0.00	0.00	(0.70)	0.00
Vehicle Operations/Maintenance	2.15	2.15	2.15	2.15	0.00	0.00	(2.15)	0.00
Capital Projects	0.00	0.00	0.00	0.00	0.50	0.50	0.50	0.00
Total Full-Time Equivalent Staff	22.70	27.90	26.90	25.90	34.93	34.93	9.03	(0.00)

2019-2020 Council Goals and Work Plan Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Completed implementation of new permitting system, piloted electronic plan review, and online permit submission for some permit types.
- Completed initial implementation of all strategies of the City's 10-year Financial Sustainability Plan (10 YFSP), including implementation of a business and occupation tax.

Goal 2: Improve Shoreline's Infrastructure to continue the delivery of highly valued public services

- Continued performing major maintenance to extend life of Shoreline Pool.
- Completed purchases of new vehicles and equipment.
- Stabilized wastewater administrative operations at City Hall.
- Continued optimization of Cityworks for all City users.
- Supported funding analysis and debt issuance for enhanced sidewalk repair and expansion programs.
- Supported planning, design, and analysis of options for funding City's Parks, Recreation and Open Space Plan and Parks Property acquisitions.
- Supported Community and Aquatics Center Funding Advisory Committee.
- Supported development of Shoreline Transportation Benefit District sales and use tax ballot measure.
- Completed development of long-range facilities maintenance plan.
- Implemented Automated Vehicle Logistics (AVL) to support enhanced vehicular data and best vehicle maintenance practices.
- Supported Permitting Staff in implementation of electronic permitting.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Supported implementation of cost sharing agreement with Sound Transit.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Supported communications on update of City's website.
- Continued participation in the City's Diversity and Inclusion Program.
- Supported several projects to provide neighborhood demographics graphically depicted using GIS to support equity as a consideration in decision making.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Administered and implemented grants for the Risk Analysis De-escalation and Referral (RADAR) program to effectively serve individuals with mental health needs.



Administrative Services

2021-2022 Biennial Budget

- Provided facilities support for Community Court and Resource Center at City Hall.
- Prepared and maintained Emergency Severe Weather Shelter at former Police station during operational period.

2019-2020 Operational Accomplishments

- Implemented biennial budgeting, including the mid-biennial budget review process.
- Evaluated opportunities for performance or outcome-based budgeting.
- Implemented network improvements, reducing risks and costs and improving efficiency.
- Upgraded City's phone system, desktop operating system, and migrated cellular phone providers.
- Assessed Technology and Technology Training needs of all staff and implemented staff Technology Training website.
- Completed implementation of a Central Square Finance Enterprise system for finance and human resources.
- Supported American Public Works Association re-accreditation.
- Identified, evaluated, and communicated impacts of COVID-19 on the City's 10 YFSM.
- Supported staff's technology needs during city closure in response to COVID-19.
- Completed initial phase of the Business Intelligence project.

2021-2022 Council Goals and Work Plan Objectives

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Continue monitoring City's 10-year Financial Sustainability Plan (10 YFSP) and evaluate additional opportunities to improve long term fiscal sustainability.
 - Update Permitting Cost Recovery Study.
 - Support business process improvements through optimization of City's enterprise systems for asset management, permitting, Parks & Recreation, finance operations, tax and licensing, and human resources.
 - Stabilize Business License and Business & Occupation Tax administration/collection processes and develop audit and compliance program.
 - Engage community in discussion of potential need for Levy Lid Lift renewal.

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Develop funding strategy and implement long-range facilities maintenance plan.
- Continue to support and implement improvements to City's asset management program.
- Support full assumption of Ronald Wastewater District.
- Upgrade major systems such as TRAKIT and CityWorks.
- Implement the Parks, Recreation, and Open Space Plan, including priority park improvements and acquisition of additional park properties.
- Implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan.
- Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Support evaluation of operational impacts of light rail stations on City.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Implement technology tools to enhance customer engagement to enable participation by all Shoreline residents and business.
- Continue participation in the City's Diversity and Inclusion Program.
- Evaluate administrative processes to identify and remove potential barriers to service.



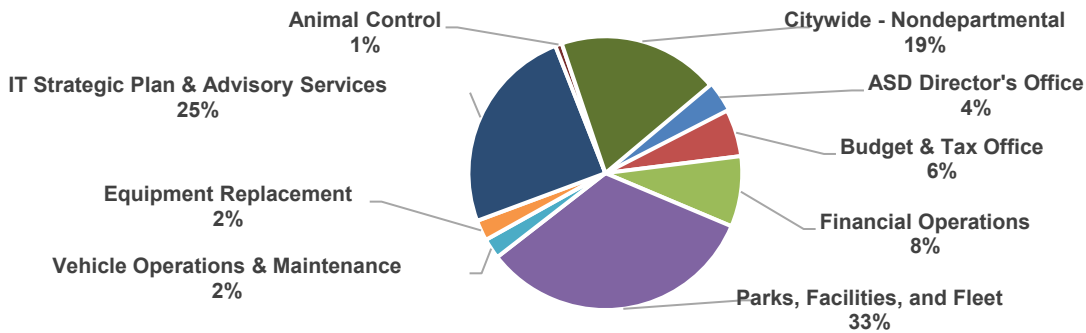
Administrative Services 2021-2022 Biennial Budget

2021-2022 Operational Objectives

- Evaluate and Implement business intelligence tools to support data driven decision making.
- Evaluate and implement enhanced security features for our network, computers and mobile devices.
- Evaluate different technological opportunities to enhance customer engagement.
- Monitor and respond to economic impacts related to COVID-19 and other factors impacting the City's revenues.
- Continue to implement and expand the Green Shoreline Partnership.

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Administrative Services Director's Office	\$699,884	\$712,386	\$707,928	\$704,902	(\$7,484)	(1.05%)
Budget & Tax Office	\$652,716	\$930,509	\$933,871	\$1,103,980	\$173,471	18.64%
Financial Operations	\$1,415,167	\$1,386,378	\$1,412,520	\$1,390,966	\$4,588	0.33%
Purchasing	\$234,186	\$248,407	\$253,022	\$265,775	\$17,368	6.99%
Facilities	\$1,957,545	\$2,259,056	\$2,309,544	\$1,867,595	(\$391,461)	(17.33%)
Fleet	\$0	\$0	\$0	\$557,546	\$557,546	0.00%
North Maintenance Facility	\$12,244	\$0	\$0	\$0	\$0	0.00%
Parks Operations	\$0	\$0	\$0	\$3,921,607	\$3,921,607	0.00%
Recreation Facility Rental	\$0	\$0	\$0	\$231,764	\$231,764	0.00%
Vehicle Operations & Maintenance	\$814,271	\$1,106,217	\$1,016,171	\$478,891	(\$627,326)	(56.71%)
Equipment Replacement	\$682,752	\$1,344,501	\$597,454	\$484,456	(\$860,045)	(63.97%)
IT Strategic Plan	\$794,883	\$681,147	\$681,145	\$326,326	(\$354,821)	(52.09%)
Geographical Information Services	\$305,042	\$280,456	\$330,877	\$285,369	\$4,913	1.75%
Information Technology Operations	\$2,710,455	\$3,343,664	\$3,334,182	\$3,579,608	\$235,944	7.06%
IT Equipment Replacement	\$186,221	\$401,888	\$401,888	\$296,160	(\$105,728)	(26.31%)
Web Development	\$418,935	\$372,635	\$378,299	\$417,116	\$44,481	11.94%
Animal Control	\$83,964	\$157,324	\$156,958	\$157,324	\$0	0.00%
Citywide: Non-Program Expenses	\$2,202,793	\$6,354,478	\$2,533,983	\$3,781,684	(\$2,572,794)	(40.49%)
Grant Research & Development	\$170,267	\$191,071	\$190,560	\$0	(\$191,071)	(100.00%)
Total Operating Expenditures	\$13,341,325	\$19,770,117	\$15,238,402	\$19,851,069	(\$3,979,213)	(20.13%)
General Fund	\$0	\$84,000	\$59,503	\$0	(\$84,000)	(100.00%)
Vehicle Operations & Maintenance	\$248,516	\$0	\$0	\$0	\$0	0.00%
Equipment Replacement	\$0	\$0	\$0	\$0	\$0	0.00%
Total Transfers Out	\$248,516	\$84,000	\$59,503	\$0	(\$84,000)	(100.00%)





Administrative Services 2021-2022 Biennial Budget

Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Budget & Tax Office	\$40	\$0	\$0	\$0	\$0	0.00%
Financial Operations	\$901	\$770	\$443	\$770	\$0	0.00%
Facilities	\$9,878	\$10,000	\$8,390	\$10,000	\$0	0.00%
North Maintenance Facility	\$238,172	\$238,172	\$238,172	\$238,172	\$0	0.00%
Parks Operations	\$0	\$0	\$0	\$233,206	\$233,206	0.00%
Recreation Facility Rental	\$0	\$0	\$0	\$856,551	\$856,551	0.00%
Vehicle Operations & Maintenance	\$907,557	\$1,066,217	\$990,305	\$438,891	(\$627,326)	(58.84%)
Equipment Replacement	\$1,067,324	\$1,960,067	\$1,629,993	\$1,162,479	(\$797,588)	(40.69%)
Web Development	\$0	\$3,652	\$1,826	\$3,652	\$0	0.00%
Citywide: Non-Program Expenses	\$142,858	\$740,273	\$279,128	\$220,000	(\$520,273)	(70.28%)
Open Space - Street Vacation	\$100,000	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$2,466,730	\$4,019,151	\$3,148,256	\$3,163,721	(\$2,800,617)	(69.68%)
General Fund Subsidy	\$11,352,452	\$16,410,532	\$13,156,322	\$17,325,371	\$914,839	5.57%
Use/(Provision) of Fund Balance:	(\$229,341)	(\$575,566)	(\$1,006,672)	(\$638,023)	(\$62,457)	10.85%
Vehicle Operations & Maintenance	\$155,231	\$40,000	\$25,866	\$40,000	\$0	0.00%
Equipment Replacement	(\$384,572)	(\$615,566)	(\$1,032,538)	(\$678,023)	(\$62,457)	10.15%
Total Resources	\$13,589,841	\$19,854,117	\$15,297,905	\$19,851,069	(\$3,048)	(0.02%)

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$11,844,301	\$17,403,399	\$13,684,280	\$18,887,722	\$1,484,323	8.53%
Vehicle Operations & Maintenance	\$1,062,787	\$1,106,217	\$1,016,171	\$478,891	(\$627,326)	(56.71%)
Equipment Replacement	\$682,752	\$1,344,501	\$597,454	\$484,456	(\$860,045)	(63.97%)
Total Expenditures	\$13,589,841	\$19,854,117	\$15,297,905	\$19,851,069	(\$3,048)	(0.02%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$491,849	\$992,867	\$527,958	\$1,562,351	\$569,484	57.36%
Vehicle Operations/Maint	\$907,557	\$1,066,217	\$990,305	\$438,891	(\$627,326)	(58.84%)
Equipment Replace/Deprec Fund	\$1,067,324	\$1,960,067	\$1,629,993	\$1,162,479	(\$797,588)	(40.69%)
Total Revenues	\$2,466,730	\$4,019,151	\$3,148,256	\$3,163,721	(\$855,430)	(21.28%)
Fund Subsidies						
General Fund	\$11,352,452	\$16,410,532	\$13,156,322	\$17,325,371	\$914,839	5.57%
Vehicle Operations & Maintenance	\$155,231	\$40,000	\$25,866	\$40,000	\$0	0.00%
Equipment Replacement	(\$384,572)	(\$615,566)	(\$1,032,538)	(\$678,023)	(\$62,457)	10.15%
Total Resources	\$13,589,841	\$19,854,117	\$15,297,905	\$19,851,069	(\$3,048)	(0.02%)



Administrative Services 2021-2022 Biennial Budget

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$4,469,528	\$5,017,150	\$5,185,498	\$6,626,103	\$1,608,953	32.07%
Personnel Benefits	\$1,697,696	\$1,864,681	\$1,891,908	\$2,694,182	\$829,501	44.48%
Supplies	\$1,196,108	\$1,189,826	\$1,112,731	\$1,138,857	(\$50,969)	(4.28%)
Other Services & Charges	\$4,351,644	\$4,980,972	\$4,846,592	\$6,128,147	\$1,147,175	23.03%
Intergovernmental Services	\$807,711	\$738,432	\$752,320	\$799,492	\$61,060	8.27%
Capital Outlays	\$237,724	\$1,274,605	\$308,618	\$397,660	(\$876,945)	(68.80%)
Debt Service - Interest	\$12,244	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service & Transfers Out	\$817,186	\$4,788,451	\$1,200,238	\$2,066,628	(\$2,721,823)	(56.84%)
Total Expenditures & Transfers Out	\$13,589,841	\$19,854,117	\$15,297,905	\$19,851,069	(\$3,048)	(0.02%)

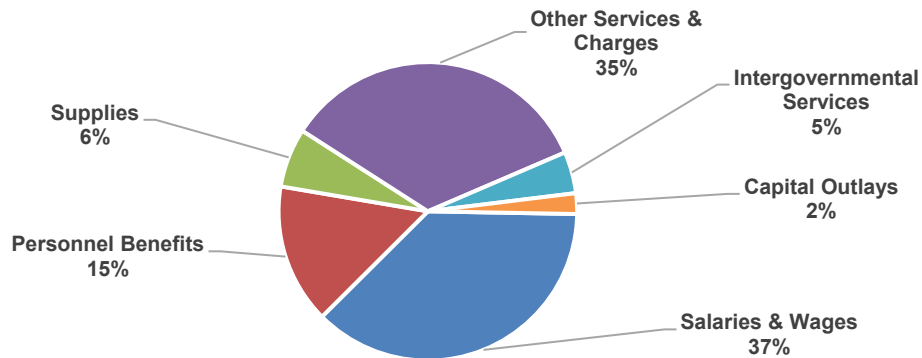
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Licenses & Permits	\$0	\$0	\$0	\$2,951	\$2,951	0.00%
Intergovernmental Revenues	\$0	\$0	\$150,000	\$0	\$0	0.00%
Charges for Goods and Services	\$1,670,689	\$2,056,092	\$1,918,922	\$1,454,782	(\$601,310)	(29.25%)
Miscellaneous Revenues	\$390,949	\$989,215	\$373,347	\$1,555,748	\$566,533	57.27%
Other Income	\$96,991	\$13,750	\$23,650	\$77,000	\$63,250	460.00%
Other Financing Sources	\$242,380	\$944,094	\$607,237	\$57,240	(\$886,854)	(93.94%)
Investment Earnings	\$65,721	\$16,000	\$75,100	\$16,000	\$0	0.00%
Total Revenues	\$2,466,730	\$4,019,151	\$3,148,256	\$3,163,721	(\$855,430)	(21.28%)
General Fund Subsidy	\$11,352,452	\$16,410,532	\$13,156,322	\$17,325,371	\$914,839	5.57%
Vehicle Operations & Maintenance	\$155,231	\$40,000	\$25,866	\$40,000	\$0	0.00%
Equipment Replacement	(\$384,572)	(\$615,566)	(\$1,032,538)	(\$678,023)	(\$62,457)	10.15%
Total Resources	\$13,589,841	\$19,854,117	\$15,297,905	\$19,851,069	(\$3,048)	(0.02%)

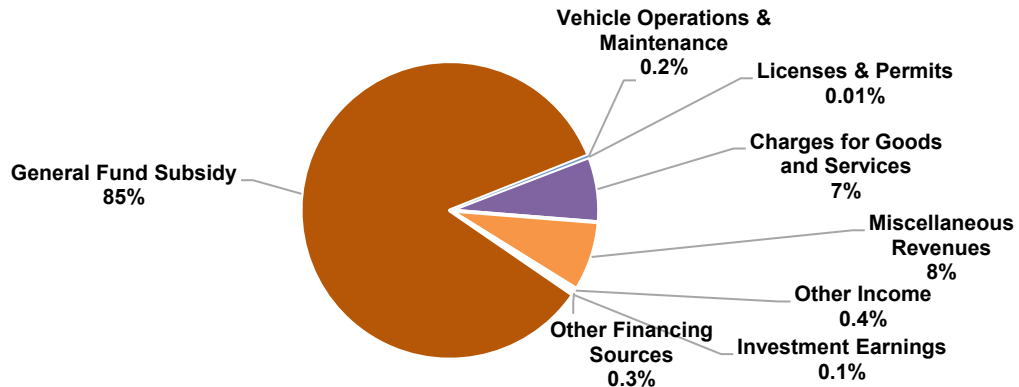


Administrative Services 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

ASD Director's Office:

- 2022 Levy Lid Lift Engagement and Election Costs (\$121,000)

Budget & Tax Office:

- Permitting Cost Recovery Update (\$50,000)



Administrative Services 2021-2022 Biennial Budget

Citywide Non-Departmental:

- Professional Services to support Development Review (\$117,000 both years, \$100,000 revenue backed)

Ongoing Changes

IT Operations:

- Public Records Request Software (\$17,400)
- Contract Routing Software (\$33,200)

Parks Operations:

- Parks Operations budget moved from PRCS to ASD

Staffing Changes

- Finance Technician (Financial System Replacement Backfill Term-Limited to 12/31/2020): The 2021-2022 proposed budget reflects the reduction from 1.00 FTE in 2020 to 0.625 FTE in 2021, returning this position to its originally budgeted level.



FINANCIAL PLANNING AND ACCOUNTING SERVICES

This program provides financial analysis, financial reporting, accounting services, and financial planning to support City departments making fiscal and organizational decisions resulting in the optimization of City resources.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Actual operating revenue collections compared to projected revenues	97.9%	102.9%	106.5%	100.7%	100.0%	100.0%
Basis points in which investment returns exceed the City's benchmark	22	50	-23	92	100	0



PURCHASING SERVICES

Purchasing Services provide City departments with the resources to obtain goods and services while complying with applicable Federal, State, and City regulations.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of awards and solicitations made without protest	96%	95%	100%	100%	95%	95%
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of solicitations	25	30	31	20	30	30



GEOGRAPHICAL INFORMATION SYSTEMS

Geographical Information Systems manages enterprise wide data so that it is readily available to City departments to support their decision-making and planning processes.

<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of interactive map sessions with a public facing online map	30,000	30,000	27,753	30,500	30,500	30,500
Number of assets mapped in the City's GIS	127,283	130,000	106,044	122,000	122,000	122,000



INFORMATION TECHNOLOGY OPERATIONS

IT Operations provides technology infrastructure that supports the daily operations of City departments in achieving their goals and objectives.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of incidents to service requests	18%	33%	27%	25%	23%	22%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of service requests received	2,500	2,676	3,483	4,180	5,016	6,019



PUBLIC FACILITY & VEHICLE MAINTENANCE & OPERATIONS

The Facilities Program manages and maintains the City's owned and leased buildings and vehicles, keeping them in good working order to provide services to citizens and to promote good stewardship of City of Shoreline's assets.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Cost per square foot to maintain	\$4.83	\$4.86	\$7.15	\$4.71	\$4.87	\$4.90
Fleet maintenance cost* per mile - vehicles and light trucks *Beginning in 2015 costs reflect allocation of staffing.	\$0.93	\$0.49	\$1.99	\$2.98	\$2.84	\$2.82
Fleet maintenance cost* per mile -heavy-duty trucks and equipment	\$10.24	\$11.13	10.63	\$14.67	\$13.97	\$13.85
*Beginning in 2015 costs reflect allocation of staffing.						
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Total number of facilities square feet maintained	170,401	177,081	191,126	191,126	191,126	191,126
Number of vehicles maintained	101	105	128	130	130	130



PARKS AND OPEN SPACE MAINTENANCE PROGRAM

Provide stewardship for the City's parks and open space system, including the preservation of important natural areas, the enhancement of quality parks, and to create safe recreational and educational opportunities for the well-being and enjoyment of the public.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with maintenance of public trees along City streets	55%	55%	58%	54%	54%	54%
Park acreage per thousand population	7.51	7.50	7.41	7.33	7.25	7.25
Percentage of residents who are very / somewhat satisfied with maintenance of City parks	85%	85%	85%	79%	79%	79%
Percentage of residents who are very / somewhat satisfied with maintenance of City playgrounds	85%	85%	84%	76%	76%	76%
Encampments addressed in Shoreline Parks	114	/	22	25	25	25
Linear feet of new nature trails installed	0	/	5,006	9	10,000	10,000
Number of trees planted in the public right-of-way and on City property (net)	81	/	30	65	30	30
Sq. Ft. of degraded forest in restoration process	18,000	/	120,000	120,000	120,000	120,000
Degraded forest added to restoration	18,000	/	2,000	2,000	2,000	2,000
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Average Annual cost per acre of park property maintained	\$5,022	\$4,867	\$5,800	\$4,676	\$4,993	\$5,067
<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of volunteer hours	4,750	6,000	5,567	500	6,000	\$116,500
Total Cost of Contracted Maintenance Services	\$302,643	\$435,593	308,903	\$91,362	\$93,346	\$116,500



PARKS AND OPEN SPACE MAINTENANCE PROGRAM

Provide stewardship for the City's parks and open space system, including the preservation of important natural areas, the enhancement of quality parks, and to create safe recreational and educational opportunities for the well-being and enjoyment of the public.

<i>INPUT</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Total Cost of Contracted Tree Care Services	\$124,771	\$124,771	\$180,884	\$234,500	\$116,500	\$116,500



ATHLETIC FIELD MAINTENANCE & OPERATIONS

Provide stewardship for the City's athletic fields and to create safe recreational opportunities for the well-being and enjoyment of the public.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with outdoor athletic fields	76%	76%	76%	68%	68%	68%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of baseball game field preps provided	371	285	283	0	250	250
Number of baseball practice field preps provided	597	597	597	122	597	597



PARKS FACILITY RENTAL

Provide opportunities for Shoreline residents to use recreational facilities and picnic shelters for special events.

WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Synthetic Field Turf - Adult (Hours)	2,307	2,100	2,372	427	2,016	2,200
Park & Open Space Permits (Hours)	620	300	464	33	400	450
Grass/Dirt Fields - Youth (Hours)	7,856	2,000	7,367	1,838	6,262	7,000
Synthetic Field Turf - Youth (Hours)	3,851	3,800	4,373	2,000	3,717	4,200
Concession Permits (Hours)	3,269	2,500	874	78	743	800
Grass/Dirt Fields - Adult (Hours)	1,062	70	530	40	451	500
Baseball Fields - Adult (Hours)	575	625	513	17	436	500
Soccer Field Rentals (Hours)	8,999	7,970	8,584	1,107	7,296	8,300
Spartan Recreation Center (Hours)	2,287	2,150	2,285	458	1,942	2,200
Picnic Shelter Rentals (Hours)	2,940	2,800	3,332	20	2,832	3,000
Baseball / Softball Field Rentals (Hours)	5,316	5,425	6,037	1,530	5,031	5,900
Baseball Fields - Youth (Hours)	4,741	4,800	5,524	1,513	4,695	5,400
Richmond Highlands Recreation Center (Hours)	83%	375	62.7%	38.3%	83%	83%
Tennis Court Rentals (Hours)	558	500	1,213	325	1,116	1,200
Total Facility Rentals (Hours)	23,565	22,080	23,250	5,306	19,853	21,975



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Police



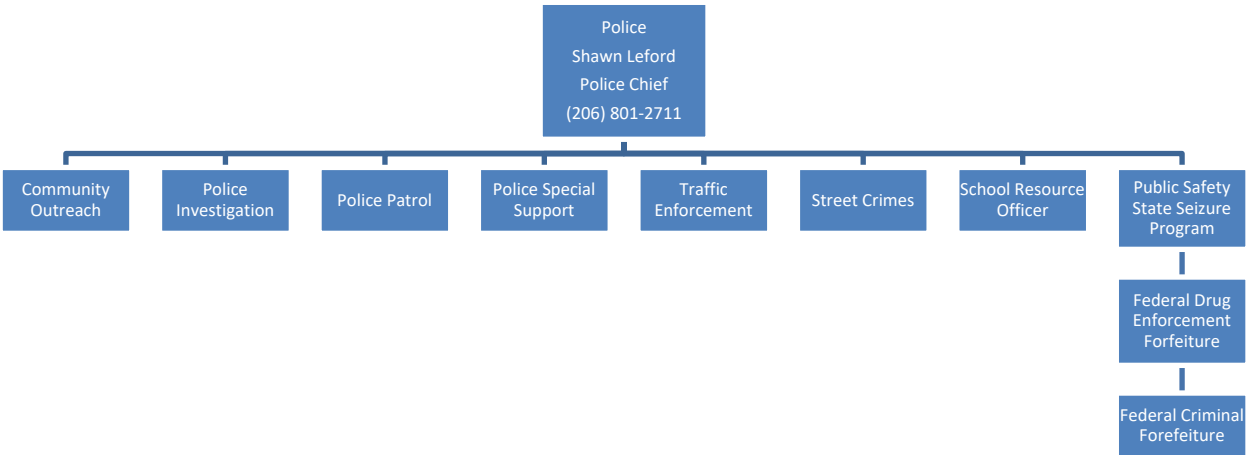
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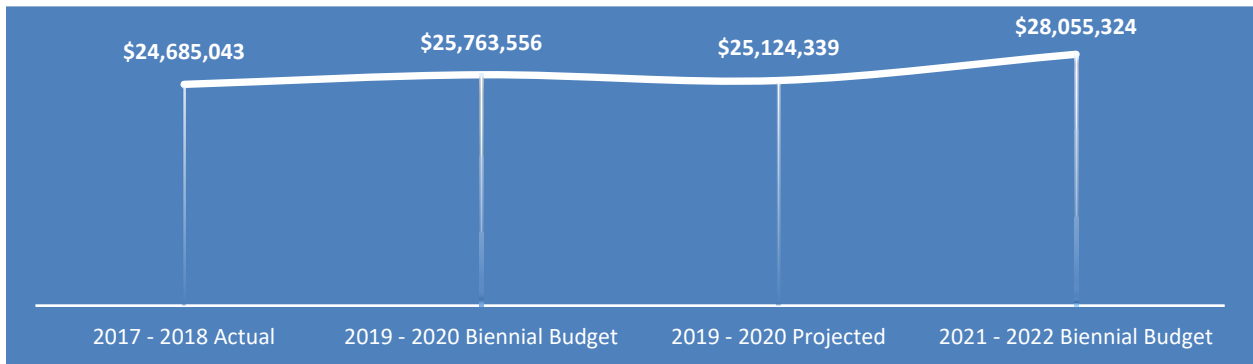
Police 2021-2022 Biennial Budget

Department Mission Statement

The mission of the Shoreline Police Department is to prevent crime and create an environment where people feel safe, while providing quality, professional law enforcement services designed to improve public safety.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
Police Administration	6.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00
Police Community Outreach	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Police Investigation	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
Police Patrol	28.00	29.00	29.00	30.00	30.00	30.00	0.00	0.00
Police Traffic Enforcement	6.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00
Police Inv. Street Crimes	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
School Resource Office Program	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Total Full-Time Equivalent Staff	52.00	53.00	53.00	54.00	54.00	54.00	0.00	0.00



Police

2021-2022 Biennial Budget

2019 Police Services Report

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Community Outreach-Problem Solving deputy conducted 52 crime prevention meetings in 2019.
- Began using National Incident – Based Reporting System (NIBRS) to report crimes.
- In 2019 there were 232 burglaries, a slight increase from 230 the previous year. Over the past five years burglaries have decreased 22%.
- Issued 4,110 traffic citations focusing on neighborhoods, school zones, traffic complaints, and the speed differential map.
- Continued to use the Community Response Operations Team, made up of various City Departments, to work together to identify and focus on safety concerns in our parks and trails and around the City.
- The average response time to a priority-x emergency, the highest priority call, was 4.37 minutes.
- Responded to 15,973 dispatched calls for service and initiated 9,953 on views for a total of 25,926 police contacts.

2019-2020 Council Goals and Work Plan Accomplishments

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Conducted nine Nurturing Trust workshops over past several years.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Identified and addressed crime trends by coordinating public information and crime data and deploying resources in an efficient and effective manner to address criminal activity and public safety concerns.
- Conducted CRASE (Civilian Response to Active Shooter Events) training as an option for business employees and residents to have a better understanding of what to do in a critical incident.
- Continued partnerships and development of best practices with the Shoreline School District and Shoreline Fire to focus on school safety and response.
- Promoted a sense of safety in City parks and along Interurban Trail through visibility and interaction by quickly addressing concerns and focusing attention on problem areas
- Scheduled park emphasis during the summer to proactively to provide police enforcement and education.
- Worked with businesses to implement Crime Prevention through Environmental Design (CPTED) to problem solve and prevent crime.

2019-2020 Operational Objectives

- Work towards data driven, intelligence led policing with the Records Management System (RMS) Mark-43. Commanders at each Precinct are provided crime data and trends in an effort to problem solve with available resources.



Police

2021-2022 Biennial Budget

2021-2022 Council Goals and Work Plan Objectives

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Work with Shoreline School District to promote and provide Nurturing Trust workshops, once in-person learning has resumed.
- Work with the Recreation and Community Services Department on addressing issues related to homelessness and connecting people to available resources.
- Continue the RADAR program, pairing Mental Health Professionals with police officers to connect people to services who are suffering from behavioral health issues.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Continue to use available resource to identify and address crime trends in timely manner and communicate with residents when appropriate.
- Work with the business community to address criminal activity along Interurban Trail and City Parks, and incorporate CPTED practices to help address and prevent crime.
- Continue to focus on police visibility in the parks and expand coverage with officers using electric motorcycles.
- Continue partnerships and development of best practices with Shoreline schools and Shoreline Fire to focus on school safety and response.
- Work with City's Traffic Engineer to focus traffic enforcement in high collision and speed locations.

2021-2022 Operational Objectives

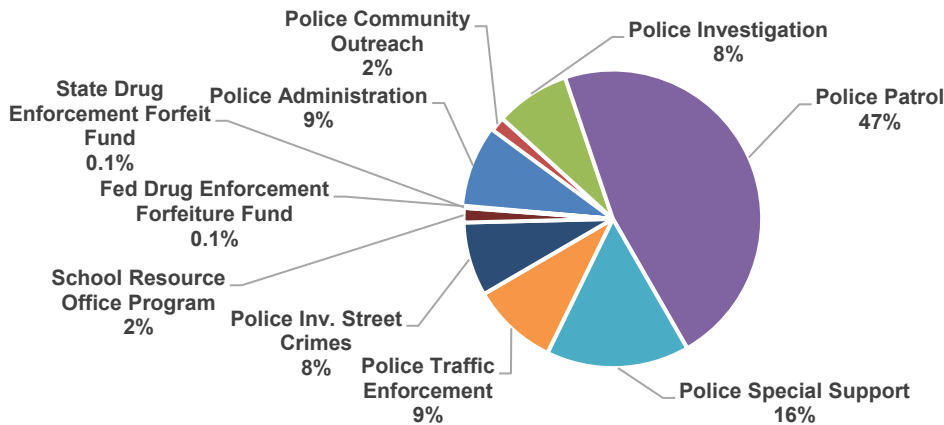
- Continue to focus efforts on data driven, intelligence led policing.
- Focus on reducing repeat calls for service at the top 10 locations in Shoreline.
- Coordinate efforts between detectives, patrol and local agencies to address crimes trends on a regional level.
- Continue training in biased based policing, de-escalation and efforts to reduce use of force incidents.
- Continue training in Crisis Intervention and working closely with Mental Health Professionals.
- Continue to focus on property crimes as a priority.
- Work with City staff and other stakeholders to address homelessness and drug dependency problems in collaborative manner.
- Continue to assist people suffering from behavioral health issues/mental illness using the RADAR principals and resources.



Police 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Police Administration	\$2,098,765	\$2,358,778	\$2,315,549	\$2,451,866	\$93,088	3.95%
Police Community Outreach	\$390,563	\$420,226	\$404,607	\$449,096	\$28,870	6.87%
Police Investigation	\$1,907,623	\$2,108,667	\$2,067,761	\$2,269,034	\$160,367	7.61%
Police Patrol	\$10,620,314	\$12,114,388	\$11,890,463	\$13,151,622	\$1,037,234	8.56%
Police Special Support	\$3,214,752	\$3,718,747	\$3,520,516	\$4,354,458	\$635,711	17.09%
Police Traffic Enforcement	\$2,291,013	\$2,461,727	\$2,414,137	\$2,629,644	\$167,917	6.82%
Police Inv. Street Crimes	\$1,896,476	\$2,098,012	\$2,058,336	\$2,250,565	\$152,553	7.27%
School Resource Office Program	\$374,517	\$410,293	\$402,756	\$436,553	\$26,260	6.40%
State Drug Enforcement Forfeit Fund	\$615,959	\$46,718	\$37,213	\$36,486	(\$10,232)	(21.90%)
Fed Drug Enforcement Forfeiture Fund	\$290,320	\$26,000	\$13,000	\$26,000	\$0	0.00%
Federal Criminal Forfeiture	\$984,740	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%



Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Police Administration	\$9,875	\$91,188	\$48,384	\$1,222	(\$89,966)	(98.66%)
Police Community Outreach	\$500	\$1,000	\$500	\$1,000	\$0	0.00%
Police Patrol	\$3,917,743	\$3,845,738	\$3,711,494	\$3,589,026	(\$256,712)	(6.68%)
Police Special Support	\$177,312	\$343,941	\$186,226	\$0	(\$343,941)	(100.00%)
Police Traffic Enforcement	\$45,069	\$20,000	\$26,746	\$20,000	\$0	0.00%
School Resource Office Program	\$126,299	\$125,007	\$114,636	\$100,525	(\$24,482)	(19.58%)
State Drug Enforcement Forfeit Fund	\$482,010	\$36,486	\$42,354	\$36,486	\$0	0.00%
Fed Drug Enforcement Forfeiture Fund	\$2,948	\$26,000	\$13,559	\$26,000	\$0	0.00%
Federal Criminal Forfeiture	\$145,922	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$4,907,678	\$4,489,360	\$4,143,899	\$3,774,259	(\$715,101)	(15.93%)
General Fund Subsidy	\$18,517,227	\$21,263,964	\$20,986,140	\$24,281,065	\$3,017,101	14.19%
State Drug Enforcement Forfeiture	\$133,949	\$10,232	(\$5,141)	\$0	(\$10,232)	(100.0%)
Federal Drug Enforcement Forfeiture	\$287,372	\$0	(\$559)	\$0	\$0	#DIV/0!
Federal Criminal Forfeiture	\$838,818	\$0	\$0	\$0	\$0	#DIV/0!
Use/(Provision) of Fund Balance:	\$1,260,139	\$10,232	(\$5,700)	\$0	(\$10,232)	(100.00%)
State Drug Enforcement Forfeiture	\$133,949	\$10,232	(\$5,141)	\$0	(\$10,232)	(100.00%)
Federal Drug Enforcement Forfeiture	\$287,372	\$0	(\$559)	\$0	\$0	0.00%
Federal Criminal Forfeiture	\$838,818	\$0	\$0	\$0	\$0	0.00%
Total Resources	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%



Police 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$22,794,024	\$25,690,838	\$25,074,126	\$27,992,838	\$2,302,000	8.96%
State Drug Enforcement Seizure	\$615,959	\$46,718	\$37,213	\$36,486	(\$10,232)	(21.90%)
Federal Drug Enforcement Seizure	\$290,320	\$26,000	\$13,000	\$26,000	\$0	0.00%
Federal Criminal Forfeitures	\$984,740	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$4,276,797	\$4,426,874	\$4,087,987	\$3,711,773	(\$715,101)	(16.15%)
State Drug Enforcement Seizure	\$482,010	\$36,486	\$42,354	\$36,486	\$0	0.00%
Federal Drug Enforcement Seizure	\$2,948	\$26,000	\$13,559	\$26,000	\$0	0.00%
Federal Criminal Forfeitures	\$145,922	\$0	\$0	\$0	\$0	0.00%
Total Revenues	\$4,907,678	\$4,489,360	\$4,143,899	\$3,774,259	(\$715,101)	(15.93%)
Fund Subsidies						
General Fund	\$18,517,227	\$21,263,964	\$20,986,140	\$24,281,065	\$3,017,101	14.19%
State Drug Enforcement Seizure	\$133,949	\$10,232	(\$5,141)	\$0	(\$10,232)	(100.00%)
Federal Drug Enforcement Seizure	\$287,372	\$0	(\$559)	\$0	\$0	0.00%
Federal Criminal Forfeitures	\$838,818	\$0	\$0	\$0	\$0	0.00%
Total Resources	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$18,466	\$0	\$0	\$0	\$0	0.00%
Personnel Benefits	\$2,083	\$0	\$58	\$0	\$0	0.00%
Supplies	\$42,744	\$144,489	\$72,388	\$88,860	(\$55,629)	(38.50%)
Other Services & Charges	\$220,179	\$403,322	\$264,205	\$84,626	(\$318,696)	(79.02%)
Intergovernmental Services	\$22,502,096	\$25,215,745	\$24,787,687	\$27,881,838	\$2,666,093	10.57%
Capital Outlays	\$77,442	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service & Transfers Out	\$1,822,034	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%

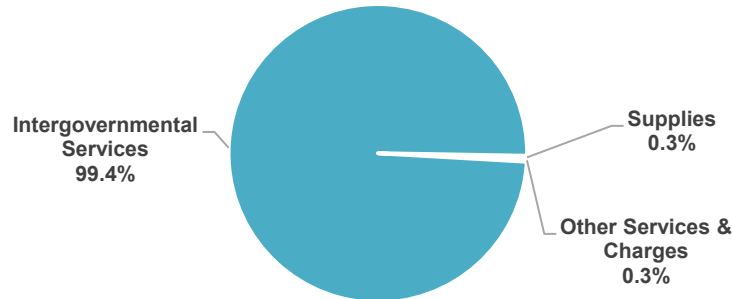
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Budgeted Use of Fund Balance	\$0	\$10,232	\$0	\$0	(\$10,232)	(100.00%)
Taxes	\$3,485,058	\$3,344,168	\$3,237,524	\$3,219,829	(\$124,339)	(3.72%)
Intergovernmental Revenues	\$779,551	\$982,518	\$797,579	\$481,722	(\$500,796)	(50.97%)
Charges for Goods and Services	\$8,756	\$90,000	\$47,196	\$0	(\$90,000)	(100.00%)
Fines and Forfeits	\$275	\$8,000	\$4,000	\$8,000	\$0	0.00%
Miscellaneous Revenues	\$622,148	\$64,274	\$55,551	\$64,308	\$34	0.05%
Investment Earnings	\$11,890	\$400	\$2,049	\$400	\$0	0.00%
Total Revenues	\$4,907,678	\$4,489,360	\$4,143,899	\$3,774,259	(\$715,101)	(15.93%)
General Fund Subsidy	\$18,517,227	\$21,263,964	\$20,986,140	\$24,281,065	\$3,017,101	14.19%
State Drug Enforcement Forfeiture	\$133,949	\$10,232	(\$5,141)	\$0	(\$10,232)	(100.00%)
Federal Drug Enforcement Forfeiture	\$287,372	\$0	(\$559)	\$0	\$0	0.00%
Federal Criminal Forfeiture	\$838,818	\$0	\$0	\$0	\$0	0.00%
Total Resources	\$24,685,043	\$25,763,556	\$25,124,339	\$28,055,324	\$2,291,768	8.90%

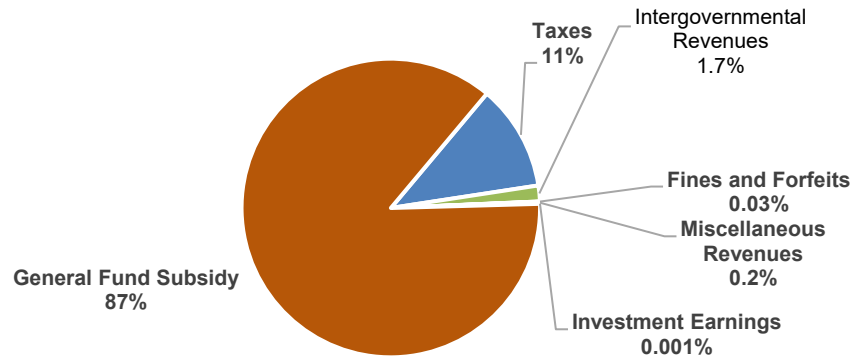


Police 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Revenues

- Local Criminal Justice Sales Tax Revenue: King County taxable retail sales are expected to be less than previously forecast, which results in an estimated shortfall from previously forecast levels. While 2020 is estimated to come in 15.7% less than 2019, 2021 and 2022 are forecast to experience year-over-year changes of 6.7% and 3.7%, respectively.

Expenditures

- The 2021-2022 proposed preliminary budget reflects the results of negotiations for the King County Sheriff's Office (KCSO) guild contract. Staff projects that the 2021 police services contract will total \$13.626 million, which is 2.9% more than the 2020 police services contract and the 2022 police services contract will total \$14.047 million, which is 3.1% more than the 2021 police services contract. The first detailed estimate will be provided by KCSO in late September or early October. For future years (2023 onward), staff has assumed an annual escalator of 3.5%.



POLICE ADMINISTRATION

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

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of citizens who are very / somewhat satisfied with the overall quality of local police protection	70%	70%	77%	66%	66%	66%
Percentage of residents that are very / somewhat satisfied with how much they can trust police officers	70%	70%	72%	61%	61%	61%
Percentage of residents that are very / somewhat satisfied with the City's efforts to prevent crime	59%	59%	62%	54%	54%	54%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Police Costs Per Capita	\$208.52	\$214.70	\$225.74	\$237.54	\$244.05	\$251.65
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of Police Contacts	31,066	30,000	25,926	18,000	20,000	20,000



POLICE PATROL

Patrol responds to calls for service, enforces criminal laws and performs self-initiating activity to keep citizens safe.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Response time to Priority X Calls (minutes)	4.37	3.56	3.82	3.50	4.00	4.00
Response Time to Priority 1 Calls (minutes)	6.98	6.67	7.13	7.00	9.00	9.00
Response Time to Priority 2 Calls (minutes)	10.70	9.87	10.63	10.00	15.00	15.00
Percentage of citizens feeling safe in their neighborhood during the day	93%	93%	94%	94%	94%	94%
Percentage of citizens feeling safe in their neighborhood at night	72%	72%	74%	76%	76%	76%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of dispatched calls for service	16,308	15,000	15,973	14,900	15,500	15,500



POLICE INVESTIGATIONS CRIME ANALYSIS

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

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of cases closed and cleared by arrest (Part I and Part II Crimes)	1,426	1,200	961	675	700	700
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of adult charges & arrest	1,022	1,100	1,107	850	900	900
Number of juvenile charges & arrest	54	55	53	40	40	40



POLICE TRAFFIC ENFORCEMENT

The Traffic Unit provides motorist education and enforces traffic laws, with the City of Shoreline in order to keep motorists and citizens safe.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of citizens who are very / somewhat satisfied with the enforcement of local traffic laws	60%	60%	62%	52%	52%	52%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of collisions requiring police response	551	450	378	300	400	400
Number of traffic citations issued	5,366	5,000	4,100	1,000	1,500	1,500



STREET CRIME INVESTIGATIONS

The Street Crimes Unit proactively responds to crimes such as narcotics activities, code violations in the adult entertainment industry and vice activities in the City; to investigate these crimes and solve cases in order to keep the community safe and improve the quality of life for residents.

WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Number of assigned narcotic activity reports (neighborhood drug complaints)	51	62	25	15	25	25
Number of Vice arrests	18	21	0	0	0	0



POLICE COMMUNITY OUTREACH

Community Outreach works collaboratively with local residents, businesses, and schools in order to address issues that affect the community.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of crime prevention meetings	76	35	52	20	45	45



Criminal Justice



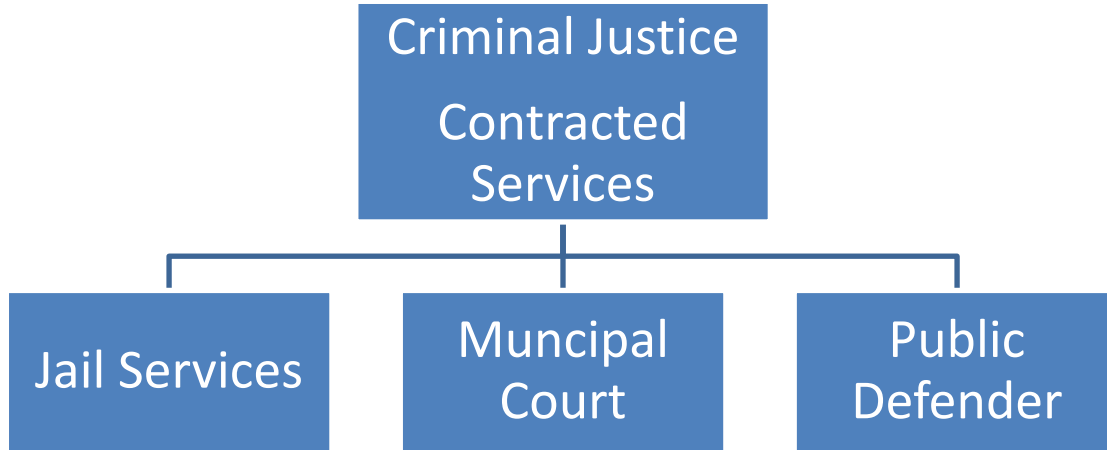
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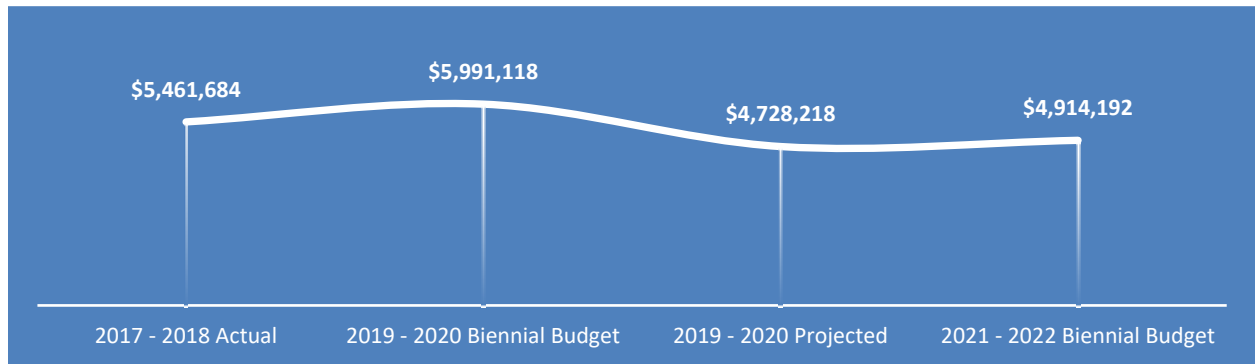
Criminal Justice 2021-2022 Biennial Budget

Department Mission Statement

Provide for the fair and timely adjudication of misdemeanor cases and develop cost effective alternatives to affect the resulting judicial decisions and sentencing requirements.



Expenditure Comparison



2019-2020 Operational Accomplishments

- Implemented new contract for in-custody and primary public defense services – which included the addition of Community Court – for a term of five years with a single firm, which resulted in cost savings of approximately \$52,000 per year.
- Renegotiated contract with SCORE Jail for a term of five years and lowered the number of guaranteed beds, saving the City approximately \$100,000 per year.
- Developed and implemented Community Court, an alternative problem-solving court for defendants whose criminal behavior may be resolved after connecting them to a variety of social services and community supports.
- Continue to track the City’s use of King County District Court to ensure high quality court services are provided for all City cases.

2021-2022 Operational Objectives

- Negotiate an updated Interlocal Agreement for court services with King County District Court, identifying any opportunities for increased efficiencies or opportunities for City savings.

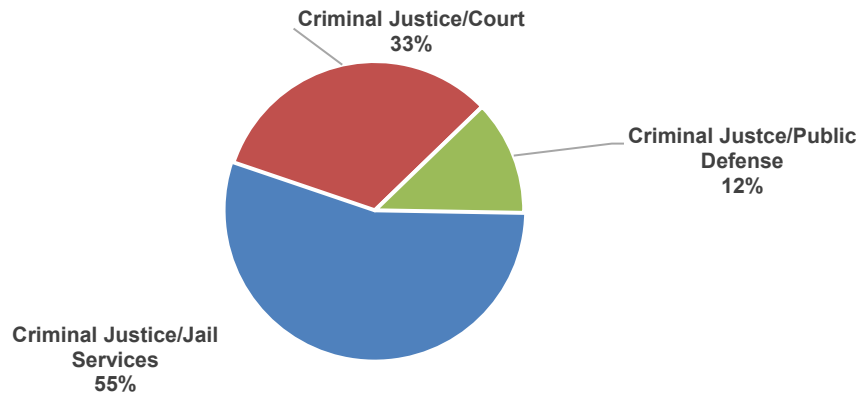


Criminal Justice 2021-2022 Biennial Budget

- Continue to partner with King County District Court to ensure the seamless full implementation of the Court’s new Case Management System.
- Continue to work with SCORE Jail and King County District Court to expand the use of video court where appropriate.
- Continue working to contain jail costs by tracking Shoreline’s inmate population, encouraging use of alternative sentencing methods where appropriate, and minimizing number of warranted bookings into the King County Jail.

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Criminal Justice/Jail Services	\$3,284,977	\$3,725,000	\$2,731,912	\$2,700,000	(\$1,025,000)	(27.52%)
Criminal Justice/Court	\$1,585,297	\$1,600,000	\$1,446,495	\$1,600,000	\$0	0.00%
Criminal Justice/Public Defense	\$591,410	\$666,118	\$549,811	\$614,192	(\$51,926)	(7.80%)
Total Expenditures	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)



Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Criminal Justice/Court	\$891,781	\$800,000	\$599,563	\$800,000	\$0	0.00%
Total Operating Revenue	\$891,781	\$800,000	\$599,563	\$800,000	\$0	0.00%
General Fund Subsidy	\$4,569,903	\$5,191,118	\$4,128,655	\$4,114,192	(\$1,076,926)	(20.75%)
Total Resources	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)



Criminal Justice 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)
Total Expenditures	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$891,781	\$800,000	\$599,563	\$800,000	\$0	0.00%
Total Revenues	\$891,781	\$800,000	\$599,563	\$800,000	\$0	0.00%
Fund Subsidies						
General Fund	\$4,569,903	\$5,191,118	\$4,128,655	\$4,114,192	(\$1,076,926)	(20.75%)
Total Resources	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Other Services & Charges	\$562,490	\$630,118	\$522,402	\$578,192	(\$51,926)	(8.24%)
Intergovernmental Services	\$4,885,650	\$5,361,000	\$4,205,816	\$4,336,000	(\$1,025,000)	(19.12%)
Interfund Payments for Service & Transfers Out	\$13,544	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)

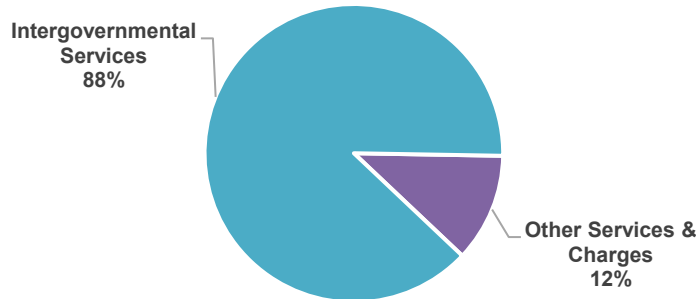
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Fines and Forfeits	\$891,781	\$800,000	\$599,563	\$800,000	\$0	0.00%
Total Revenues	\$891,781	\$800,000	\$599,563	\$800,000	(\$400,000)	(50.00%)
General Fund Subsidy	\$4,569,903	\$5,191,118	\$4,128,655	\$4,114,192	(\$1,076,926)	(20.75%)
Total Resources	\$5,461,684	\$5,991,118	\$4,728,218	\$4,914,192	(\$1,076,926)	(17.98%)

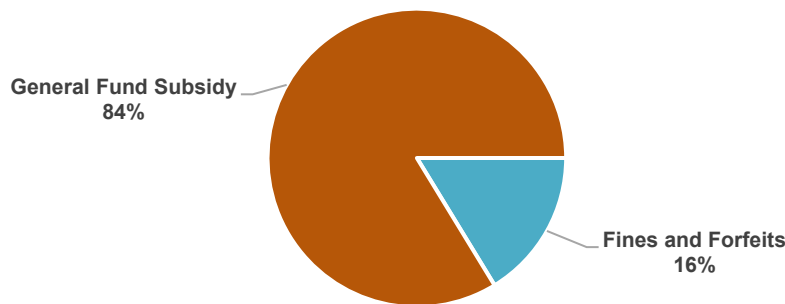


Criminal Justice 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Revenues and Expenditures

- Projections for the 2021-2022 proposed preliminary budget, along with future forecasts, are based on activity trends over the last couple of years, the number of guaranteed beds at the South Correctional Entity (SCORE), and an inflation rate factor outlined in the interlocal agreement (ILA) with King County. Beginning in 2016, inmates serving a sentence longer than three days are being housed at the Yakima County Jail. The current contract with SCORE is being continued as the City's primary booking facility. In 2020, projected jail housing days and costs are impacted by a COVID-19 outbreak at the Yakima County Jail that resulted in suspension of our use of the jail. At the same time, SCORE has also decided to bill the City for the actual number of beds used rather than the minimum number of guaranteed beds. Additionally, a change in sentencing philosophy appears to be resulting in fewer jail days overall. All these factors have resulted in significant savings in our Jail budget in 2019 and 2020. In response to this actual experience and the face of reduced revenues, the 2021-2022 budget has been reduced to better align the budget with the actual and projected experience. Staff will continue to monitor this potentially volatile expense and the associated cost drivers closely.



PUBLIC DEFENDER

The Public Defender provides legal representation for indigent criminal defendants.

<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of cases represented	725	725	422	276	450	450



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Planning and Community Development



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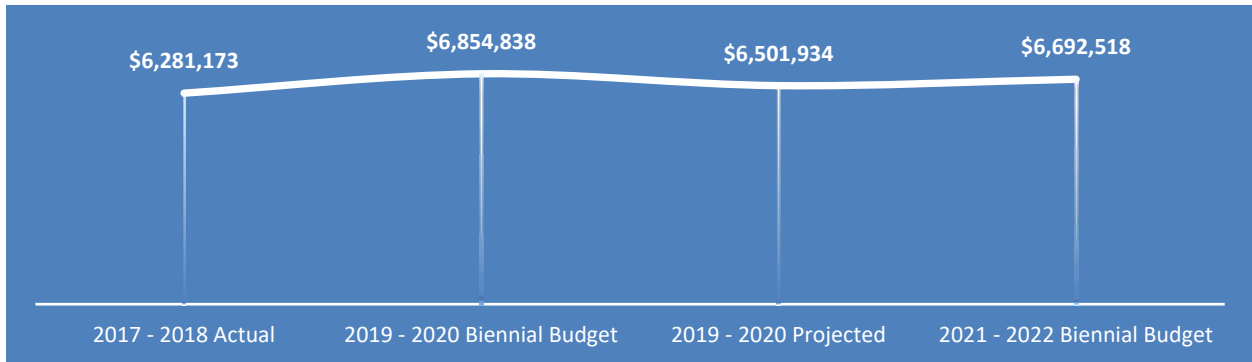
Planning and Community Development 2021-2022 Biennial Budget

Department Mission Statement

Ensure that our natural and built environments are sustainable, safe, and reflect the community's vision through planning and permitting.



Expenditure Comparison



Staffing Trend



Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
Permit Services	5.77	5.77	6.01	6.01	4.98	4.98	(1.03)	(0.00)
City Planning	7.50	7.50	7.18	7.43	7.57	7.57	0.14	(0.00)
Building & Inspections	6.75	7.75	8.01	8.01	8.05	8.05	0.04	(0.00)
P&CD Administrative Services	1.82	1.82	1.87	1.87	2.22	2.22	0.35	0.00
Code Enforcement	1.66	1.66	0.00	0.00	0.00	0.00	0.00	0.00
Total Full-Time Equivalent Staff	23.50	24.50	23.07	23.32	22.82	22.82	(0.50)	(0.00)



Planning and Community Development 2021-2022 Biennial Budget

2019-2020 Council Goals and Work Plan Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Began developing a Housing Action Plan, with funding from a Department of Commerce grant, which will include a Housing Needs Assessment and a Housing Toolkit to identify policies and regulations to bridge those gaps.
- Started accepting mechanical and plumbing permits online via eTRAKiT.
- Expect to begin accepting permits for signs, tree removal, and right-of-way franchises online using eTRAKiT by end of 2020.

Goal 2: Improve Shoreline's infrastructure to continue the delivery of highly valued public services

- Completed update of the Shoreline Master Program.
- Completed the financial feasibility study for Shoreline's participation in Local Conservation Landscape Infrastructure Program (LCLIP).
- Continued to streamline wastewater utility permit processing with Ronald Wastewater District and improve staff proficiency in screening wastewater permit applications.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Presented the development activity report for the 185th Street Station Subarea prior to Phase 2 zoning activating in 2021.
- Adopted Townhouse Design Standards.

2021-2022 Council Goals and Work Plan Objectives

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Implement the Community Renewal Plan for Shoreline Place including adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits.
- Update the Community Renewal Area Sign Code.
- Engage the community in creating a Housing Action Plan to identify additional housing choices, associated policies, and regulatory modifications.
- Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties.
- Review the City's development regulations to explore the creation of ground floor commercial requirements and/or incentives in certain areas of non-residential zones.

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Begin the state mandated major update of the Comprehensive Plan.
- Implement the updated State Building Codes, including the next increment towards 2030 State mandated energy conservation measures.
- Continue to incorporate more types of permits into eTRAKiT.
- Continue to develop wastewater permit screening guidelines with wastewater staff and work to accept simple wastewater permits online via eTRAKiT.

Goal 3: Continue preparation for regional mass transit in Shoreline

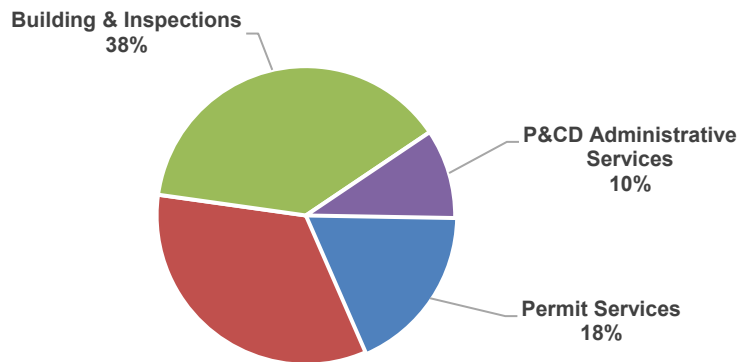
- Support Public Works in these efforts.



Planning and Community Development 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Permit Services	\$1,172,155	\$1,346,442	\$1,323,579	\$1,215,772	(\$130,670)	(9.70%)
City Planning	\$2,020,155	\$2,247,597	\$2,187,597	\$2,260,582	\$12,985	0.58%
Building & Inspections	\$2,227,583	\$2,723,181	\$2,441,791	\$2,566,445	(\$156,736)	(5.76%)
P&CD Administrative Services	\$479,825	\$537,618	\$516,585	\$649,719	\$112,101	20.85%
Code Enforcement	\$377,454	\$0	\$32,382	\$0	\$0	0.00%
Code Abatement Operations	\$4,000	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)



Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Permit Services	\$1,858	\$0	\$4,836	\$0	\$0	0.00%
City Planning	\$0	\$120,830	\$130,628	\$45,551	(\$75,279)	(62.30%)
Building & Inspections	\$5,732,873	\$4,650,708	\$6,232,838	\$4,334,262	(\$316,446)	(6.80%)
Code Abatement Operations	222,172	0	22,440	0	0	0.00%
Total Operating Revenues	\$5,956,903	\$4,771,538	\$6,390,741	\$4,379,813	(\$391,725)	(8.21%)
General Fund Subsidy	\$542,442	\$2,083,300	\$133,632	\$2,312,705	\$229,405	11.01%
Use/(Provision) of Fund Balance:	(\$218,172)	\$0	(\$22,440)	\$0	\$0	#DIV/0!
Code Abatement	(\$218,172)	\$0	(\$22,440)	\$0	\$0	0.00%
Total Resources	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)



Planning and Community Development 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$6,277,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)
Code Abatement	\$4,000	\$0	\$0	\$0	\$0	0.00%
Total Expenditures	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$5,734,731	\$4,771,539	\$6,368,302	\$4,379,813	(\$391,726)	(8.21%)
Code Abatement	\$222,172	\$0	\$22,440	\$0	\$0	0.00%
Total Revenues	\$5,956,903	\$4,771,539	\$6,390,741	\$4,379,813	(\$391,726)	(8.21%)
Fund Subsidies						
General Fund	\$542,442	\$2,083,299	\$133,632	\$2,312,705	\$229,406	11.01%
Code Abatement	(\$218,172)	\$0	(\$22,440)	\$0	\$0	0.00%
Total Resources	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$3,961,413	\$4,292,769	\$4,150,124	\$4,465,383	\$172,614	4.02%
Personnel Benefits	\$1,518,216	\$1,650,696	\$1,581,244	\$1,696,675	\$45,979	2.79%
Supplies	\$21,247	\$15,494	\$21,578	\$20,327	\$4,833	31.19%
Other Services & Charges	\$721,283	\$830,336	\$686,062	\$478,221	(\$352,115)	(42.41%)
Intergovernmental Services	\$467	\$0	\$874	\$1,000	\$1,000	0.00%
Capital Outlays	\$22,596	\$0	\$0	\$0	\$0	0.00%
Interfund Payments for Service & Transfers Out	\$35,951	\$65,543	\$62,051	\$30,912	(\$34,631)	(52.84%)
Total Expenditures	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)

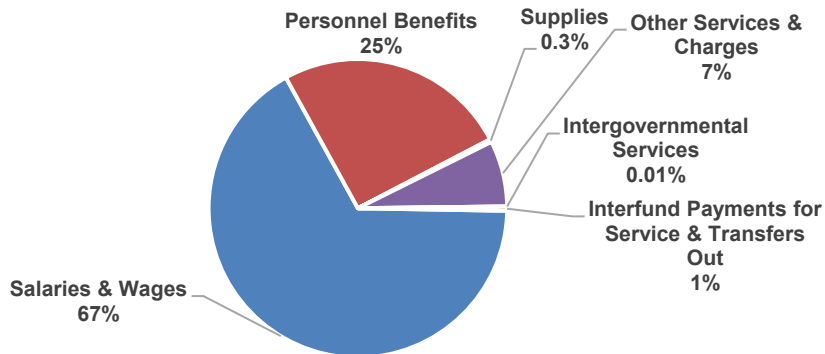
Revenue by Type

Revenue Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Licenses & Permits	\$3,343,876	\$3,202,570	\$2,820,879	\$2,903,847	(\$298,723)	(9.33%)
Intergovernmental Revenues	\$0	\$94,000	\$119,000	\$0	(\$94,000)	(100.00%)
Charges for Goods and Services	\$2,390,454	\$1,458,138	\$3,428,388	\$1,459,136	\$998	0.07%
Fines and Forfeits	\$7,598	\$0	\$12,475	\$0	\$0	0.00%
Miscellaneous Revenues	\$204,401	\$16,830	\$34	\$16,830	\$0	0.00%
Investment Earnings	\$10,574	\$0	\$9,965	\$0	\$0	0.00%
Total Revenues	\$5,956,903	\$4,771,538	\$6,390,741	\$4,379,813	(\$2,591,069)	(54.30%)
General Fund Subsidy	\$542,442	\$2,083,300	\$133,632	\$2,312,705	\$229,405	11.01%
Code Abatement	(\$218,172)	\$0	(\$22,440)	\$0	\$0	0.00%
Total Resources	\$6,281,173	\$6,854,838	\$6,501,934	\$6,692,518	(\$162,320)	(2.37%)

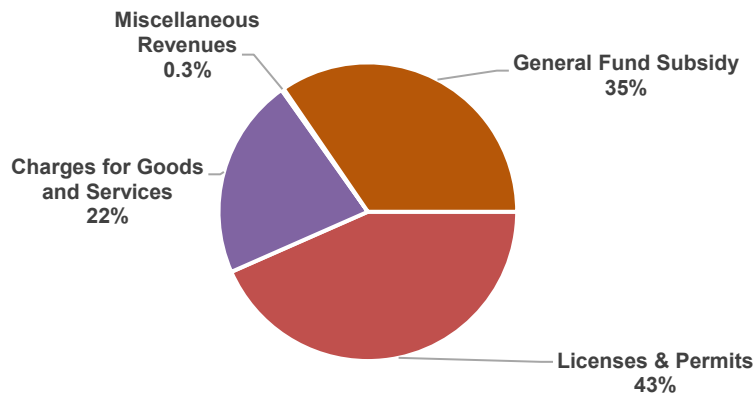


Planning and Community Development 2021-2022 Biennial Budget

Expenditures



Revenues



Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

City Planning

- Comprehensive Plan Element Update (\$40,000)

Ongoing Changes

Building & Inspections

- Overtime costs associated with permit processing and inspections (\$16,000 biennial).

Permit Services

- Overtime costs associated with permit processing and inspections (\$8,000 biennial).



Planning and Community Development 2021-2022 Biennial Budget

Staffing Changes

- Reclassification of Assistant Planner to Associate Planner: The City Planning Manager and Planning & Community Development Director have noted the advantages of having highly trained Planners with multiple years of experience performing more complex permit reviews especially those reviews that involve critical areas. The Associate Planner position is classified to support these more complex specialized reviews whereas the Assistant Planner position is very entry level. (\$5,312)



BUILDING AND INSPECTIONS

Building & Inspections performs reviews and makes decisions on building permits; provides comprehensive inspections and approval of conditions for all permitted work; and provides enforcement and education of the adopted codes and ordinances.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percent of customers who were satisfied with the timeliness of building inspections	100%	95%	100%	95%	95%	95%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Average weeks to 1st review/approve New Commercial permits	/	/	12.84/26.80	12.84/26.80	12.84/26.80	12.84/26.80
Average weeks to 1st review/approve New Commercial Tenant Improvement permits	/	/	7.13/11.42	7.13/11.42	7.13/11.42	7.13/11.42
Average weeks to 1st review/approve New Multi-Family permits	/	/	11.48/42.29	11.48/42.29	11.48/42.29	14.0/24.0
Average weeks to 1st review/approve New Single-Family permits	/	/	15.45/31.13	15.45/31.13	15.45/31.13	12.84/26.80
Average weeks to 1st review/approve Single-Family Addition/Remodel permits	/	/	5.16/9.48	5.16/9.48	5.16/9.48	5.16/9.48
Percentage of building inspections requested before 6 a.m. and completed the same day	/	/	99%	95%	100%	100%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of Mechanical and Plumbing Permits submitted	665	600	784	775	800	800
Number of building inspections completed daily	/	/	21	17	19	22
Number of inspections completed annually	4,672	4,600	5391	4274	5000	5400
Total number of Single-Family Addition/Remodel Permits submitted	248	/	262	230	250	300



BUILDING AND INSPECTIONS

Building & Inspections performs reviews and makes decisions on building permits; provides comprehensive inspections and approval of conditions for all permitted work; and provides enforcement and education of the adopted codes and ordinances.

WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Total number of Single-Family New Construction Permits submitted	99	/	135	40	100	120
Total number of Commercial Addition/Remodel Permits submitted	53	/	59	32	50	65
Total number of Commercial New Construction Permits submitted	24	/	25	10	30	55



PERMIT SERVICES

Permit Services provides accurate information and referral services; intake and issuance of all building and land use related permits.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percent of customers who rated services as good or excellent	95%	95%	95%	92%	93%	95%
Percent of customers who said they were treated courteously by employees	97%	98%	99%	97%	97%	98%
Percent of customers who were satisfied with the updates they received regarding their project's status	100%	93%	87%	85%	90%	92%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of walk-in customers served	5,358	5,300	5825	2000	3000	3000
Number Right-of-Way Permits submitted	510	540	727	468	650	727
Number of Wastewater Permits submitted	68		574	270	400	500
Total Number of Applications submitted (excluding L&I electrical permits)	2,130	2,300	3159	2100	2400	2500



CITY PLANNING

City Planning assists the community with the implementation of the adopted Vision through the creation and maintenance of City-wide plans, subarea plans, policies, regulations and programs. This team also processes a variety of land use and development permits, undertakes special studies, coordinates cross-departmental teams, provides planning services to other city departments, and supports community outreach and citizen engagement.

<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of land use permits submitted	79	70	255	160	200	210
Number of preliminary short plats submitted	9	11	21	5	11	15
Number of Planning Commission meetings staffed	19	22	22	22	22	22



P&CD - ADMINISTRATIVE SERVICES

Planning & Community Development Administrative Services provides Planning Commission and general administrative support; performs maintenance on the web page, portal and permit tracking system; manages fiscal resources; oversees records and archiving services and provides performance measures data.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Administrative Services budget as a percent of the Planning and Community Development budget	7.4%	7.0%	7.95%	7.5%	7.5%	7.5%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of public disclosure requests processed	253	175	205	218	215	215



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Public Works



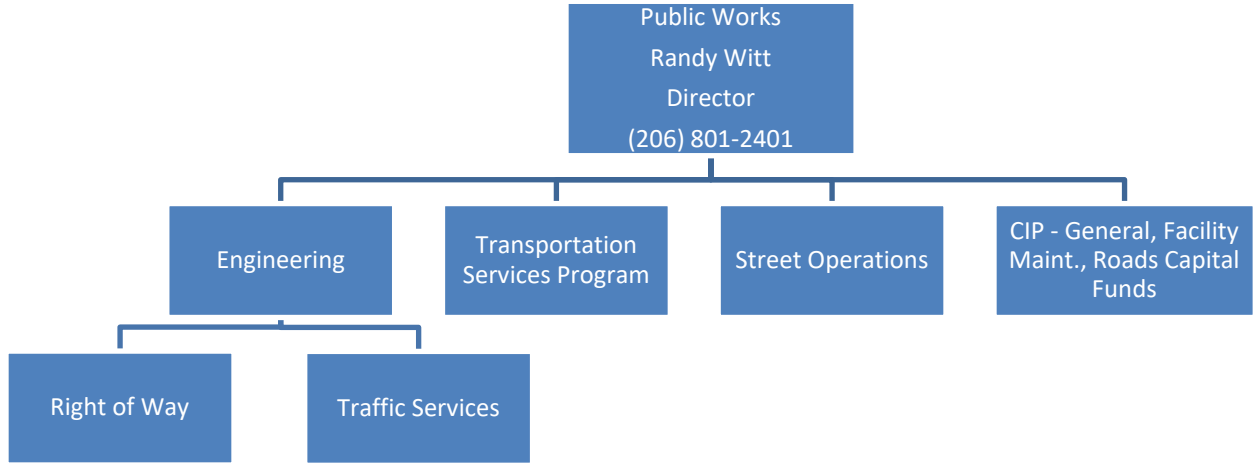
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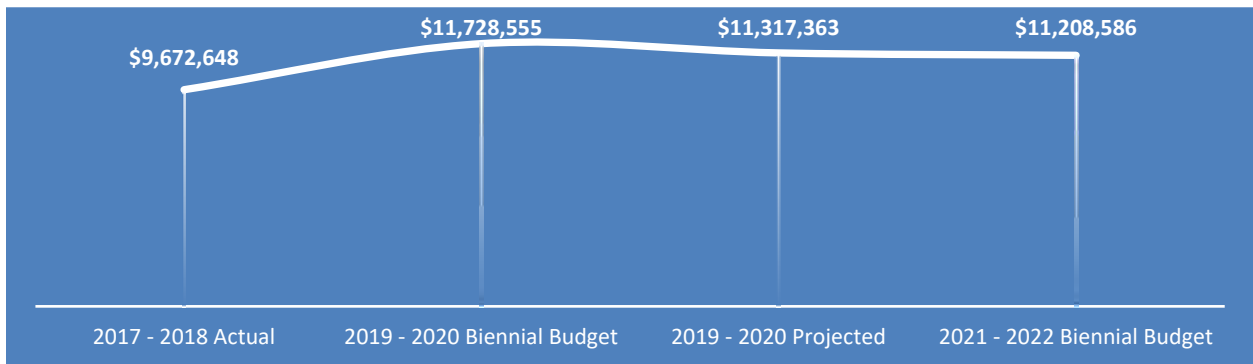
Public Works 2021-2022 Biennial Budget

Department Mission Statement

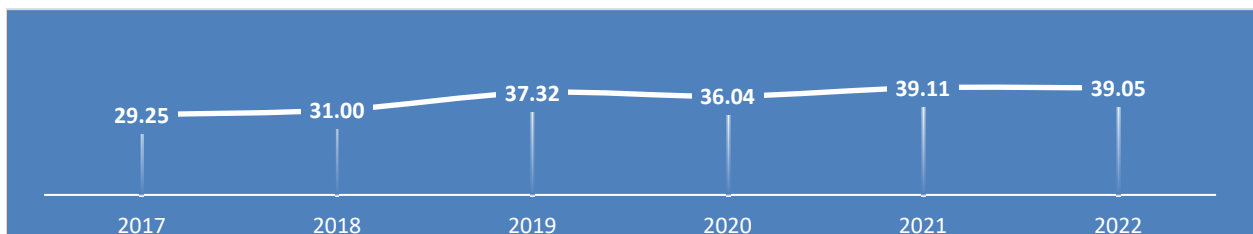
Supporting a sustainable and vibrant community through stewardship of our public infrastructure and natural environment.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
P/W Administration	2.00	1.10	1.43	1.43	1.43	1.43	0.00	0.00
Environmental Services	1.40	1.60	1.60	0.00	0.00	0.00	0.00	0.00
Right of Way Program	1.50	2.25	1.90	1.90	2.45	2.45	0.55	(0.00)
Engineering	4.06	3.89	3.65	3.65	3.55	3.55	(0.10)	0.00
Transportation Services Prog	1.70	2.05	1.80	1.80	1.88	1.88	0.08	0.00
Traffic Services	2.70	3.20	2.30	2.30	2.77	2.77	0.47	0.00
Parks Landscaping	0.00	0.00	3.50	3.50	3.65	3.65	0.15	0.00
Streets Landscaping	0.00	0.00	2.80	2.80	2.92	2.92	0.12	0.00
Street Operations	6.54	6.50	6.50	6.50	6.40	6.40	(0.10)	0.00
General Capital	1.90	1.95	2.34	2.97	0.68	0.42	(2.29)	(0.26)
Roads Capital	7.45	8.46	9.50	9.19	13.38	13.58	4.19	0.20
Total Full-Time Equivalent Staff	29.25	31.00	37.32	36.04	39.11	39.05	3.07	(0.06)



Public Works 2021-2022 Biennial Budget

2019-2020 Council Goals and Work Plan Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Completed construction of intersection improvements as N 155th St and Westminster Way in conjunction with re-development at Shoreline Place.
- Completed inspections for the Einstein Middle School, Kellogg Middle School, Parkwood Elementary, and Aldercrest Elementary.
- In support of the redevelopment of the Community Renewal Area, completed construction of the Westminster and 155th Street Improvement including storm line relocation and the Shoreline Place developer's sewer and water line improvements in the ROW.

Goal 2: Improve Shoreline's utility, transportation, and environmental infrastructure

- Completed the 185th St. Multi-modal Corridor Study and Final Report.
- Initiated Transportation Master Plan update.
- Repaired priority guardrail runs damaged by vehicle collisions.
- Completed the Light Rail Station Subareas Parking Study, which provided a baseline info on-street parking capacity and utilization within the light rail station recommended near-term, mid-term, and long-term strategies to manage parking demand
- Supported the Light Rail Station L200 Early Work Package through permit issuance and construction inspections for sewer line cap off, main line and manhole decommissioning, Closed Circuit Television (CCTV) and bypass monitoring.
- Completed 30% Design of 148th St Non-Motorized Bridge.
- Completed 30% design for Trail Along the Rail retaining wall with Sound Transit for segment at Ridgecrest Park.
- Began purchase of right of way for the 145th Corridor Project, Phase 1.
- Progressing towards 30% design of the 145th Interchange Improvement Project.
- Completed re-construction of Meridian Ave N and N 155th St intersection.
- Completed implementation of the new in-house Grounds Maintenance services that supplanted previously contracted services.
- Completed improvements at North Maintenance Facility to support Grounds Maintenance.
- Completed multiple roadway and traffic signal projects including 155th and Meridian signal project, NE 175th Street overlay (I5 to 15th Ave NE), 15th Ave NE overlay (NE 155th to 160th), 2019 BST, school zone flashers and radar speed signs.
- Installed ten (10) flow monitoring stations within the Wastewater Collection System to collect hydraulic data that will be analyzed and used to determine system deficiencies and future capital improvement projects.

Goal 3: Prepare for two Shoreline light rail stations

- Attained more than \$9 Million in funding for the 148th Street Non-Motorized Bridge project including over \$2M for from US DOT Surface Transportation Program (STP); \$3M from the King County Parks Levy and over \$3M from Sound Transit System Access grant.
- Attained \$4.92 Million for construction funding for the 145th and I-5 Interchange Project and \$ 4.92M on the contingency list for construction of the 145th Corridor Project.
- Took regional and state legislative leaders and staff on a tour of the 145th Street corridor projects and the 148th Non-motorize Bridge Project and educated them on the mobility and access benefits of Connecting Washington funds.
- Achieved agreement with Sound Transit to change their proposed improvements to the 145th and I-5 Interchange improvements for their SR 522/145th BRT Project to



Public Works 2021-2022 Biennial Budget

roundabouts and signing a Letter of Concurrence with Shoreline to contribute up to \$10M to fund construction of proposed improvements.

- Continued to build a strong partnership with WSDOT for improvements to the 145th and I-5 Interchange leading to an interlocal agreement with WSDOT to take the Project for Final Design and construction.
- Continued to work with King County Metro on implementation of King County Metro Connects, including:
 - Serving on the Northlink Connections Mobility Project advisory committee regarding reallocation of service to Shoreline residents' access to the Northgate light rail station;
 - Participating in the KC Mobility Framework Advisory Committee; and
 - Supporting Council's participation in the KC Regional Transit Committee regarding immediate and long-term service changes with the impacts of COVID.
- Continued to work with Community Transit (CT) on the expansion of the Blue Line to the 185th Light Rail station and partnering with CT on design and construction of capital improvements to Meridian Ave North between 185th and 200th to support CT's bus service.
- Continued to work with Sound Transit to develop bus rapid transit (BRT) improvements to the 145th corridor between SR 522 and I-5 to support new BRT service and pursue ST BRT mitigation funds for additional non-motorized access improvements.
- Issued Right of Way permits to Sound Transit and utilities to facilitate construction of project
- Proceed with street vacations and revisions to existing right of way as a result of Sound Transit projects.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Continue to implement traffic safety improvements, including in school zones and neighborhoods, informed by traffic data analysis and associated recommendations from the Annual Traffic Report.

2021-2022 Council Goals and Work Plan Goals

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Begin construction of the new sidewalk construction program.
- Implement the 2020-2022 priority environmental strategies including implementation of Salmon-Safe certification activities.
- Implement phase one of the City Maintenance Facility project.
- Update the Transportation Master Plan, including evaluating a multimodal level of service and its application to concurrency, Transportation Impact Fees, and shared use mobility options.
- Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N.
- Develop funding strategy to implement the 185th Corridor Strategy improvement recommendations.
- Complete multiple capital projects in support of transportation systems, surface water utility and facilities.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Continue strong partnership with WSDOT as lead for the Final Design of the 145th and I-5 Interchange.



Public Works 2021-2022 Biennial Budget

- Continue to work with King County Metro on implementation of King County Metro Connects and reallocation of service with the two Shoreline light rail stations as well as continued to support for Council's participation in the KC Regional Transit Committee regarding immediate and long term service changes with the impacts of COVID.
- Continue to work with Community Transit (CT) on the expansion of the Blue Line to the 185th Light Rail station and partnering with CT on design and construction of capital improvements to Meridian Ave North between 185th and 200th to support CT's bus service.
- Continue to work with Sound Transit for development of the final design of the bus rapid transit (BRT) improvements to the 145th corridor between SR 522 and I-5 to support new BRT service, pursue ST BRT mitigation funds for additional non-motorized access improvements, and implement supporting agreements for permit review.
- Work with regional and federal partners to fund, design, and construct the 145th Street corridor improvements west of the Interstate-5 interchange, the 145th Off-Corridor Bike Network as well as the 148th Non-motorized Bridge.
- Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail with Sound Transit.
- Continue to update the Light Rail Station Subareas Parking Study with additional parking capacity and utilization data.

Goal 4: Expand the City's focus on equity and inclusion to enhance opportunities for community engagement

- Continue to support Title VI compliance with stakeholder engagement activities focused on disadvantaged populations.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

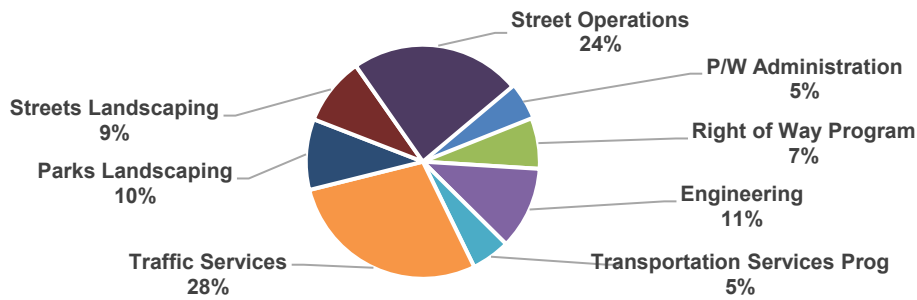
- Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and citizen traffic complaints.



Public Works 2021-2022 Biennial Budget

Expenditure by Program

Expenditures by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
P/W Administration	\$648,581	\$648,191	\$585,936	\$528,097	(\$120,094)	(18.53%)
Environmental Services	\$521,693	\$306,047	\$253,047	\$0	(\$306,047)	(100.00%)
Right of Way Program	\$593,598	\$692,677	\$743,745	\$736,548	\$43,871	6.33%
Engineering	\$1,355,720	\$1,289,472	\$1,337,032	\$1,195,032	(\$94,440)	(7.32%)
Transportation Services Prog	\$567,693	\$569,321	\$569,321	\$560,656	(\$8,665)	(1.52%)
Traffic Services	\$2,443,593	\$2,992,020	\$2,992,135	\$2,966,282	(\$25,738)	(0.86%)
Parks Landscaping	\$0	\$1,027,613	\$826,513	\$1,023,834	(\$3,779)	(0.37%)
Streets Landscaping	0	779,424	775,969	981,706	202,282	25.95%
Street Operations	2,294,268	2,574,507	2,589,508	2,467,215	94,990	3.69%
Total Expenditures	8,425,146	10,879,272	10,673,206	10,459,370	(419,902)	(3.86%)
General Fund Transfers Out	\$0	\$0	\$0	\$57,240	\$57,240	0.00%
Street Fund Transfers Out	\$1,247,502	\$849,283	\$644,157	\$691,976	(\$157,307)	(18.52%)
Total Transfers Out	\$1,247,502	\$849,283	\$644,157	\$749,216	(\$100,067)	(11.78%)



Revenue by Program

Revenues by Program	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Environmental Services	\$873,558	\$363,954	\$459,055	\$0	(\$363,954)	(100.00%)
Right of Way Program	\$605,720	\$520,000	\$878,313	\$670,000	\$150,000	28.85%
Traffic Services	\$24	\$30,000	\$15,565	\$30,000	\$0	0.00%
Street Operations	3,074,900	4,054,239	3,692,692	4,140,897	86,658	2.14%
Total Operating Revenues	4,554,202	4,968,193	5,045,625	4,840,897	(127,296)	(2.56%)
General Fund Subsidy	\$4,651,575	\$6,611,387	\$5,954,796	6,367,689	(243,698)	(3.69%)
Use/(Provision) of Fund Balance:	466,870	148,975	316,943	0	(148,975)	(100.00%)
Street	\$466,870	\$148,975	\$316,943	\$0	(\$148,975)	(100.00%)
Total Resources	\$9,672,648	\$11,728,555	\$11,317,363	\$11,208,586	(\$519,969)	(4.43%)



Public Works 2021-2022 Biennial Budget

Expenditure by Fund

Expenditure By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$6,130,878	\$7,525,341	\$7,307,729	\$7,067,689	(\$457,652)	(6.08%)
Street Fund	\$3,541,770	\$4,203,214	\$4,009,634	\$4,140,897	(\$62,317)	(1.48%)
Total Expenditures	\$9,672,648	\$11,728,555	\$11,317,363	\$11,208,586	(\$519,969)	(4.43%)

Revenue by Fund

Revenues By Fund	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
General Fund	\$1,479,303	\$913,954	\$1,352,933	\$700,000	(\$213,954)	(23.41%)
Street Fund	\$3,074,900	\$4,054,239	\$3,692,692	\$4,140,897	\$86,658	2.14%
Total Revenues	\$4,554,202	\$4,968,193	\$5,045,625	\$4,840,897	(\$2,580,298)	(51.94%)
Fund Subsidies						
General Fund	\$4,651,575	\$6,611,387	\$5,954,796	\$6,367,689	(\$243,698)	(3.69%)
Street Fund	\$466,870	148,975	\$316,943	\$0	(\$148,975)	(100.00%)
Total Resources	\$9,672,648	\$11,728,555	\$11,317,363	\$11,208,586	(\$519,969)	(4.43%)

Expenditure by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Salaries & Wages	\$3,632,990	\$4,578,415	\$4,731,589	\$4,966,283	\$387,868	8.47%
Personnel Benefits	\$1,387,850	\$1,688,281	\$1,820,550	\$1,980,746	\$292,465	17.32%
Supplies	\$307,151	\$405,728	\$442,857	\$495,968	\$90,240	22.24%
Other Services & Charges	\$2,038,325	\$2,707,653	\$2,143,161	\$1,963,061	(\$744,592)	(27.50%)
Intergovernmental Services	\$516,669	\$400,220	\$666,617	\$467,920	\$67,700	16.92%
Capital Outlays	\$30,426	\$88,540	\$0	\$0	(\$88,540)	(100.00%)
Interfund Payments for Service & Transfers Out	\$1,759,236	\$1,859,718	\$1,512,588	\$1,334,608	(\$525,110)	(28.24%)
Total Expenditures & Transfers Out	\$9,672,648	\$11,728,555	\$11,317,363	\$11,208,586	(\$519,969)	(4.43%)

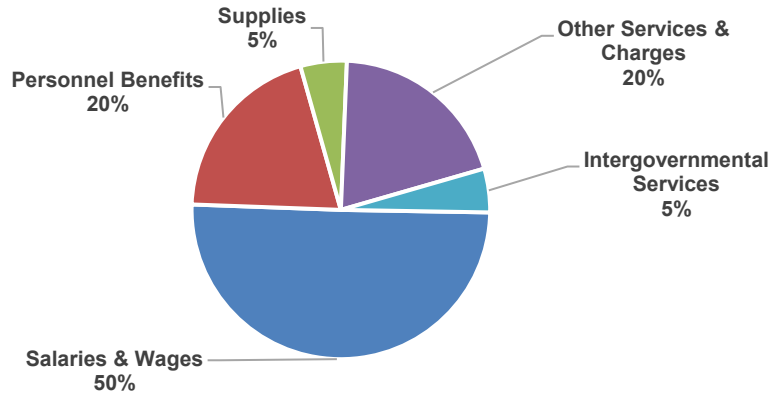
Revenue by Type

Expenditure Category	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Budget	Percentage Change
Licenses & Permits	\$605,866	\$520,000	\$878,353	\$670,000	\$150,000	28.85%
Intergovernmental Revenues	\$2,816,646	\$2,624,444	\$2,358,637	\$2,414,654	(\$209,790)	(7.99%)
Fines and Forfeits	\$849	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenues	\$761,465	\$309,118	\$397,880	\$0	(\$309,118)	(100.00%)
Other Financing Sources	\$353,301	\$1,509,631	\$1,401,119	\$1,751,243	\$241,612	16.00%
Investment Earnings	\$16,075	\$5,000	\$9,636	\$5,000	\$0	0.00%
Total Revenues	\$4,554,202	\$4,968,193	\$5,045,625	\$4,840,897	(\$127,296)	(2.56%)
General Fund Subsidy	\$4,651,575	\$6,611,387	\$5,954,796	\$6,367,689	(\$243,698)	(3.69%)
Street	\$466,870	\$148,975	\$316,943	\$0	(\$148,975)	(100.00%)
Total Resources	\$9,672,648	\$11,728,555	\$11,317,363	\$11,208,586	(\$519,969)	(4.43%)

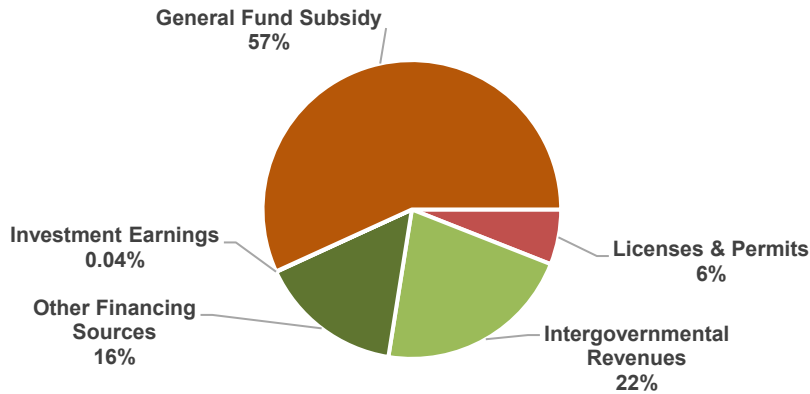


Public Works 2021-2022 Biennial Budget

Expenditures



Revenues



*Some Programs are projecting expenditures exceeding budget for the 2019-2020 Biennium as a result of unbudgeted COVID-19 related costs. These costs are anticipated to be fully reimbursed through FEMA or Cares Act funding, and there is adequate budget appropriation at the fund level to cover the expenditures due to other programmatic and project related cost savings.

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

Traffic Services

- Inventory of the Availability and Utilization of Parking Station Subarea Extra Help (\$25 000).



Public Works 2021-2022 Biennial Budget

Ongoing Changes

Streets Landscaping

- Additive funding is provided to the Grounds Maintenance program in order to maintain the new landscape infrastructure installed as part of the Westminster Way N. and N. 155th St. reconstruction project starting in 2022 (\$27,419).

Programmatic Change

Traffic Services

- Over the last three years, Traffic Services contracted durable pavement marking maintenance and installation. Each year's contract has presented challenges, including high cost, lack of completion, and higher use of staff resources in comparison to prior delivery (using King County). Prior to contracting, King County was not consistently completing necessary maintenance during the available season, resulting in thermoplastic wear below visibility standards which is why the City shifted this task to contractors, however the same challenges persist. To ensure consistent and reliable durable pavement marking maintenance, and in order to respond to installation or removal needs as they arise throughout the year, Traffic Services has worked with the Utility and Operations Division to ensure durable marking maintenance can be completed by Street Operations staff annually. It is estimated the change will save the City \$45,000 annually or \$90,000 biennially ongoing.
 - Associated One-Time Costs:
 - Upgrades to existing pickup truck scheduled for replacement (\$24,000)
 - Acquisition of durable pavement marking equipment (\$33,240)
 - Start-up and safety supplies and other costs (\$13,370)

Staffing Changes

PW Existing Position Allocations Shifts

- The proposed PW position allocation shifts for 2021-2022 are intended to better align staff with where they are working verses where their positions are currently budgeted. Overall, the shifts increase costs in the General Fund, which are partially offset by non-salary and benefit items. The ongoing impact to the General Fund is \$137,441 biennially.

CIP

- Addition of 1.00 FTE Engineer 3 (\$323,765 biennially) and 1.00 FTE Transportation Specialist (\$201,075 biennially) to support delivery of Roads Capital projects.



RIGHT-OF-WAY PERMIT AND INSPECTION PROGRAM

Review planned work and inspect construction/work taking place in the public right-of-way; manages City franchises in the right-of-way, and provides plan review services on planning and development project applications submitted to the City's Planning and Development Services Department.

<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of ROW inspections completed per FTE	1077	1306	1459	1500	1500	1500
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of right-of-way permits issued	522	500	649	650	650	650
Number of inspections performed	1616	1960	3385	3500	3500	3500



TRANSPORTATION SERVICES PROGRAM

The Transportation Services Program manages the feasibility and/or planning phase of major corridor studies and other multi-modal improvements, as well as represents Shoreline's interest in the regional transportation projects, plans and programs. Traffic Services, a group within the Transportation Services Program, is responsible for plan review, design and approval of all traffic control devices and managing traffic operations.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Percentage of residents who are very / somewhat satisfied with the overall travel time for trips on Shoreline streets (excluding I-5 and signals to I-5)	N/A	49%	56%	64%	64%	64%
Percentage of residents that are very / somewhat satisfied with the adequacy of city street lighting in their neighborhood	N/A	54%	64%	55%	55%	55%
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of active residential areas involved in the NTSP Program	22	25	19	25	2	0
Number of work orders issued	413	200	326	200	400	400
Number of traffic counts completed each year	150	200	150	400	150	150
Number of residential area traffic projects completed per year	1	2	1	1	1	0
Number of Traffic Service requests received	328	435	470	400	500	520
Percentage of Bike Plan completed	56%	61%	61%	61%	61%	61%
Percentage of Pedestrian Plan completed	50%	52%	54%	54%	54%	54%



STREET OPERATION

Vegetation Maintenance in Right-of-Way: Maintains public rights-of-way by tree trimming, controlling vegetation, grading and other methods. Street Maintenance & Operations: Manages the city's road overlay, curb ramp, and sidewalk programs. Provides maintenance and upkeep of city streets and roads. This service includes pothole patching, crack sealing, street sweeping, and snow and ice removal. Provides general maintenance support for the City including signing, striping, fence/barricade repair, parking lot maintenance, and other odd jobs. Street Lighting: Provides funding for street lights on arterial streets and traffic signalization. Maintains inventory data on all streetlights, through a GPS network mapping system.

<i>EFFECTIVENESS</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Average PCI (Pavement Condition Index) for all City streets (5 year cycle)	81	81	81	81	81	81
Percentage of residents that are very / somewhat satisfied with the overall cleanliness of City streets/public areas	69%	69%	64%	62%	62%	62%
Percentage of residents who are very / somewhat satisfied with the overall maintenance of City streets	66%	66%	60%	56%	56%	56%
<i>EFFICIENCY</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Cost per lane mile for BST (Bituminous Surface Treatment conducted in odd years)	\$35,191	\$0	\$46,747	\$0	\$48,150	\$0
Cost per lane mile of street sweeping	\$102	\$102	\$103.75	\$103.75	105	105
<i>WORKLOAD</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020 Est.</i>	<i>2021 Proj.</i>	<i>2022 Proj.</i>
Number of lane miles resurfaced with asphalt overlay (conducted in even years)	2.48	1.9	3.36	1.71	0	1.82
Number of lane miles swept	2,363	2,500	1998	2600	2500	2500
Number of miles resurfaced with BST (Bituminous Surface Treatment)	12.63	0	9.5	0	8.3	0



STREET OPERATION

Vegetation Maintenance in Right-of-Way: Maintains public rights-of-way by tree trimming, controlling vegetation, grading and other methods. Street Maintenance & Operations: Manages the city's road overlay, curb ramp, and sidewalk programs. Provides maintenance and upkeep of city streets and roads. This service includes pothole patching, crack sealing, street sweeping, and snow and ice removal. Provides general maintenance support for the City including signing, striping, fence/barricade repair, parking lot maintenance, and other odd jobs. Street Lighting: Provides funding for street lights on arterial streets and traffic signalization. Maintains inventory data on all streetlights, through a GPS network mapping system.

WORKLOAD	2017	2018	2019	2020 Est.	2021 Proj.	2022 Proj.
Number of traffic signs maintained	500	500	722	722	550	550



Utilities



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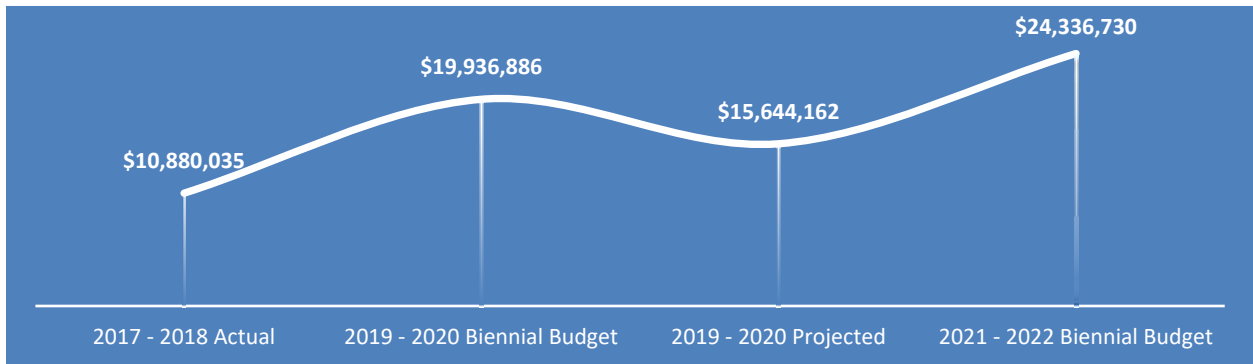
Surface Water 2021-2022 Biennial Budget

Department Mission Statement

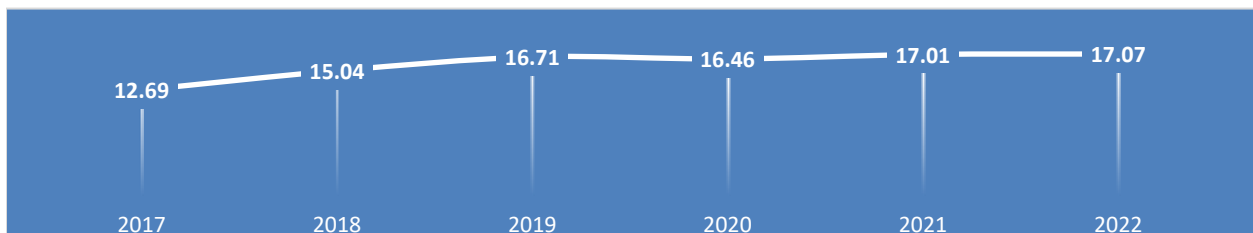
We work together to provide environmental, street and surface water services of the highest quality.



Expenditure Comparison



Staffing Trend



Program	2017	2018	2019	2020	2021	2022	2021	2022
	Actual	Actual	Actual	Budget	Budget	Budget	Changes	Changes
SWM Management	10.21	11.58	12.58	12.58	12.92	12.92	0.34	0.00
SWM Roads	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Surface Water Landscape	0.00	0.00	0.70	0.70	0.73	0.73	0.03	0.00
SWM Capital	2.48	3.46	3.43	3.18	3.36	3.42	0.18	0.06
Total Full-Time Equivalent Staff	12.69	15.04	16.71	16.46	17.01	17.07	0.55	0.06



Surface Water 2021-2022 Biennial Budget

For more information regarding the Surface Water Utility's 2019-2020 Biennial Budget, please refer to the "Surface Water Utility Fund (401) Summary" under the "Budget by Fund" Section.

2019-2020 Council Goals and Work Plan Accomplishments

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Implemented 2018 Surface Water Master Plan with focus on completing tasks identified for 2019 – 2020 planning years.
- Implemented re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit).
- Completed a "gap analysis" and implemented process improvements related to SWM fee billing and Surface Water-related elements of City permitting, especially TESC inspection tracking and covenant process.
- Continued to implement comprehensive asset management system, including asset inventory and condition assessment for Surface Water Utility.
- Completed design and construction of 2020 CIPP Stormwater Pipe Repair Project.
- Completed Climate Impacts and Resiliency Study.
- Completed the Boeing Creek Regional Stormwater Facility Study.
- Advanced SEPA Mitigation Measures for 145th and 185th Station Subarea Surface Water systems from previous Subarea Planning, including implementing the Surface Water System Capacity Modeling Study as a key step.
- Completed preliminary design of improvements for all Surface Water pump stations.
- Completed initial development of Utility Communications Plan to provide effective outreach about Utility activities, projects, and initiatives, and to meet re-issued NPDES permit requirements for public education and outreach.

2021-2022 Council Goals and Work Plan Goals

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Implement 2018 Surface Water Master Plan and accompanying "gap analysis" with focus on completing tasks identified for 2021 – 2022 planning years and begin work on the next Surface Water Master Plan Update (in 2022).
- Continue to implement work as needed for compliance with 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit), including creation of a new Business Source Control program and development of a Stormwater Management Action Plan (SMAP).
- Continue to implement comprehensive asset management system, including asset inventory, condition assessment, and lifecycle/risk analysis for Surface Water Utility.
- Develop a Water Quality Monitoring Program Plan to maximize efficiency and effectiveness of the Water Quality Monitoring Program, including how to best satisfy related Salmon-Safe conditions and 2019-2024 NPDES permit requirements.
- Complete design, permitting, and construction of the following capital projects:
 - Hidden Lake Dam Removal
 - Pump Station 26 Improvements
 - 2021 and 2022 Stormwater Pipe Repair and Surface Water Small Projects
 - NE 148th Street Infiltration Facilities



Surface Water 2021-2022 Biennial Budget

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

SWM Management:

- 2021 Surface Water Rental and Operation of Down-fleeted Wastewater Vactor (\$20,901)
- 2021 Early Replacement of Existing Street Sweeper (\$27,676)

Ongoing Changes

- No Major Ongoing Changes

Staffing Changes

- No Major Staffing Changes

Surface Water Utility - Performance Measures

Red font indicates Performance Measures that are new or revised since 2018 as programs and their optimal measures evolve

Level of Service	Programs	Selected Performance Measures	Meets Expectations	Needs Improvement	Below Expectations	2019 Program Measures	2019 Overall Rating	2020 Program Estimates*	2020 Overall Target Rating	2021-2022 Program Target	2021-2022 Target Rating
LOS 1 Manage public health, safety and environmental risks from impaired water quality, flooding, and failed infrastructure	Drainage Assessment	Percent of new drainage assessments awaiting initial review, prioritization, and assignment of follow-up action	<5%	5%-30%	>30%	>30%	Needs Improvements 	0%	Meets Expectations 	0%	Meets Expectations
	System Maintenance	Percent of maintenance completed in accordance with schedule or NPDES requirements, measured annually	>90%	80%-90%	< 80%	83%		80%		>90%	
	System Inspection	Percent of asset inspections completed as scheduled	>95%	80%-95%	< 80%	100%		100%		100%	
LOS 2 Provide consistent, equitable standards of service to the citizens of Shoreline at a reasonable cost, within rates and budget	Stormwater Permit	Percent of permit data integrated in asset management systems within 6 months of closed permit.	>95%	80%-95%	< 80%	63%	Below Expectations 	70%	Below Expectations 	80%	Meets Expectations
	Small Repairs	Percent of identified small repairs completed within one year	>50%	50%	< 50%	38%		30%		>50%	
	Surface Water Small Projects	Percent of small projects constructed within 1 year of design completion	>95%	80%-95%	< 80%	N/A (no designs completed)		N/A (no designs completed)		100%	
LOS 3 Engage in transparent communication through public education and outreach	Soak it Up LID Rebate	Percent distributed of total rebate budget	>80%	50%-80	< 50%	81%	Meets Expectations 	60%	Needs Improvements 	100%	Meets Expectations
	Water Quality Public Outreach	Customers reached by education and outreach programs and events	>1000	500 to 1000	<500	1279		200		1300	
LOS 4 Comply with regulatory requirements for the urban drainage system	NPDES Compliance	Number of non-compliance notifications per year	0	1	>1	2	Below Expectations 	1	Needs Improvements 	0	Meets Expectations

*2020 Program Estimates reflect COVID-19 impacts



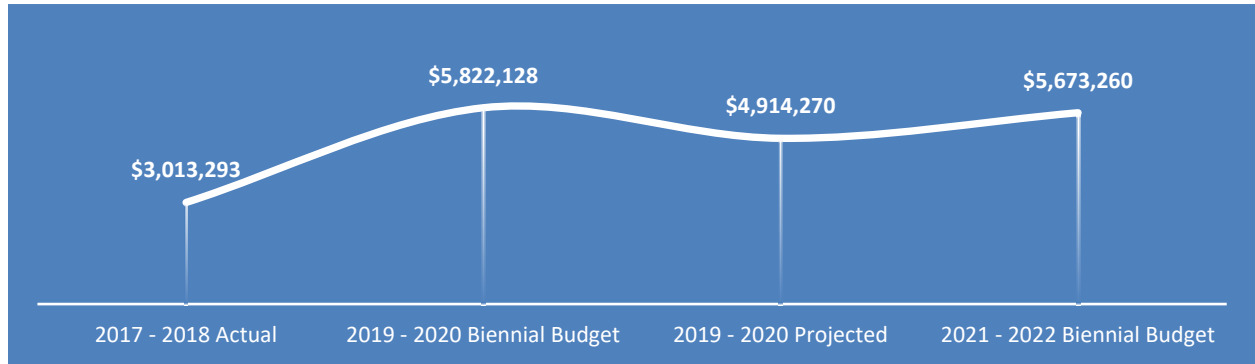
Wastewater 2021-2022 Biennial Budget

Department Mission Statement

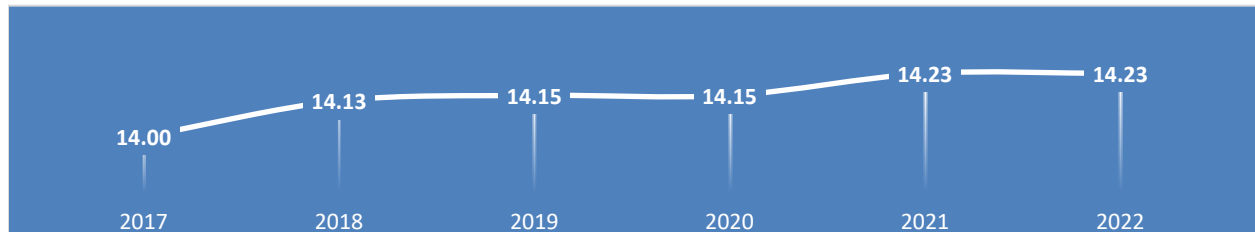
We work together to provide environmental, street and surface water services of the highest quality.



Expenditure Comparison



Staffing Trend



Program	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2021 Changes	2022 Changes
Wastewater Finance Operations	5.00	4.05	4.05	4.05	4.05	4.05	0.00	0.00
Wastewater Operations Management	7.00	8.08	7.75	7.75	7.75	7.75	0.00	0.00
Wastewater Permitting	2.00	2.00	2.35	2.35	2.43	2.43	0.08	0.00
Total Full-Time Equivalent Staff	14.00	14.13	14.15	14.15	14.23	14.23	0.08	0.00

For more information regarding the Wastewater Utility’s 2021-2022 Biennial Budget, please refer to the “Wastewater Utility Fund (405) Summary” under the “Budget by Fund” Section.



Wastewater 2021-2022 Biennial Budget

In 2002, the City and Ronald Wastewater District (RWD) entered into an agreement to unify sewer services with City operations through assumption of RWD by the City effective October 23, 2017. In mid-2017, the RWD Board and the City mutually agreed to extend the assumption date. Although this is the case, RWD executed a Services Agreement with the City to operate the utility on the behalf of RWD. Under this arrangement, the City will operate and maintain the sewer utility while the RWD Board of Commissioners will be responsible for addressing policy matters, setting rates, and managing capital improvements for the utility.

The City took over operations of the wastewater utility on October 23, 2017. 2018 was our first full year of budget. We developed the 2021-2022 budget based on the experience of operating the utility, includes personnel and maintenance and operations costs necessary to operate the utility, and includes some shifting of budget, and reallocation of staff between the various wastewater functions. RWD has retained all revenue and costs associated with interlocal agreements and certain operating contracts. The Operating Service Agreement provides that RWD will reimburse the City based on annual budgeted costs with quarterly reconciliation of direct costs.

2019-2020 Council Goals and Work Plan Accomplishments

Goal 2: Continue to deliver highly valued public services through management of the City's infrastructure and stewardship of the natural environment

- Stabilization of transitioned processes

2019-2020 Operational Objectives

- Maintained reliable wastewater services for a healthy community.
- Monitored inflow and infiltration of ground water into sewer lines to minimize unnecessary hydraulic flows into the sewer system with line repair and rehabilitation.

2021-2022 Council Goals and Work Plan Goals

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

- Integrate contracted wastewater services into the Department upon RWD assumption.

2021-2022 Operational Objectives

- Coordinate master plans and capital projects to optimize investments and maximize the reliability, safety, flexibility, and overall efficiency of the wastewater utility.
- Evaluate and prioritize new projects for inclusion in the City's Six-Year CIP.
- Minimize infrastructure life-cycle costs through proactive maintenance management practices while maintaining a consistent level of service.
- Incorporate Wastewater standards into the Engineering Development Manual. Update and streamline the process(es) for redevelopment particularly developer extensions required on larger projects.



Wastewater 2021-2022 Biennial Budget

Budget Changes

Each budget cycle, staff removes any one-time items included in the previous adopted budget. Staff also makes slight modifications to account for ongoing changes and increasing costs. Below is a summary of major budget changes associated with supplemental requests, projects, and other programmatic shifts.

Expenditures

One-Time Supplementals

Wastewater Permitting

- Sewer Line-Rapid Assessment Tool (SL-RAT) (\$30,000)
- Wastewater AutoCAD and ArcGIS Data Reconciliation (\$69,802)

Ongoing Changes

Wastewater Operation Management

- Sewer Line-Rapid Assessment Tool (SL-RAT) (\$6,000 ongoing)
- Cathodic Protection Inspection Program (\$15,000)
- Sewage Lift Station Pump and Motor Vibration Analysis (\$7,000)
- Sewage Lift Station Thermographic Imagery Analysis (\$7,000)

Staffing Changes

- No Major Staffing Changes



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BUDGET BY FUND



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FUND STRUCTURE

The City has established a variety of funds that are used to collect revenues and hold funds in reserve for specified purposes. The City has five categories of funds; operating, capital, enterprise, internal service and agency. Operating funds collect a variety of revenues to support the City's various functions. Capital Funds receive designated revenues and transfers-in from other funds to be used for specific capital projects. Enterprise funds are used to report activity related to the collection of an external fee for service. Internal service funds account for the goods and services provided internally on a cost-reimbursement basis. The City provides fiscal agency services to the Northshore/Shoreline Community Network. These transactions are reflected in an agency fund. The City's funds breakdown is as follows:

Major Fund	Fund	Percentage of Total Budget
✓	General Fund (O)	#N/A
✓	Roads Capital Fund (C)	#N/A
✓	Surface Water Utility Fund (E)	11.2%
	2020 Ltd. General Obligation Bond Fund (D)	#N/A
✓	General Capital Fund (C)	#N/A
✓	Wastewater Utility Fund (E)	#N/A
✓	Sidewalk Expansion Fund (C)	#N/A
✓	Street Fund (O)	#N/A
✓	Shoreline Secure Storage Fund (O)	#N/A
	2009 Ltd. General Obligation Bond Fund (D)	#N/A
	Sidewalk Ltd. General Obligation Bond Fund (D)	#N/A
	2006 Unltd. General Obligation Bond Fund (D)	#N/A
	Transportation Impact Fees Fund (C)	#N/A
	City Facility-Major Maint. Fund (C)	#N/A
	Park Impact Fees Fund (C)	#N/A
	Park Impact Fees Fund (C)	#N/A
	Vehicle Operations Fund (I)	#N/A
	2013 Ltd. General Obligation Bond Fund (D)	#N/A
	Equipment Replacement Fund (I)	#N/A
	Public Arts Fund (O)	#N/A
	Public Arts Fund (O)	#N/A
	Code Abatement Fund (O)	#N/A
	State Drug Enforcement Forfeiture Fund (O)	#N/A
	State Drug Enforcement Forfeiture Fund (O)	#N/A
	Unemployment Fund (I)	#N/A
	Federal Drug Enforcement Forfeiture Fund (O)	#N/A
	Revenue Stabilization Fund (O)	#N/A
	Property Tax Equalization Fund (O)	#N/A
	Federal Criminal Forfeiture Fund (O)	#N/A

Fund Number Fund Name	Fund Type Description
	Operating Funds
Fund 001 General Fund	The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are general purpose State and local taxes.
Fund 020 Shoreline Secure Storage Fund	Fund 020 is a managerial fund used to pay the expenses and liabilities of the operation of Shoreline Secure Storage. The primary source of revenue is rental income from the operation of the Shoreline Secure Storage Facility.
	Operating Funds - Special Revenue
	Funds that include dedicated revenues for a specific purpose (e.g. roads, enforcement of drug laws, etc.), that require an additional level of accountability and are collected in a separate account.
Funds 101 Street Fund	The Street Fund provides support for roads and transportation maintenance and right-of-way activities. Fuel tax is the major source of revenue. Funds are transferred from the General Fund to subsidize the Street Operations program.
Fund 107 Code Abatement Fund	The Code Abatement Fund was established in 2002 by a transfer from the General Fund. It accounts for City code abatement efforts (public nuisances, dangerous buildings, etc.) with the costs associated with the abatement charged to the owner of the property either as a lien on the property or on the tax bill and recovered monies replenishing the fund for use toward future abatement efforts.
Fund 108 State Drug Enforcement Forfeiture Fund	The purpose of the State Drug Enforcement Forfeiture Fund is to account for State seizure funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.

Fund Number Fund Name	Fund Type Description
Fund 109 Public Arts Fund	The Municipal Art Fund, commonly referred to as Public Arts Fund, was established in 2002 by Ordinance No. 312 and amended in 2020 by Ordinance No. 874. The City recognized the importance and benefit of providing visual art at its public places and facilities and it is the City's policy to provide funding for works of art in public places with art purchased with these funds becoming part of a permanent City art collection. The City's Capital Improvement Program will budget 1% of the Capital Improvement Program funding for construction projects as a revenue source for this fund.
Fund 112 Federal Drug Enforcement Forfeiture Fund	The purpose of the Federal Drug Enforcement Forfeiture Fund is to account for Federal seizure of funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.
Fund 116 Federal Criminal Forfeiture Fund	The purpose of this fund is to account for seizure funds received by the City due to staff participation in a federal task force being led by the United States Treasury. The use of the funds is restricted to purchases that will enhance the ability of the City's police to investigate criminal related crimes and incidents.
Fund 190 Revenue Stabilization Fund	The Revenue Stabilization Fund was created in late 2007 as an outcome of the revised reserve policy adopted by the City Council earlier in 2007. The Revenue Stabilization Fund accumulates a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods. Investment interest from these funds will be allocated to the General Fund.
	Debt Service Funds
	A fund established to account for the accumulation of resources for; and the payment of, general long-term debt principal and interest.
Fund 201 2006 Unltd. General Obligation Bond Fund	This fund is used to record the property tax revenues and debt service payments related to the 2006 General Obligation bonds issued to fund open space acquisitions and park improvements. These bonds were refunded in 2016.
Fund 211 2009 Ltd. General Obligation Bond Fund	This fund is used to record the principal and debt service payments related to the 2009 Limited Tax General Obligation bonds issued to fund the acquisition of the new City Hall. These bonds were refunded in 2019.
Fund 212 2018 Ltd. General Obligation Bond Fund	This fund is used to record the principal and debt service payments related to the 2020 bond anticipation notes issued to acquire properties for the Parks, Recreation and Open Space Plan.
Fund 221 2013 Ltd. General Obligation Bond Fund	This fund is used to record the principal and debt service payments related to the 2013 Limited Tax General Obligation bonds issued to fund the acquisition of the City Maintenance Facility.
Fund 230 2020 Ltd. General Obligation Bond Fund	RCW 36.73.040(3)(a) gives Transportation Benefit Districts the authority to impose a Sales Tax up to 0.2% for a period exceeding ten years if the moneys received are dedicated to the repayment of indebtedness incurred in accordance with the requirements of RCW 36.73. Shoreline City Council passed Resolution No. 430 placing a ballot for a 0.2% Sales Tax dedicated to sidewalk expansion and/or repair, which voters approved. The Sales Tax went into effect in April 2019. This fund is used to record the Sales Tax receipts and principal and debt service payments related to the bonds issued for the purpose specified in the ballot measure. Project expenditures are tracked in the Sidewalk Expansion Fund (332).
	Capital Funds
	Funds that are specifically designated for major capital improvements.
Fund 117 Transportation Impact Fees Fund	The purpose of the Transportation Impact Fees Fund is to account for the collection and use of transportation impact fees, which became effective on January 1, 2015.
Fund 118 Park Impact Fees Fund	The purpose of the Park Impact Fees Fund is to account for the collection and use of park impact fees, which became effective on January 1, 2018.

Fund Number Fund Name	Fund Type Description
Fund 301 General Capital Fund	The General Capital Fund receives resources designated specifically for capital purposes. The primary ongoing dedicated resource is real estate excise tax (REET). Other revenue sources include General Fund support and dedicated project grants. Projects in the General Capital Fund are divided into three major categories: facilities projects, parks projects and open space projects. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.
Fund 312 City Facility- Major Maintenance Fund	This fund was established in 2005. Projects in this capital fund include major repairs and replacement of systems at City facilities such as City Hall, the police station and recreation centers. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.
Fund 330 Roads Capital Fund	The Roads Capital Fund receives resources that are designated specifically for capital purposes and General Fund Support of projects and programs. The primary ongoing dedicated resource is real estate excise tax (REET). Other dedicated sources include the vehicle license fee and various project grants. Projects in the Roads Capital Fund are divided into three major categories: pedestrian / non-motorized projects, system preservation projects, and safety / operational projects. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.
Fund 332 Sidewalk Expansion Fund	RCW 36.73.040(3)(a) gives Transportation Benefit Districts the authority to impose a Sales Tax up to 0.2% for a period exceeding ten years if the moneys received are dedicated to the repayment of indebtedness incurred in accordance with the requirements of RCW 36.73. Shoreline City Council passed Resolution No. 430 placing a ballot for a 0.2% Sales Tax dedicated to sidewalk expansion and/or repair, which voters approved. The Sales Tax went into effect in April 2019. This fund is a managerial fund under the Roads Capital Fund used to receive bond proceeds and track expenditures for the purpose specified in the ballot measure. Sales tax revenues and debt service payments are made from Sidewalk LTGO Bond Fund (230).
	Enterprise Fund
	A proprietary fund type is used to report an activity for which a fee is charged to external users for goods or services. Usually an activity accounted for in an enterprise fund indicates that the fees charged should cover both operational and capital activities of the activity.
Fund 401 Surface Water Utility Fund	This fund is used to account for all operations and capital improvements related to surface water management and drainage. The City charges property owners an annual surface water fee that is used to fund these activities.
Fund 405 Wastewater Utility Fund	This fund is used to account for all operations related to operation of the Ronald Wastewater District (RWD). The City and Ronald Wastewater District entered into an interlocal agreement that provided for the City's assumption of the RWD by October 23, 2017. An interlocal Operating Service Agreement was entered into in 2017 where the RWD Board serves as the governing body of the Utility and retains ownership of real property and responsibility for the Capital Improvement Plan for RWD, and the operations of the utility will be performed by the City with RWD personnel and equipment transferred to the City in 2017. RWD retains all revenues and interlocal agreement costs. The Operating Service Agreement provides that RWD will reimburse the City based on annual budgeted costs with annual reconciliation of direct costs.
	Internal Service Funds
	A type of proprietary fund which accounts for the goods and services which are provided to other units of the City and payment by the benefiting unit is intended to fund the costs of providing the services.
Fund 501 Vehicle Operations and Maintenance Fund	The Vehicle Operations and Maintenance Fund is used to account for the costs of operating and maintaining City vehicles and auxiliary equipment. Departments are assessed an annual charge for the estimated cost of the repair and maintenance of their vehicles along with projected fuel costs.

Fund Number Fund Name	<u>Fund Type</u> Description
Fund 503 Equipment Replacement Fund	This fund is used only for the replacement of vehicles and other non-IT equipment. Based upon the vehicle replacement schedule, departments are assessed an annual charge to cover the anticipated replacement costs for their vehicles. Prior to 2014, this fund included the replacement of vehicles, computers, servers and other related equipment. An annual transfer was made from the General Fund to support the replacement of all computer related equipment. In 2014, the replacement of computers, servers, and other related IT equipment began to occur in the General Fund.
Fund 505 Unemployment Fund	An annual allocation is made to this fund in lieu of making contributions to the state unemployment insurance.
	<u>Agency Fund</u> Used to account for assets held by a government as an agent for individuals, private organizations, other government agencies and/or other funds.
Fund 651 Northshore / Shoreline Community Network	The city provides fiscal agency services through an interlocal agreement to the Northshore/Shoreline Community Network. The network's Executive Board retains complete control over the day-to-day administrative activities. This fund is custodial in nature and does not involve the measurement of results of operations. Therefore, the City does not appropriate a budget for this fund.



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General Fund (001) Summary

The General Fund is used to pay the expenses and liabilities of the City associated with general service functions that are not budgeted in special revenue funds. The primary sources of revenue are general purpose State and local taxes.

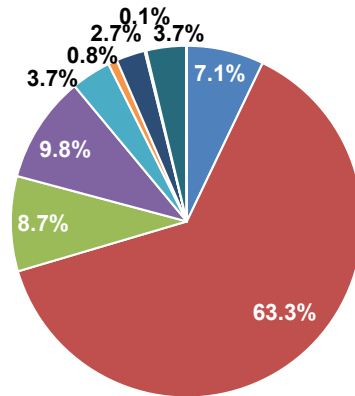
Department: Various
Program: Various

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020	
												Biennial Estimate	Percentage Change
Beginning Fund Balance	\$12,869,910	\$14,049,641	\$17,817,459	\$13,034,880	\$17,817,459	\$17,817,459	\$22,703,658	\$17,817,459	\$18,503,585	\$14,193,054	\$18,503,585	\$686,126	4%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$6,248,730	\$3,462,536	\$9,711,266	\$0	\$0	\$0	\$4,310,531	\$2,554,532	\$6,865,063	\$6,865,063	0%
Taxes	\$27,636,731	\$30,076,026	\$30,426,640	\$31,312,453	\$61,739,093	\$32,362,363	\$29,012,650	\$61,375,013	\$29,740,397	\$31,342,233	\$61,082,630	(\$292,383)	(0%)
Licenses & Permits	4,557,663	5,157,337	4,822,420	4,559,800	9,382,220	5,155,689	4,147,320	9,303,009	4,653,003	3,786,795	8,439,798	(863,211)	(9%)
Intergovernmental Revenues	3,935,920	4,450,972	6,180,564	5,042,841	11,223,405	5,208,409	6,837,168	12,045,577	4,627,660	4,821,246	9,448,906	(2,596,671)	(22%)
Charges for Goods and Services	2,361,315	2,460,005	2,061,719	1,982,339	4,044,058	3,689,356	1,875,534	5,564,890	1,764,897	1,771,329	3,536,226	(2,028,664)	(36%)
Fines and Forfeits	423,469	470,486	404,000	404,000	808,000	327,454	284,000	611,454	404,000	404,000	808,000	196,546	32%
Miscellaneous Revenues	1,317,480	1,368,032	1,649,774	1,787,916	3,437,690	1,407,854	1,221,130	2,628,984	1,214,352	1,353,790	2,568,142	(60,842)	(2%)
Investment Earnings	166,443	373,421	69,000	69,000	138,000	542,444	69,000	611,444	69,000	69,000	138,000	(473,444)	(77%)
Total Revenue (excl. Use of Fund Bal.)	\$40,399,021	\$44,356,278	\$45,614,117	\$45,158,349	\$90,772,466	\$48,693,569	\$43,446,802	\$92,140,371	\$42,473,309	\$43,548,393	\$86,021,702	(\$6,118,669)	(7%)
Other Financing Sources													
Proceeds from Capital Assets	2,571	15,814	0	2,450,000	2,450,000	4,145	2,450,000	2,454,145	0	0	0	(2,454,145)	(100%)
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	1,030,288	1,077,991	1,231,602	1,473,551	2,705,153	1,231,602	1,473,551	2,705,153	1,774,059	1,774,059	3,548,118	842,965	31%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	506,938	755,404	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	200,114	15,000	15,000	30,000	565	15,000	15,565	15,000	15,000	30,000	14,435	93%
Total Other Financing Sources	\$1,539,797	\$2,049,322	\$1,246,602	\$3,938,551	\$5,185,153	\$1,236,312	\$3,938,551	\$5,174,863	\$1,789,059	\$1,789,059	\$3,578,118	(\$1,596,745)	(31%)
Total Revenue and Other Financing Sources	\$41,938,818	\$46,405,601	\$46,860,719	\$49,096,900	\$95,957,619	\$49,929,880	\$47,385,353	\$97,315,233	\$44,262,368	\$45,337,452	\$89,599,820	(\$7,715,413)	(8%)
Use of Funds													
Salaries & Wages	\$11,045,557	\$11,834,065	\$12,795,348	\$13,087,397	\$25,882,745	\$12,698,841	\$12,817,587	\$25,516,428	\$12,762,042	\$13,050,315	\$25,812,357	\$295,929	1%
Personnel Benefits	4,162,772	4,484,082	4,859,992	4,859,186	9,719,178	4,756,089	4,759,160	9,515,249	4,998,839	5,159,324	10,158,163	642,914	7%
Supplies	782,518	991,443	1,277,132	1,716,326	1,993,458	720,451	962,962	1,683,413	901,910	892,284	1,794,194	110,781	7%
Other Services & Charges	6,493,537	7,439,380	9,440,689	8,079,121	17,519,810	8,003,011	9,123,016	17,126,027	7,488,746	7,832,268	15,321,014	(1,805,013)	(11%)
Intergovernmental Services	14,314,013	14,504,600	15,709,685	16,113,397	31,823,082	14,551,824	15,965,367	30,517,191	16,571,410	17,028,030	33,599,440	3,082,249	10%
Capital Outlays	29,339	182,887	65,734	31,100	96,834	72,043	1,100	73,143	8,434	0	8,434	(64,709)	(88%)
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	4,065	8,179	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	352,386	378,338	455,882	469,126	925,008	422,442	441,728	864,170	348,065	350,469	698,534	(165,636)	(19%)
Contingency	0	0	2,263,422	2,323,920	4,587,342	0	784,654	784,654	240,000	1,383,208	1,623,208	838,554	107%
Total Expenditures	\$37,184,187	\$39,822,975	\$46,867,884	\$45,679,573	\$92,547,457	\$41,224,701	\$44,855,574	\$86,080,275	\$43,319,446	\$45,695,898	\$89,015,344	\$2,935,069	3%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	2,426,312	1,777,287	2,526,835	3,206,578	5,733,413	1,576,339	4,157,074	5,733,413	3,675,384	628,496	4,303,880	(1,429,533)	(25%)
Transfers Out Debt Service	937,198	893,996	939,069	919,978	1,859,047	1,062,084	919,978	1,982,062	677,104	695,072	1,372,176	(609,886)	(31%)
Other Transfers Out	211,390	143,525	1,309,510	1,315,151	2,624,661	1,180,556	1,652,800	2,833,356	900,965	872,518	1,773,483	(1,059,873)	(37%)
Total Other Financing Uses	\$3,574,900	\$2,814,808	\$4,775,414	\$5,441,707	\$10,217,121	\$3,818,979	\$6,729,852	\$10,548,831	\$5,253,453	\$2,196,086	\$7,449,539	(\$3,099,292)	(29%)
Total Expenditures	\$40,759,087	\$42,637,783	\$51,643,298	\$51,121,280	\$102,764,578	\$45,043,680	\$51,585,426	\$96,629,107	\$48,572,899	\$47,891,984	\$96,464,883	(\$164,224)	(0%)
Ending Fund Balance	\$14,049,641	\$17,817,459	\$13,034,880	\$11,010,500	\$11,010,500	\$22,703,658	\$18,503,585	\$18,503,585	\$14,193,054	\$11,638,522	\$11,638,522	(\$6,865,063)	(37%)

Available fund balance will be used for the Operating Contingency, Insurance Reserve, one-time CIP support, and one-time supplemental requests as detailed in the Transmittal Letter.

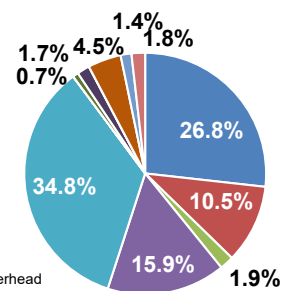
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Shoreline Secure Storage Fund (020) Summary

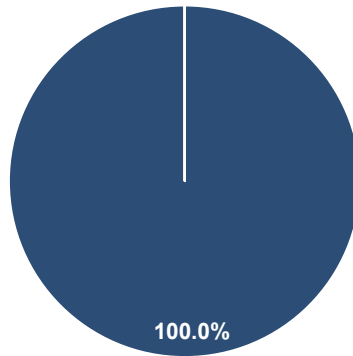
Fund 020 is a managerial fund used to pay the expenses and liabilities of the operation of Shoreline Secure Storage. The primary source of revenue is rental income from the operation of the Shoreline Secure Storage Facility.

Department: City Manager's Office
Program: Economic Development

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	3,000,000	3,000,000	0	1,035,600	1,035,600	1,129,750	1,129,750	2,259,500	1,223,900	118%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$0	\$1,035,600	\$1,035,600	\$1,129,750	\$1,129,750	\$2,259,500	\$1,223,900	118%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$0	\$1,035,600	\$1,035,600	\$1,129,750	\$1,129,750	\$2,259,500	\$1,223,900	118%
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	20,575	20,575	0	0	0	(20,575)	(100%)
Other Services & Charges	0	0	0	2,617,334	2,617,334	0	624,014	624,014	649,750	649,750	1,299,500	675,486	108%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	8,345	8,345	0	0	0	(8,345)	(100%)
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$2,617,334	\$2,617,334	\$0	\$652,934	\$652,934	\$649,750	\$649,750	\$1,299,500	\$646,566	99%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	382,666	382,666	480,000	480,000	960,000	577,334	151%
Other Transfers Out	0	0	0	382,666	382,666	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$382,666	\$382,666	\$0	\$382,666	\$382,666	\$480,000	\$480,000	\$960,000	\$577,334	151%
Total Expenditures	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$0	\$1,035,600	\$1,035,600	\$1,129,750	\$1,129,750	\$2,259,500	\$1,223,900	118%
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%

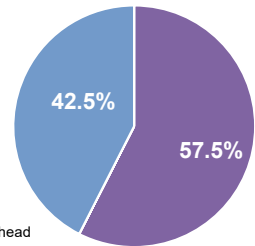
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Street Fund (101) Summary

The Street Fund provides support for roads and transportation maintenance and right-of-way activities. Fuel tax is the major source of revenue. Funds are transferred from the General Fund to subsidize the Street Operations program.

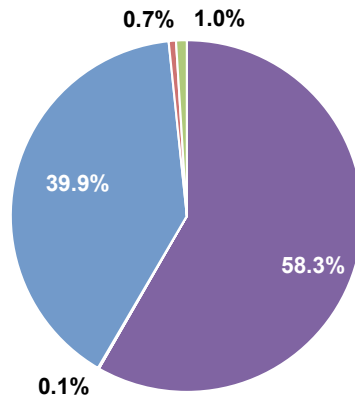
Department: Public Works
Program: Street Operations

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Percentage Change
Beginning Fund Balance	\$1,043,717	\$996,276	\$576,847	\$427,872	\$576,847	\$576,847	\$296,979	\$576,847	\$259,904	\$259,904	\$259,904	(\$316,943)	(55%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$148,975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	1,248,738	1,455,960	1,270,087	1,299,521	1,248,738	1,258,794	1,036,146	2,294,940	1,172,250	1,242,404	2,414,654	119,714	5%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	849	0	0	0	849	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	5,469	0	0	0	5,469	2,562	0	2,562	0	0	0	(2,562)	(100%)
Investment Earnings	8,793	7,282	2,500	2,500	8,793	7,136	2,500	9,636	2,500	2,500	5,000	(4,636)	(48%)
Total Revenue (excl. Use of Fund Bal.)	\$1,263,849	\$1,463,242	\$1,272,587	\$1,302,021	\$1,263,849	\$1,268,491	\$1,038,646	\$2,307,137	\$1,174,750	\$1,244,904	\$2,419,654	\$112,517	5%
Other Financing Sources													
Proceeds from Capital Assets	7,145	0	0	0	7,145	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	182,460	155,697	607,086	589,935	182,460	531,668	832,161	1,363,829	849,145	804,679	1,653,824	289,996	21%
Other Transfers In	0	0	35,308	207,302	0	0	0	0	0	27,419	27,419	27,419	0%
Other Financing Sources	0	2,507	20,000	20,000	0	1,726	20,000	21,726	20,000	20,000	40,000	18,274	84%
Total Other Financing Sources	\$189,605	\$158,204	\$662,394	\$817,237	\$189,605	\$533,393	\$852,161	\$1,385,554	\$869,145	\$852,098	\$1,721,243	\$335,689	24%
Total Revenue and Other Financing Sources	\$1,453,454	\$1,621,446	\$1,934,981	\$2,119,258	\$1,453,454	\$1,801,885	\$1,890,807	\$3,692,692	\$2,043,895	\$2,097,002	\$4,140,897	\$448,205	12%
Use of Funds													
Salaries & Wages	\$485,967	\$452,585	\$720,002	\$842,652	\$485,967	\$810,962	\$837,407	\$1,648,369	\$848,609	\$895,874	\$1,744,483	\$96,114	6%
Personnel Benefits	223,435	209,573	288,092	330,293	223,435	365,053	350,922	715,975	361,099	364,441	725,540	9,565	1%
Supplies	90,810	114,450	159,990	138,190	90,810	178,786	142,950	321,736	144,590	147,090	291,680	(30,056)	(9%)
Other Services & Charges	161,404	114,105	201,938	118,259	161,404	96,316	88,859	185,175	126,963	126,963	253,926	68,751	37%
Intergovernmental Services	59	74	6,800	6,800	59	302	2,500	2,802	6,200	6,200	12,400	9,598	343%
Capital Outlays	293	3,350	17,040	0	293	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	209,056	229,107	253,799	270,076	209,056	236,872	254,548	491,420	210,446	210,446	420,892	(70,528)	(14%)
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$1,171,024	\$1,123,244	\$1,647,661	\$1,706,270	\$1,171,024	\$1,688,291	\$1,677,186	\$3,365,477	\$1,697,907	\$1,751,014	\$3,448,921	\$83,444	2%
Other Financing Uses													
Transfers Out General Fund Overhead	277,818	286,986	216,295	250,696	277,818	216,295	250,696	466,991	345,988	345,988	691,976	224,985	48%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	52,053	630,645	220,000	162,292	52,053	177,166	0	177,166	0	0	0	(177,166)	(100%)
Total Other Financing Uses	\$329,871	\$917,631	\$436,295	\$412,988	\$329,871	\$393,461	\$250,696	\$644,157	\$345,988	\$345,988	\$691,976	\$47,819	7%
Total Expenditures	\$1,500,895	\$2,040,875	\$2,083,956	\$2,119,258	\$1,500,895	\$2,081,752	\$1,927,882	\$4,009,634	\$2,043,895	\$2,097,002	\$4,140,897	\$131,263	3%
Ending Fund Balance	\$996,276	\$576,847	\$427,872	\$427,872	\$529,406	\$296,979	\$259,904	\$259,904	\$259,904	\$259,904	\$259,904	\$0	0%

Available fund balance is budgeted for one-time supplemental requests.

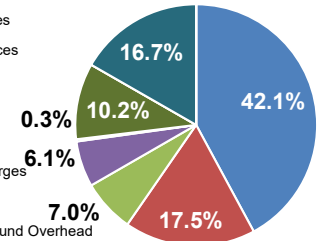
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Code Abatement Fund (107) Summary

The Code Abatement Fund was established in 2002 by a transfer from the General Fund. It accounts for City code abatement efforts (public nuisances, dangerous buildings, etc.) with the costs associated with the abatement charged to the owner of the property either as a lien on the property or on the tax bill and recovered monies replenishing the fund for use toward future abatement efforts.

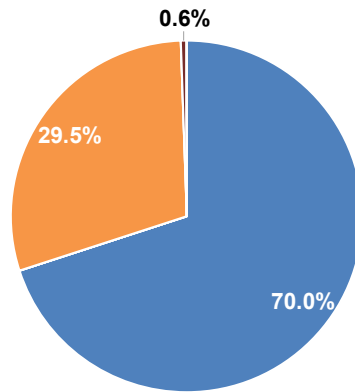
Department: City Manager's Office
Program: Code Enforcement & Customer Response Team

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$167,938	\$378,830	\$395,097	\$325,097	\$395,097	\$395,097	\$424,087	\$395,097	\$424,087	\$354,087	\$424,087	\$28,990	7%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$70,000	\$70,000	\$140,000	\$0	\$0	\$0	\$70,000	\$70,000	\$140,000	\$140,000	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	6,548	1,050	0	0	0	19,025	0	19,025	29,450	29,450	58,900	39,875	210%
Miscellaneous Revenues	204,000	8,987	29,450	29,450	58,900	0	29,450	29,450	0	0	0	(29,450)	(100%)
Investment Earnings	4,344	6,231	550	550	1,100	9,965	550	10,515	550	550	1,100	(9,415)	(90%)
Total Revenue (excl. Use of Fund Bal.)	\$214,892	\$16,268	\$30,000	\$30,000	\$60,000	\$28,990	\$30,000	\$58,990	\$30,000	\$30,000	\$60,000	\$1,010	2%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$214,892	\$16,268	\$30,000	\$30,000	\$60,000	\$28,990	\$30,000	\$58,990	\$30,000	\$30,000	\$60,000	\$1,010	2%
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	4,000	0	100,000	100,000	200,000	0	30,000	30,000	100,000	100,000	200,000	170,000	567%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$4,000	\$0	\$100,000	\$100,000	\$200,000	\$0	\$30,000	\$30,000	\$100,000	\$100,000	\$200,000	\$170,000	567%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$4,000	\$0	\$100,000	\$100,000	\$200,000	\$0	\$30,000	\$30,000	\$100,000	\$100,000	\$200,000	\$170,000	567%
Ending Fund Balance	\$378,830	\$395,097	\$325,097	\$255,097	\$255,097	\$424,087	\$424,087	\$424,087	\$354,087	\$284,087	\$284,087	(\$140,000)	(33%)

Accumulated funds from prior years will be used for City code abatement efforts (public nuisances, dangerous buildings, etc.).

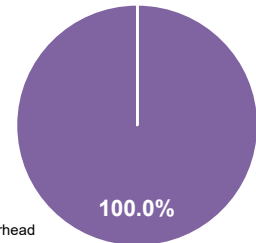
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



State Drug Enforcement Forfeiture Fund (108) Summary

The purpose of the State Drug Enforcement Forfeiture Fund is to account for State seizure funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.

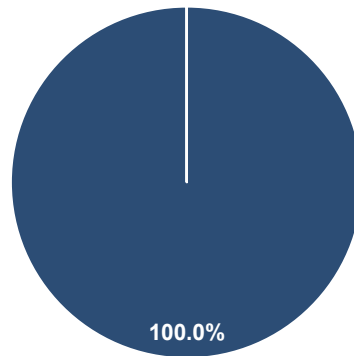
Department: Shoreline Police Department
Program: State Seizures

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$207,833	\$465,729	\$73,883	\$63,651	\$73,883	\$73,883	\$79,024	\$73,883	\$79,024	\$79,024	\$79,024	\$5,141	7%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$10,232	\$0	\$10,232	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	465,971	12,395	18,243	18,243	36,486	22,820	18,243	41,063	18,243	18,243	36,486	(4,577)	(11%)
Investment Earnings	1,518	2,127	0	0	0	1,290	0	1,290	0	0	0	(1,290)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$467,489	\$14,522	\$18,243	\$18,243	\$36,486	\$24,111	\$18,243	\$42,354	\$18,243	\$18,243	\$36,486	(\$5,868)	(14%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$467,489	\$14,522	\$18,243	\$18,243	\$36,486	\$24,111	\$18,243	\$42,354	\$18,243	\$18,243	\$36,486	(\$5,868)	(14%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	525	2,101	800	800	1,600	142	800	942	800	800	1,600	658	70%
Other Services & Charges	14,067	4,370	27,675	17,443	45,118	18,828	17,443	36,271	17,443	17,443	34,886	(1,385)	(4%)
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$14,592	\$6,471	\$28,475	\$18,243	\$46,718	\$18,970	\$18,243	\$37,213	\$18,243	\$18,243	\$36,486	(\$727)	(2%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	195,000	399,897	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$195,000	\$399,897	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$209,592	\$406,368	\$28,475	\$18,243	\$46,718	\$18,970	\$18,243	\$37,213	\$18,243	\$18,243	\$36,486	(\$727)	(2%)
Ending Fund Balance	\$465,729	\$73,883	\$63,651	\$63,651	\$63,651	\$79,024	\$79,024	\$79,024	\$79,024	\$79,024	\$79,024	\$0	0%

In 2017, accumulated forfeiture funds, along with additional seizures received in 2017, were used for a one-time transfer to the General Capital Fund for the Police Station at City Hall project.

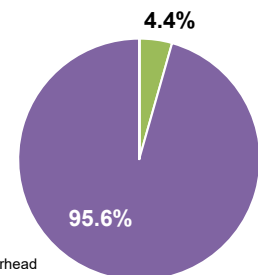
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Public Arts Fund (109) Summary

The Municipal Art Fund, commonly referred to as Public Arts Fund, was established in 2002 by Ordinance No. 312 and amended in 2020 by Ordinance No. 874. The City recognized the importance and benefit of providing visual art at its public places and facilities and it is the City's policy to provide funding for works of art in public places with art purchased with these funds becoming part of a permanent City art collection. The City's Capital Improvement Program will budget 1% of the Capital Improvement Program funding for construction projects as a revenue source for this fund.

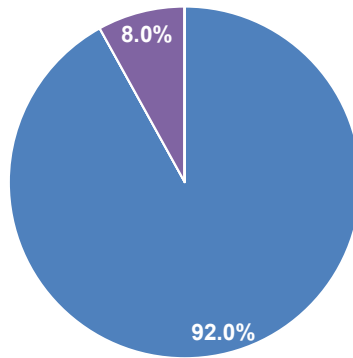
Department: Recreation and Community Services
Program: Public Arts Administration

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022 vs. 2019 - 2020	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	Biennial Estimate	Percentage Change
Beginning Fund Balance	\$357,872	\$326,775	\$283,402	\$156,974	\$283,402	\$283,402	\$179,692	\$283,402	\$156,103	\$103,847	\$156,103	(\$127,300)	(45%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$177,428	\$80,195	\$257,623	\$0	\$0	\$0	\$52,256	\$62,349	\$114,605	\$114,605	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	3,870	4,906	8,594	5,000	13,594	0	3,500	3,500	5,000	5,000	10,000	6,500	186%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	702	500	500	1,000	1,856	0	1,856	0	0	0	(1,856)	(100%)
Investment Earnings	2,495	4,929	0	0	0	5,332	978	6,310	0	0	0	(6,310)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$6,365	\$10,537	\$9,094	\$5,500	\$14,594	\$7,188	\$4,478	\$11,666	\$5,000	\$5,000	\$10,000	(\$1,666)	(14%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	51,000	0	51,000	0	51,000	51,000	0	0	0	(51,000)	(100%)
Other Transfers In	38,374	2,283	0	0	0	0	64,894	64,894	0	0	0	(64,894)	(100%)
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$38,374	\$2,283	\$51,000	\$0	\$51,000	\$0	\$115,894	\$115,894	\$0	\$0	\$0	(\$115,894)	(100%)
Total Revenue and Other Financing Sources	\$44,739	\$12,820	\$60,094	\$5,500	\$65,594	\$7,188	\$120,372	\$127,560	\$5,000	\$5,000	\$10,000	(\$117,560)	(92%)
Use of Funds													
Salaries & Wages	\$15,911	\$17,138	\$17,940	\$18,335	\$36,275	\$17,520	\$18,864	\$36,384	\$18,494	\$18,814	\$37,308	\$924	3%
Personnel Benefits	4,831	7,218	7,278	7,360	14,638	7,281	7,489	14,770	7,462	7,735	15,197	427	3%
Supplies	2,358	10,234	1,000	1,000	2,000	3,487	14,252	17,739	0	0	0	(17,739)	(100%)
Other Services & Charges	42,385	21,603	160,304	19,000	179,304	82,611	103,356	185,967	31,300	40,800	72,100	(113,867)	(61%)
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	10,351	0	0	40,000	40,000	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$75,836	\$56,193	\$186,522	\$85,695	\$272,217	\$110,899	\$143,961	\$254,860	\$57,256	\$67,349	\$124,605	(\$130,255)	(51%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$75,836	\$56,193	\$186,522	\$85,695	\$272,217	\$110,899	\$143,961	\$254,860	\$57,256	\$67,349	\$124,605	(\$130,255)	(51%)
Ending Fund Balance	\$326,775	\$283,402	\$156,974	\$76,779	\$76,779	\$179,692	\$156,103	\$156,103	\$103,847	\$41,498	\$41,498	(\$114,605)	(73%)

As capital projects have been constructed, funds have been accumulating in this fund. Available fund balance will support continued work on several public arts projects. The 0.500 FTE Public Art Coordinator is funded 50% in the General Fund and 50% in the Public Arts Fund.

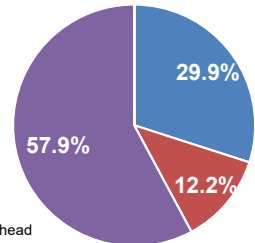
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Federal Drug Enforcement Forfeiture Fund (112) Summary

The purpose of the Federal Drug Enforcement Forfeiture Fund is to account for Federal seizure of funds received by the City. The use of these funds is restricted to purchases that will enhance the ability of the City's police to investigate drug related crimes and incidents.

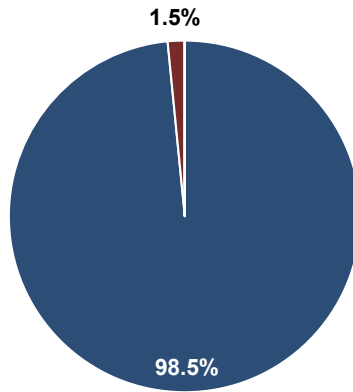
Department: Shoreline Police Department
Program: Federal Seizures

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$309,623	\$69,543	\$22,251	\$22,251	\$22,251	\$22,251	\$22,810	\$22,251	\$22,810	\$22,810	\$22,810	\$559	3%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	12,800	12,800	25,600	0	12,800	12,800	12,800	12,800	25,600	12,800	100%
Investment Earnings	2,317	631	200	200	400	559	200	759	200	200	400	(359)	(47%)
Total Revenue (excl. Use of Fund Bal.)	\$2,317	\$631	\$13,000	\$13,000	\$26,000	\$559	\$13,000	\$13,559	\$13,000	\$13,000	\$26,000	\$12,441	92%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$2,317	\$631	\$13,000	\$13,000	\$26,000	\$559	\$13,000	\$13,559	\$13,000	\$13,000	\$26,000	\$12,441	92%
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	1,018	13,000	13,000	26,000	0	13,000	13,000	13,000	13,000	26,000	13,000	100%
Other Services & Charges	0	432	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	46,473	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$47,923	\$13,000	\$13,000	\$26,000	\$0	\$13,000	\$13,000	\$13,000	\$13,000	\$26,000	\$13,000	100%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	242,397	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$242,397	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$242,397	\$47,923	\$13,000	\$13,000	\$26,000	\$0	\$13,000	\$13,000	\$13,000	\$13,000	\$26,000	\$13,000	100%
Ending Fund Balance	\$69,543	\$22,251	\$22,251	\$22,251	\$22,251	\$22,810	\$22,810	\$22,810	\$22,810	\$22,810	\$22,810	\$0	0%

In 2017, accumulated forfeiture funds, along with additional seizures received in 2017, were used for a one-time transfer to the General Capital Fund for the Police Station at City Hall project.

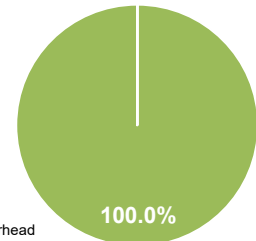
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Federal Criminal Forfeiture Fund (116) Summary

The purpose of the Federal Criminal Forfeiture Fund is to account for seizure funds received by the City due to staff participation in a federal task force led by the United States Treasury. The use of the funds is restricted to purchases that will enhance the ability of the City's police to investigate criminal related crimes and incidents.

Department: Shoreline Police Department
Program: Federal Seizures

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022		
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Biennial Estimate	Percentage Change
Beginning Fund Balance	\$838,818	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Resources														
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	140,626	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	5,296	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$145,922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Sources														
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$145,922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Use of Funds														
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Uses														
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	984,740	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$984,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$984,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%

In 2017, accumulated forfeiture funds, along with additional seizures received in 2017, were used for a one-time transfer to the General Capital Fund for the Police Station at City Hall project.

Transportation Impact Fees Fund (117) Summary

The purpose of the Transportation Impact Fees Fund is to account for the collection and use of transportation impact fees, which became effective on January 1, 2015.

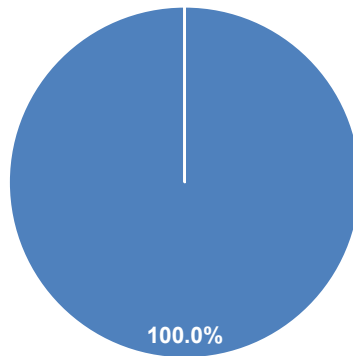
Department: Administrative Services
Program: Reserves

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$1,201,065	\$2,205,453	\$3,148,687	\$2,986,687	\$3,148,687	\$3,148,687	\$4,414,615	\$3,148,687	\$4,414,615	\$4,215,490	\$4,414,615	\$1,265,928	40%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$162,000	\$324,000	\$486,000	\$0	\$0	\$0	\$199,125	\$668,576	\$867,701	\$867,701	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	986,968	908,941	0	0	0	1,242,121	0	1,242,121	0	0	0	(1,242,121)	(100%)
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	17,419	43,719	0	0	0	90,606	0	90,606	0	0	0	(90,606)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$1,004,387	\$952,660	\$0	\$0	\$0	\$1,332,727	\$0	\$1,332,727	\$0	\$0	\$0	(\$1,332,727)	(100%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$1,004,387	\$952,660	\$0	\$0	\$0	\$1,332,727	\$0	\$1,332,727	\$0	\$0	\$0	(\$1,332,727)	(100%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	9,426	162,000	324,000	486,000	66,800	0	66,800	199,125	668,576	867,701	800,901	1199%
Total Other Financing Uses	\$0	\$9,426	\$162,000	\$324,000	\$486,000	\$66,800	\$0	\$66,800	\$199,125	\$668,576	\$867,701	\$800,901	1199%
Total Expenditures	\$0	\$9,426	\$162,000	\$324,000	\$486,000	\$66,800	\$0	\$66,800	\$199,125	\$668,576	\$867,701	\$800,901	1199%
Ending Fund Balance	\$2,205,453	\$3,148,687	\$2,986,687	\$2,662,687	\$2,662,687	\$4,414,615	\$4,414,615	\$4,414,615	\$4,215,490	\$3,546,914	\$3,546,914	(\$867,701)	(20%)

Funding will be transferred to the Roads Capital Fund to support capital projects identified in the six-year Capital Improvement Plan.

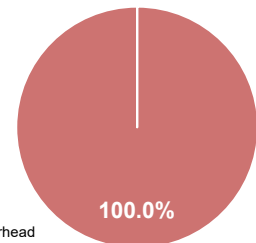
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Park Impact Fees Fund (118) Summary

The purpose of the Park Impact Fees Fund is to account for the collection and use of park impact fees, which became effective on January 1, 2018.

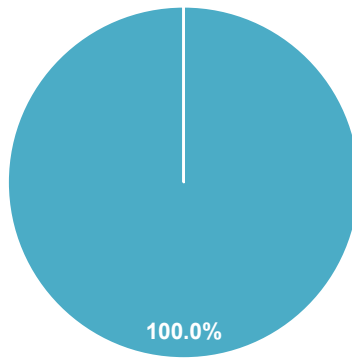
Department: Administrative Services
Program: Reserves

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$0	\$31,781	\$31,781	\$31,781	\$31,781	\$777,838	\$31,781	\$777,838	\$777,838	\$777,838	\$746,057	2347%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	31,576	125,000	50,000	175,000	736,864	50,000	786,864	750,000	0	750,000	(36,864)	(5%)
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	205	0	0	0	9,193	0	9,193	0	0	0	(9,193)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$0	\$31,781	\$125,000	\$50,000	\$175,000	\$746,057	\$50,000	\$796,057	\$750,000	\$0	\$750,000	(\$46,057)	(6%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$0	\$31,781	\$125,000	\$50,000	\$175,000	\$746,057	\$50,000	\$796,057	\$750,000	\$0	\$750,000	(\$46,057)	(6%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	125,000	50,000	175,000	0	50,000	50,000	750,000	0	750,000	700,000	1400%
Total Other Financing Uses	\$0	\$0	\$125,000	\$50,000	\$175,000	\$0	\$50,000	\$50,000	\$750,000	\$0	\$750,000	\$700,000	1400%
Total Expenditures	\$0	\$0	\$125,000	\$50,000	\$175,000	\$0	\$50,000	\$50,000	\$750,000	\$0	\$750,000	\$700,000	1400%
Ending Fund Balance	\$0	\$31,781	\$31,781	\$31,781	\$31,781	\$777,838	\$777,838	\$777,838	\$777,838	\$777,838	\$777,838	\$0	0%

Funding will be transferred to the General Capital Fund to support capital projects identified in the six-year Capital Improvement Plan.

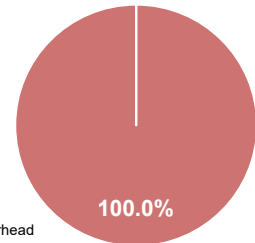
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Revenue Stabilization Fund (190) Summary

The Revenue Stabilization Fund was created in late 2007 as an outcome of the revised reserve policy adopted by the City Council earlier in 2007. The Revenue Stabilization Fund accumulates a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods. Investment interest from these funds will be allocated to the General Fund.

Department: Administrative Services
Program: Reserves

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020	
												Biennial Estimate	Percentage Change
Beginning Fund Balance	\$5,150,777	\$5,150,777	\$5,150,777	\$5,464,529	\$5,150,777	\$5,150,777	\$5,464,529	\$5,150,777	\$5,464,529	\$5,464,529	\$5,464,529	\$313,752	6%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	313,752	360,049	673,801	313,752	0	313,752	0	0	0	(313,752)	(100%)
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$313,752	\$360,049	\$673,801	\$313,752	\$0	\$313,752	\$0	\$0	\$0	(\$313,752)	(100%)
Total Revenue and Other Financing Sources	\$0	\$0	\$313,752	\$360,049	\$673,801	\$313,752	\$0	\$313,752	\$0	\$0	\$0	(\$313,752)	(100%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Ending Fund Balance	\$5,150,777	\$5,150,777	\$5,464,529	\$5,824,578	\$5,824,578	\$5,464,529	\$5,464,529	\$5,464,529	\$5,464,529	\$5,464,529	\$5,464,529	\$0	0%

Funding is transferred from the General Fund as needed to the Revenue Stabilization Fund to maintain the minimum fund balance required by policy.

2006/2016 UTGO Bond Fund (201) Summary

This fund is used to record the property tax revenues and debt service payments related to the 2006 General Obligation bonds issued to fund open space acquisitions and park improvements. These bonds were refunded in 2016.

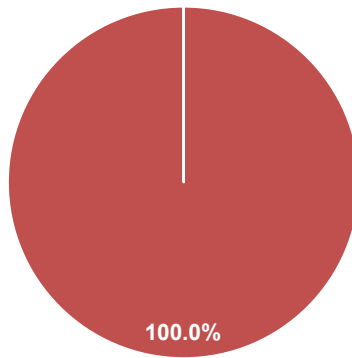
Department: Administrative Services
Program: Unlimited Tax GO Bond

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$4,295	\$2,276	\$892	\$892	\$892	\$892	\$3,199	\$892	\$3,199	\$3,199	\$3,199	\$2,307	259%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$1,682,952	\$1,673,830	\$1,695,100	\$1,694,837	\$3,389,937	\$1,684,577	\$1,694,837	\$3,379,414	\$1,135,144	\$0	\$1,135,144	(\$2,244,270)	(66%)
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	1	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$1,682,952	\$1,673,831	\$1,695,100	\$1,694,837	\$3,389,937	\$1,684,577	\$1,694,837	\$3,379,414	\$1,135,144	\$0	\$1,135,144	(\$2,244,270)	(66%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	18,000	20,000	0	0	0	10,000	0	10,000	0	0	0	(10,000)	(100%)
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$18,000	\$20,000	\$0	\$0	\$0	\$10,000	\$0	\$10,000	\$0	\$0	\$0	(\$10,000)	(100%)
Total Revenue and Other Financing Sources	\$1,700,952	\$1,693,831	\$1,695,100	\$1,694,837	\$3,389,937	\$1,694,577	\$1,694,837	\$3,389,414	\$1,135,144	\$0	\$1,135,144	(\$2,254,270)	(67%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	291	3,000	3,000	6,000	170	3,000	3,170	3,000	0	3,000	(170)	(5%)
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	1,601,000	1,609,000	1,625,000	1,647,000	3,272,000	1,625,000	1,647,000	3,272,000	1,113,000	0	1,113,000	(2,159,000)	(66%)
Debt Services - Interest	101,971	85,925	67,100	44,837	111,937	67,099	44,837	111,936	19,144	0	19,144	(92,792)	(83%)
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$1,702,971	\$1,695,216	\$1,695,100	\$1,694,837	\$3,389,937	\$1,692,269	\$1,694,837	\$3,387,106	\$1,135,144	\$0	\$1,135,144	(\$2,251,962)	(66%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$1,702,971	\$1,695,216	\$1,695,100	\$1,694,837	\$3,389,937	\$1,692,269	\$1,694,837	\$3,387,106	\$1,135,144	\$0	\$1,135,144	(\$2,251,962)	(66%)
Ending Fund Balance	\$2,276	\$892	\$892	\$892	\$892	\$3,199	\$3,199	\$3,199	\$3,199	\$3,199	\$3,199	\$0	0%

The 2017 levy was also less due to a mistake by the King County Assessor's Office levying tax on City-owned properties. As a result, the General Fund provided an \$18,000 infusion to cover the shortfalls.

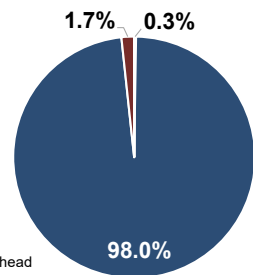
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



2009/2019 LTGO Bond Fund (211) Summary

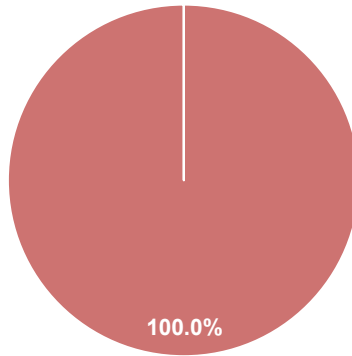
This fund is used to record the principal and debt service payments related to the 2009 Limited Tax General Obligation bonds issued to fund the acquisition of the new City Hall. These bonds were refunded in 2019.

Department: Administrative Services
Program: Limited Tax GO Bond

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Percentage Change
Beginning Fund Balance	\$41	\$21,455	\$1,310	\$1,310	\$1,310	\$1,310	\$183,411	\$1,310	\$183,411	\$183,411	\$183,411	\$182,101	13900%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	360,312	362,655	320,000	320,000	640,000	349,582	320,000	669,582	0	0	0	(669,582)	(100%)
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	3,613	0	3,613	0	0	0	(3,613)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$360,312	\$362,655	\$320,000	\$320,000	\$640,000	\$353,195	\$320,000	\$673,195	\$0	\$0	\$0	(\$673,195)	(100%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	1,322,196	1,276,417	1,356,417	1,323,655	2,680,072	1,469,943	1,323,655	2,793,598	1,101,594	1,101,094	2,202,688	(590,910)	(21%)
Other Financing Sources	0	0	0	0	0	17,363,073	0	17,363,073	0	0	0	(17,363,073)	(100%)
Total Other Financing Sources	\$1,322,196	\$1,276,417	\$1,356,417	\$1,323,655	\$2,680,072	\$18,833,016	\$1,323,655	\$20,156,671	\$1,101,594	\$1,101,094	\$2,202,688	(\$17,953,983)	(89%)
Total Revenue and Other Financing Sources	\$1,682,508	\$1,639,072	\$1,676,417	\$1,643,655	\$3,320,072	\$19,186,210	\$1,643,655	\$20,829,865	\$1,101,594	\$1,101,094	\$2,202,688	(\$18,627,177)	(89%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	777	300	1,500	1,500	3,000	300	1,500	1,800	1,500	1,500	3,000	1,200	67%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	535,000	555,000	570,000	590,000	1,160,000	17,785,000	590,000	18,375,000	510,000	535,000	1,045,000	(17,330,000)	(94%)
Debt Services - Interest	1,125,317	1,103,917	1,104,917	1,052,155	2,157,072	1,218,810	1,052,155	2,270,965	590,094	564,594	1,154,688	(1,116,277)	(49%)
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$1,661,094	\$1,659,217	\$1,676,417	\$1,643,655	\$3,320,072	\$19,004,110	\$1,643,655	\$20,647,765	\$1,101,594	\$1,101,094	\$2,202,688	(\$18,445,077)	(89%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$1,661,094	\$1,659,217	\$1,676,417	\$1,643,655	\$3,320,072	\$19,004,110	\$1,643,655	\$20,647,765	\$1,101,594	\$1,101,094	\$2,202,688	(\$18,445,077)	(89%)
Ending Fund Balance	\$21,455	\$1,310	\$1,310	\$1,310	\$1,310	\$183,411	\$183,411	\$183,411	\$183,411	\$183,411	\$183,411	\$0	0%

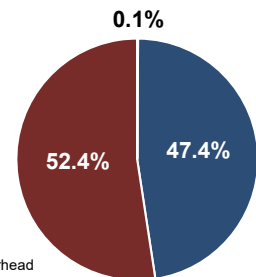
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



2020 LTGO Bond Fund (212) Summary

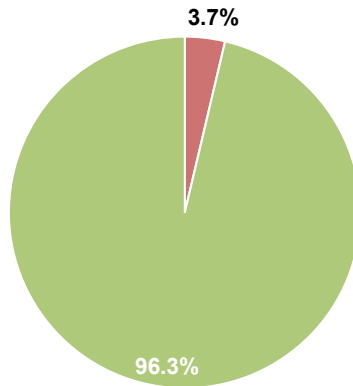
This fund is used to record the principal and debt service payments related to the 2020 bond anticipation notes issued to acquire properties for the Parks, Recreation and Open Space Plan.

Department: Administrative Services
Program: Limited Tax GO Bond

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	382,666	382,666	0	382,666	382,666	480,000	480,000	960,000	577,334	151%
Other Financing Sources	0	0	0	0	0	0	0	0	0	25,000,000	25,000,000	25,000,000	0%
Total Other Financing Sources	\$0	\$0	\$0	\$382,666	\$382,666	\$0	\$382,666	\$382,666	\$480,000	\$25,480,000	\$25,960,000	\$25,577,334	6684%
Total Revenue and Other Financing Sources	\$0	\$0	\$0	\$382,666	\$382,666	\$0	\$382,666	\$382,666	\$480,000	\$25,480,000	\$25,960,000	\$25,577,334	6684%
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	25,000,000	25,000,000	25,000,000	0%
Debt Services - Interest	0	0	0	382,666	382,666	0	382,666	382,666	480,000	480,000	960,000	577,334	151%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$382,666	\$382,666	\$0	\$382,666	\$382,666	\$480,000	\$25,480,000	\$25,960,000	\$25,577,334	6684%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$0	\$0	\$0	\$382,666	\$382,666	\$0	\$382,666	\$382,666	\$480,000	\$25,480,000	\$25,960,000	\$25,577,334	6684%
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%

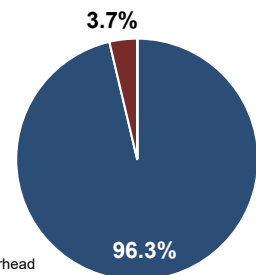
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



2013 LTGO Bond Fund (221) Summary

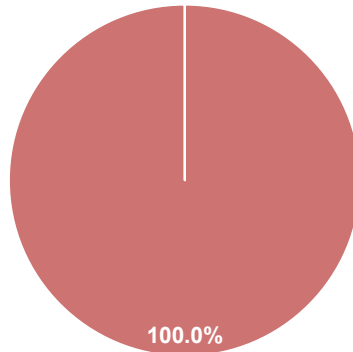
This fund is used to record the principal and debt service payments related to the 2013 Limited Tax General Obligation bonds issued to fund the acquisition of the City Maintenance Facility.

Department: Administrative Services
Program: Limited Tax GO Bond

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Percentage Change
Beginning Fund Balance	\$67	\$470	\$300	\$300	\$300	\$300	\$130	\$300	\$130	\$130	\$130	(\$170)	(57%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	260,948	260,125	260,198	259,573	519,771	259,688	259,573	519,261	258,760	257,760	516,520	(2,741)	(1%)
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$260,948	\$260,125	\$260,198	\$259,573	\$519,771	\$259,688	\$259,573	\$519,261	\$258,760	\$257,760	\$516,520	(\$2,741)	(1%)
Total Revenue and Other Financing Sources	\$260,948	\$260,125	\$260,198	\$259,573	\$519,771	\$259,688	\$259,573	\$519,261	\$258,760	\$257,760	\$516,520	(\$2,741)	(1%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	170	170	510	510	1,020	170	510	680	510	510	1,020	340	50%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	140,000	145,000	150,000	155,000	305,000	150,000	155,000	305,000	160,000	165,000	325,000	20,000	7%
Debt Services - Interest	120,375	115,125	109,688	104,063	213,751	109,688	104,063	213,751	98,250	92,250	190,500	(23,251)	(11%)
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$260,545	\$260,295	\$260,198	\$259,573	\$519,771	\$259,858	\$259,573	\$519,431	\$258,760	\$257,760	\$516,520	(\$2,911)	(1%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$260,545	\$260,295	\$260,198	\$259,573	\$519,771	\$259,858	\$259,573	\$519,431	\$258,760	\$257,760	\$516,520	(\$2,911)	(1%)
Ending Fund Balance	\$470	\$300	\$300	\$300	\$300	\$130	\$130	\$130	\$130	\$130	\$130	\$0	0%

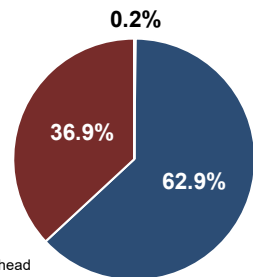
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Sidewalk LTGO Bond Fund (230) Summary

RCW 36.73.040(3)(a) gives Transportation Benefit Districts the authority to impose a Sales Tax up to 0.2% for a period exceeding ten years if the moneys received are dedicated to the repayment of indebtedness incurred in accordance with the requirements of RCW 36.73. Shoreline City Council passed Resolution No. 430 placing a ballot for a 0.2% Sales Tax dedicated to sidewalk expansion and/or repair, which voters approved. The Sales Tax went into effect in April 2019. This fund is used to record the Sales Tax receipts and principal and debt service payments related to the bonds issued for the purpose specified in the ballot measure. Project expenditures are tracked in the Sidewalk Expansion Fund (332).

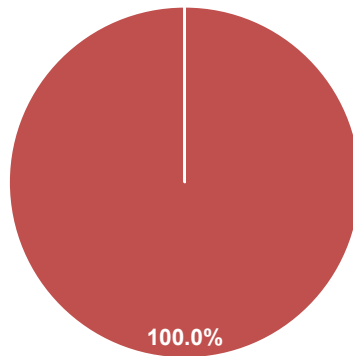
Department: Administrative Services
Program: Limited Tax GO Bond

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$2,026,944	\$0	\$4,106,944	\$5,366,507	\$4,106,944	\$4,106,944	0%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$2,021,378	\$2,080,000	\$4,101,378	\$2,159,113	\$2,235,089	\$4,394,202	\$292,824	7%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	0	0	0	0	0	5,566	0	5,566	0	0	0	(5,566)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$0	\$0	\$2,026,944	\$2,080,000	\$4,106,944	\$2,159,113	\$2,235,089	\$4,394,202	\$287,258	7%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$2,026,944	\$2,080,000	\$4,106,944	\$2,159,113	\$2,235,089	\$4,394,202	\$287,258	7%
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	500,000	525,000	1,025,000	1,025,000	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	399,550	374,550	774,100	774,100	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$899,550	\$899,550	\$1,799,100	\$1,799,100	0%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$899,550	\$899,550	\$1,799,100	\$1,799,100	0%
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$2,026,944	\$4,106,944	\$4,106,944	\$5,366,507	\$6,702,046	\$6,702,046	\$2,595,102	63%

This fund balance includes the additional 0.2% Transportation Benefit District Sales Tax, which is restricted in its use.

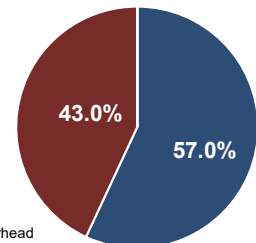
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



General Capital Fund (301) Summary

The General Capital Fund receives resources designated specifically for capital purposes. The primary ongoing dedicated resource is real estate excise tax (REET). Other revenue sources include General Fund support and dedicated project grants. Projects in the General Capital Fund are divided into three major categories: facilities projects, parks projects and open space projects. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.

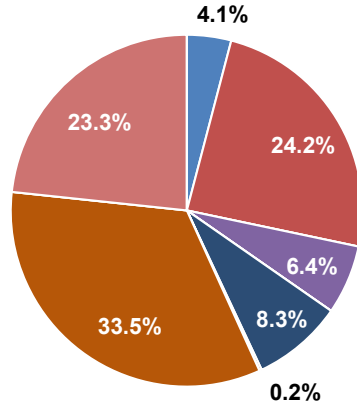
Department: Public Works
Program: General Capital Engineering; General Capital Projects

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Percentage Change
Beginning Fund Balance	\$3,007,656	\$2,099,479	(\$563,063)	(\$1,428,077)	(\$563,063)	(\$563,063)	(\$444,267)	(\$563,063)	\$1,136,495	\$926,654	\$1,136,495	\$1,699,558	(302%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$863,702	\$128,784	\$992,486	\$0	\$0	\$0	\$209,841	\$159,798	\$369,639	\$369,639	0%
Taxes	\$1,866,612	\$1,686,287	\$1,164,953	\$1,168,119	\$2,333,072	\$1,583,864	\$1,390,552	\$2,974,416	\$1,080,213	\$1,109,160	\$2,189,373	(\$785,043)	(26%)
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	425,372	145,035	185,000	25,000	210,000	217,068	2,314,000	2,531,068	300,000	275,000	575,000	(1,956,068)	(77%)
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	22,284	122,013	0	1,907,000	1,907,000	20,775	0	20,775	490,000	265,000	755,000	734,225	3534%
Investment Earnings	19,072	27,207	6,710	2,167	8,877	29,882	2,167	32,049	2,670	15,395	18,065	(13,984)	(44%)
Total Revenue (excl. Use of Fund Bal.)	\$2,333,340	\$1,980,542	\$1,356,663	\$3,102,286	\$4,458,949	\$1,851,588	\$3,706,719	\$5,558,307	\$1,872,883	\$1,664,555	\$3,537,438	(\$2,020,869)	(36%)
Other Financing Sources													
Proceeds from Capital Assets	540	45,231	0	0	0	15,500	0	15,500	0	0	0	(15,500)	(100%)
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	1,962,796	923,505	1,010,934	2,652,378	3,663,312	723,911	2,341,298	3,065,209	2,886,975	143,000	3,029,975	(35,234)	(1%)
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	1,422,137	399,897	443,619	333,952	777,571	47,760	645,133	692,893	1,927,066	180,000	2,107,066	1,414,173	204%
Other Financing Sources	0	0	24,833,464	200,000	25,033,464	0	25,000,000	25,000,000	0	0	0	(25,000,000)	(100%)
Total Other Financing Sources	\$3,385,473	\$1,368,633	\$26,288,017	\$3,186,330	\$29,474,347	\$787,171	\$27,986,431	\$28,773,602	\$4,814,041	\$323,000	\$5,137,041	(\$23,636,561)	(82%)
Total Revenue and Other Financing Sources	\$5,718,814	\$3,349,175	\$27,644,680	\$6,288,616	\$33,933,296	\$2,638,759	\$31,693,150	\$34,331,909	\$6,686,924	\$1,987,555	\$8,674,479	(\$25,657,430)	(75%)
Use of Funds													
Salaries & Wages	\$198,517	\$156,802	\$188,160	\$215,738	\$403,898	\$119,556	\$192,473	\$312,029	\$106,077	\$77,852	\$183,929	(\$128,100)	(41%)
Personnel Benefits	80,710	59,786	50,183	63,030	113,213	47,114	12,080	59,194	42,839	31,709	74,548	15,354	26%
Supplies	21,925	18,566	1,142	50	1,192	20,436	50	20,486	0	0	0	(20,486)	(100%)
Other Services & Charges	579,020	844,617	1,019,974	1,214,182	2,234,156	416,804	1,061,225	1,478,029	762,413	905,732	1,668,145	190,116	13%
Intergovernmental Services	26,899	6,324	468	0	468	1,037	0	1,037	0	0	0	(1,037)	(100%)
Capital Outlays	4,973,370	4,208,467	26,449,651	2,485,726	28,935,377	1,133,692	28,109,008	29,242,700	5,286,918	453,010	5,739,928	(23,502,772)	(80%)
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	29,178	66,940	0	66,940	49,531	50,000	99,531	0	0	0	(99,531)	(100%)
Interfund Payments/Charges	5,674	1,930	16,976	0	16,976	15,592	0	15,592	0	0	0	(15,592)	(100%)
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$5,886,115	\$5,325,670	\$27,793,494	\$3,978,726	\$31,772,220	\$1,803,763	\$29,424,836	\$31,228,599	\$6,198,247	\$1,468,303	\$7,666,550	(\$23,562,049)	(75%)
Other Financing Uses													
Transfers Out General Fund Overhead	45,782	23,501	38,654	24,302	62,956	38,654	24,302	62,956	15,268	15,268	30,536	(32,420)	(51%)
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	663,946	662,546	677,546	663,250	1,340,796	677,546	663,250	1,340,796	683,250	663,782	1,347,032	6,236	0%
Other Transfers Out	31,148	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$740,876	\$686,047	\$716,200	\$687,552	\$1,403,752	\$716,200	\$687,552	\$1,403,752	\$698,518	\$679,050	\$1,377,568	(\$26,184)	(2%)
Total Expenditures	\$6,626,991	\$6,011,717	\$28,509,694	\$4,666,278	\$33,175,972	\$2,519,963	\$30,112,388	\$32,632,351	\$6,896,765	\$2,147,353	\$9,044,118	(\$23,588,233)	(72%)
Ending Fund Balance	\$2,099,479	(\$563,063)	(\$1,428,077)	\$194,261	\$194,261	(\$444,267)	\$1,136,495	\$1,136,495	\$926,654	\$766,856	\$766,856	(\$369,639)	(33%)

Additional information can be found in the Capital Improvement Plan section in this book.

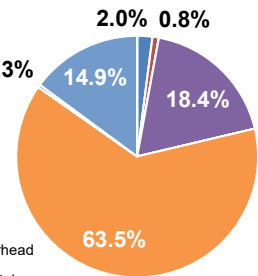
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



City Facility-Major Maintenance Fund (312) Summary

This fund was established in 2005. Projects in this capital fund include major repairs and replacement of systems at City facilities such as City Hall, the police station and recreation centers. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.

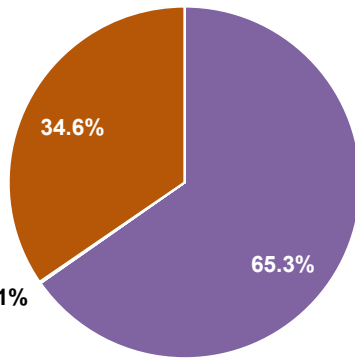
Department: Administrative Services
Program: Major Maintenance Projects

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$90,285	\$111,244	\$58,073	\$15,201	\$58,073	\$58,073	\$95,829	\$58,073	\$75,733	\$85,256	\$75,733	\$17,659	30%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$42,872	\$0	\$42,872	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	490,000	490,000	0	0	0	490,000	0	490,000	490,000	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	857	1,345	0	0	0	939	766	1,705	170	883	1,053	(652)	(38%)
Total Revenue (excl. Use of Fund Bal.)	\$857	\$1,345	\$0	\$490,000	\$490,000	\$939	\$766	\$1,705	\$490,170	\$883	\$491,053	\$489,348	28699%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	124,032	124,032	124,032	49,032	173,064	124,032	49,032	173,064	127,753	131,586	259,339	86,275	50%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$124,032	\$124,032	\$124,032	\$49,032	\$173,064	\$124,032	\$49,032	\$173,064	\$127,753	\$131,586	\$259,339	\$86,275	50%
Total Revenue and Other Financing Sources	\$124,889	\$125,377	\$124,032	\$539,032	\$663,064	\$124,971	\$49,798	\$174,769	\$617,923	\$132,469	\$750,392	\$575,623	329%
Use of Funds													
Salaries & Wages	\$30	\$0	\$8,486	\$0	\$8,486	\$458	\$0	\$458	\$0	\$0	\$0	(\$458)	(100%)
Personnel Benefits	16	0	3,180	0	3,180	153	0	153	0	0	0	(153)	(100%)
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	35,187	0	44,500	44,500	77,927	44,955	122,882	0	0	0	(122,882)	(100%)
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	103,884	143,361	155,238	492,532	647,770	8,678	24,939	33,617	608,400	100,826	709,226	675,609	2010%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$103,930	\$178,548	\$166,904	\$537,032	\$703,936	\$87,216	\$69,894	\$157,110	\$608,400	\$100,826	\$709,226	\$552,116	351%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$103,930	\$178,548	\$166,904	\$537,032	\$703,936	\$87,216	\$69,894	\$157,110	\$608,400	\$100,826	\$709,226	\$552,116	351%
Ending Fund Balance	\$111,244	\$58,073	\$15,201	\$17,201	\$17,201	\$95,829	\$75,733	\$75,733	\$85,256	\$116,899	\$116,899	\$41,166	54%

Additional information can be found in the Capital Improvement Plan section in this book.

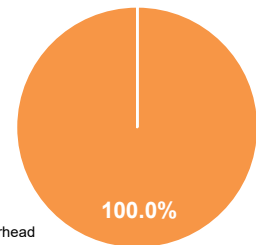
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support **0.1%**
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Roads Capital Fund (330) Summary

The Roads Capital Fund receives resources that are designated specifically for capital purposes and General Fund Support of projects and programs. The primary ongoing dedicated resource is real estate excise tax (REET). Other dedicated sources include the vehicle license fee and various project grants. Projects in the Roads Capital Fund are divided into three major categories: pedestrian / non-motorized projects, system preservation projects, and safety / operational projects. For a complete discussion of this fund refer to the Capital Improvement Plan section of this document.

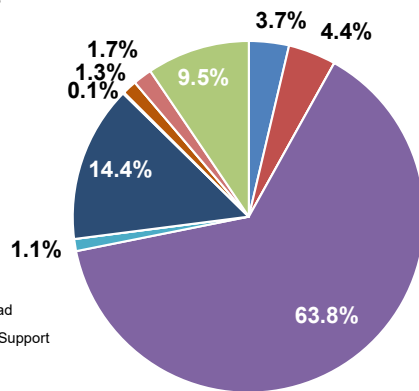
Department: Public Works
Program: Roads Capital Engineering; Roads Capital Projects

	2017		2018		2019-2020		2019		2020		2019-2020		2021		2022		2021 - 2022		vs. 2019 - 2020		
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	Biennial Budget	Biennial Budget	Biennial Budget	Biennial Estimate	Percentage Change	Biennial Estimate	Percentage Change	
Beginning Fund Balance	\$5,882,386	\$6,468,370	\$7,249,229	\$5,566,980	\$7,249,229	\$7,249,229	\$7,249,229	\$5,722,399	\$7,249,229	\$4,886,480	\$4,806,318	\$4,886,480	\$4,886,480	\$4,806,318	\$4,886,480	\$4,806,318	\$4,886,480	(\$2,362,749)	(33%)		
Resources																					
Budgeted Use of Fund Balance	\$0	\$0	\$2,224,180	\$2,695,525	\$4,919,705	\$0	\$0	\$0	\$0	\$80,162	\$1,752,718	\$1,832,880	\$1,832,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$1,866,612	\$1,686,287	\$1,164,953	\$1,168,119	\$2,333,072	\$1,584,048	\$1,393,914	\$2,977,962	\$1,080,213	\$1,109,160	\$2,189,373	(\$788,589)	(26%)								
Licenses & Permits	245	280	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	2,814,819	1,205,216	3,442,824	12,789,950	16,232,774	2,185,957	12,651,856	14,837,813	18,263,869	13,438,923	31,702,792	16,864,979	114%								
Charges for Goods and Services	830,269	841,641	1,964,116	0	1,964,116	1,367,277	132,483	1,499,760	323,741	237,741	561,482	(938,278)	(63%)								
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Miscellaneous Revenues	0	0	600,000	7,180,000	7,780,000	40	487,000	487,040	1,354,000	5,781,975	7,135,975	6,648,935	1365%								
Investment Earnings	48,653	108,972	39,364	46,269	85,633	165,242	46,269	211,511	8,467	57,328	65,795	(145,716)	(69%)								
Total Revenue (excl. Use of Fund Bal.)	\$5,560,598	\$3,842,395	\$7,211,257	\$21,184,338	\$28,395,595	\$5,302,565	\$14,711,522	\$20,014,087	\$21,030,290	\$20,625,127	\$41,655,417	\$21,641,330	108%								
Other Financing Sources																					
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Transfers In General Fund Capital Support	339,484	729,750	984,551	552,486	1,537,037	728,397	535,626	1,264,023	480,656	173,910	654,566	(609,457)	(48%)								
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Other Transfers In	0	9,867	162,000	324,000	486,000	2,174,871	660,591	2,835,462	199,125	668,576	867,701	(1,967,761)	(69%)								
Other Financing Sources	0	0	581,583	3,663,417	4,245,000	0	200,000	200,000	1,200,000	3,500,000	4,700,000	4,500,000	2250%								
Total Other Financing Sources	\$339,484	\$739,617	\$1,728,134	\$4,539,903	\$6,268,037	\$2,903,267	\$1,396,217	\$4,299,484	\$1,879,781	\$4,342,486	\$6,222,267	\$1,922,783	45%								
Total Revenue and Other Financing Sources	\$5,900,083	\$4,582,012	\$8,939,391	\$25,724,241	\$34,663,632	\$8,205,832	\$16,107,739	\$24,313,571	\$22,910,071	\$24,967,613	\$47,877,684	\$23,564,113	97%								
Use of Funds																					
Salaries & Wages	\$678,319	\$768,664	\$1,020,580	\$1,123,658	\$2,144,238	\$1,027,713	\$1,654,450	\$2,682,163	\$1,408,182	\$1,473,439	\$2,881,621	\$199,458	7%								
Personnel Benefits	252,727	277,245	335,965	337,592	673,557	369,861	226,154	596,015	493,908	524,388	1,018,296	422,281	71%								
Supplies	2,783	20,391	3,050	3,050	6,100	24,061	1,400	25,461	13,675	7,543	21,218	(4,243)	(17%)								
Other Services & Charges	826,914	1,637,797	5,514,478	9,477,104	14,991,582	2,655,173	6,523,995	9,179,168	7,679,884	5,311,962	12,991,846	3,812,678	42%								
Intergovernmental Services	125,274	229,379	133,983	62,207	196,190	294,898	100,010	394,898	91,132	96,987	188,119	(206,779)	(52%)								
Capital Outlays	3,353,914	805,741	3,418,732	17,375,235	20,793,967	3,056,450	8,330,429	11,386,879	13,193,910	19,196,470	32,390,380	21,003,501	184%								
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Interfund Payments/Charges	2,205	2,460	2,522	2,533	5,055	4,116	2,533	6,649	1,545	1,545	3,090	(3,559)	(54%)								
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Total Expenditures	\$5,242,136	\$3,741,676	\$10,429,310	\$28,381,379	\$38,810,689	\$7,432,261	\$16,838,971	\$24,271,232	\$22,882,236	\$26,612,334	\$49,494,570	\$25,223,338	104%								
Other Financing Uses																					
Transfers Out General Fund Overhead	64,736	57,194	192,330	104,687	297,017	192,330	104,687	297,017	107,997	107,997	215,994	(81,023)	(27%)								
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%								
Other Transfers Out	7,227	2,283	0	0	0	2,108,071	0	2,108,071	0	0	0	(2,108,071)	(100%)								
Total Other Financing Uses	\$71,963	\$59,477	\$192,330	\$104,687	\$297,017	\$2,300,401	\$104,687	\$2,405,088	\$107,997	\$107,997	\$215,994	(\$2,189,094)	(91%)								
Total Expenditures	\$5,314,099	\$3,801,153	\$10,621,640	\$28,486,066	\$39,107,706	\$9,732,662	\$16,943,658	\$26,676,320	\$22,990,233	\$26,720,331	\$49,710,564	\$23,034,244	86%								
Ending Fund Balance	\$6,468,370	\$7,249,229	\$5,566,980	\$2,805,155	\$2,805,155	\$5,722,399	\$4,886,480	\$4,886,480	\$4,806,318	\$3,053,600	\$3,053,600	(\$1,832,880)	(38%)								

Additional information can be found in the Capital Improvement Plan section in this book. This fund balance does not include the additional 0.2% Transportation Benefit District Sales Tax, as it is deposited in Fund 230 and is restricted in its use.

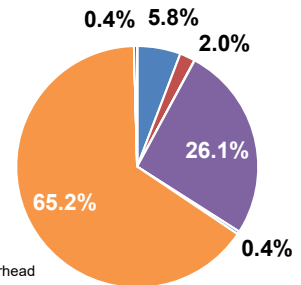
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Sidewalk Expansion Fund (332) Summary

RCW 36.73.040(3)(a) gives Transportation Benefit Districts the authority to impose a Sales Tax up to 0.2% for a period exceeding ten years if the moneys received are dedicated to the repayment of indebtedness incurred in accordance with the requirements of RCW 36.73. Shoreline City Council passed Resolution No. 430 placing a ballot for a 0.2% Sales Tax dedicated to sidewalk expansion and/or repair, which voters approved. The Sales Tax went into effect in April 2019. This fund is a managerial fund under the Roads Capital Fund used to receive bond proceeds and track expenditures for the purpose specified in the ballot measure. Sales tax revenues and debt service payments are made from Sidewalk LTGO Bond Fund (230).

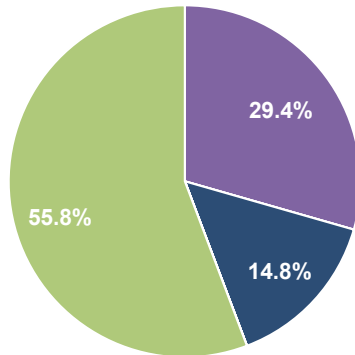
Department: Public Works
Program: Roads Capital Engineering; Roads Capital Projects

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$11,431,853	\$0	\$11,431,853	\$11,431,853	\$11,431,853	\$11,431,853	0%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	400,000	400,000	0	410,000	410,000	1,590,000	0	1,590,000	1,180,000	288%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	800,000	800,000	800,000	0%
Investment Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Revenue (excl. Use of Fund Bal.)	\$0	\$0	\$0	\$400,000	\$400,000	\$0	\$410,000	\$410,000	\$1,590,000	\$800,000	\$2,390,000	\$1,980,000	483%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	11,538,551	240,000	11,778,551	981,803	2,030,000	3,011,803	(8,766,748)	(74%)
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$11,538,551	\$240,000	\$11,778,551	\$981,803	\$2,030,000	\$3,011,803	(\$8,766,748)	(74%)
Total Revenue and Other Financing Sources	\$0	\$0	\$0	\$400,000	\$400,000	\$11,538,551	\$650,000	\$12,188,551	\$2,571,803	\$2,830,000	\$5,401,803	(\$6,786,748)	(56%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	400,000	400,000	0	615,000	615,000	381,803	430,000	811,803	196,803	32%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	0	0	0	0	0	0	35,000	35,000	2,190,000	2,400,000	4,590,000	4,555,000	13014%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	106,698	0	106,698	0	0	0	(106,698)	(100%)
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$0	\$0	\$0	\$400,000	\$400,000	\$106,698	\$650,000	\$756,698	\$2,571,803	\$2,830,000	\$5,401,803	\$4,645,105	614%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$0	\$0	\$0	\$400,000	\$400,000	\$106,698	\$650,000	\$756,698	\$2,571,803	\$2,830,000	\$5,401,803	\$4,645,105	614%
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$11,431,853	\$11,431,853	\$11,431,853	\$11,431,853	\$11,431,853	\$11,431,853	(\$0)	(0%)

Additional information can be found in the Capital Improvement Plan section in this book. This fund balance does not include the additional 0.2% Transportation Benefit District Sales Tax, as it is deposited in Fund 230 and is restricted in its use.

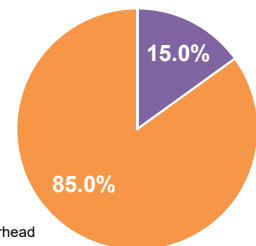
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Surface Water Utility Fund (401) Summary

This fund is used to account for all operations and capital improvements related to surface water management and drainage. The City charges property owners an annual surface water fee that is used to fund these activities.

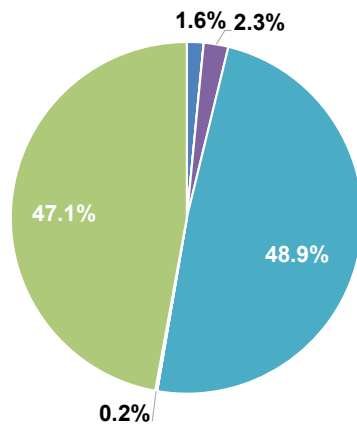
Department: Public Works
Program: Surface Water Management; Surface Water Capital Projects

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020	
												Biennial Estimate	Percentage Change
Beginning Fund Balance	\$2,768,901	\$2,212,395	\$3,378,690	\$1,080,887	\$3,378,690	\$3,378,690	\$4,668,593	\$3,378,690	\$3,432,872	\$3,172,401	\$3,432,872	\$54,182	2%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$2,297,803	\$2,138,029	\$4,435,832	\$0	\$0	\$0	\$520,942	\$0	\$520,942	\$520,942	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	81,530	131,977	892,601	647,523	1,540,124	693,367	815,438	1,508,805	644,202	110,898	755,100	(753,705)	(50%)
Charges for Goods and Services	4,162,254	5,704,729	6,689,119	7,355,474	14,044,593	6,570,616	7,232,449	13,803,065	7,963,649	8,370,193	16,333,842	2,530,777	18%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	28,896	25,813	0	0	0	15,735	0	15,735	0	0	0	(15,735)	(100%)
Investment Earnings	35,957	55,049	14,451	77,348	91,799	93,392	77,348	170,740	16,208	49,234	65,442	(105,298)	(62%)
Total Revenue (excl. Use of Fund Bal.)	\$4,308,638	\$5,917,568	\$7,996,171	\$8,080,345	\$15,676,516	\$7,373,109	\$8,125,235	\$15,498,344	\$8,624,059	\$8,530,325	\$17,154,384	\$1,656,040	11%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	695,128	568,489	0	0	0	0	200,000	200,000	3,900,000	11,850,000	15,750,000	15,550,000	7775%
Total Other Financing Sources	\$695,128	\$568,489	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$3,900,000	\$11,850,000	\$15,750,000	\$15,550,000	7775%
Total Revenue and Other Financing Sources	\$5,003,766	\$6,486,057	\$7,996,171	\$8,080,345	\$15,676,516	\$7,373,109	\$8,325,235	\$15,698,344	\$12,524,059	\$20,380,325	\$32,904,384	\$17,206,040	110%
Use of Funds													
Salaries & Wages	\$957,460	\$1,109,841	\$1,440,428	\$1,543,499	\$2,983,927	\$1,131,031	\$1,616,904	\$2,747,935	\$1,503,834	\$1,566,306	\$3,070,140	\$322,205	12%
Personnel Benefits	391,827	458,438	593,131	598,750	1,191,881	485,554	603,883	1,089,437	658,406	672,299	1,330,705	241,268	22%
Supplies	45,770	70,185	76,632	73,432	150,064	80,817	73,372	154,189	92,360	92,360	184,720	30,531	20%
Other Services & Charges	2,114,098	1,643,046	4,889,268	3,215,101	8,104,369	2,318,678	3,872,606	6,191,284	3,270,452	3,825,064	7,095,516	904,232	15%
Intergovernmental Services	219,863	258,451	243,434	254,354	497,788	218,395	254,354	472,749	254,542	254,542	509,084	36,335	8%
Capital Outlays	444,376	322,552	639,939	2,425,676	3,065,615	0	718,789	718,789	4,165,483	3,663,928	7,829,411	7,110,622	989%
Debt Services - Principal	440,103	442,760	665,765	692,900	1,358,665	816,308	692,900	1,509,208	701,951	386,732	1,088,683	(420,525)	(28%)
Debt Services - Interest	58,147	87,721	248,037	219,271	467,308	56,013	219,271	275,284	168,240	155,350	323,590	48,306	18%
Interfund Payments/Charges	227,935	216,458	247,378	249,866	497,244	227,364	248,387	475,751	183,462	146,885	330,347	(145,404)	(31%)
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$4,899,579	\$4,609,452	\$9,044,012	\$9,272,849	\$18,316,861	\$5,334,160	\$8,300,466	\$13,634,626	\$10,998,730	\$10,763,466	\$21,762,196	\$8,127,570	60%
Other Financing Uses													
Transfers Out General Fund Overhead	641,952	710,310	619,343	656,538	1,275,881	619,343	656,538	1,275,881	788,734	788,734	1,577,468	301,587	24%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	18,742	0	230,619	113,525	344,144	129,703	603,952	733,655	997,066	0	997,066	263,411	36%
Total Other Financing Uses	\$660,694	\$710,310	\$849,962	\$770,063	\$1,620,025	\$749,046	\$1,260,490	\$2,009,536	\$1,785,800	\$788,734	\$2,574,534	\$564,998	28%
Total Expenditures	\$5,560,273	\$5,319,762	\$9,893,974	\$10,042,912	\$19,936,886	\$6,083,206	\$9,560,956	\$15,644,162	\$12,784,530	\$11,552,200	\$24,336,730	\$8,692,568	56%
Ending Fund Balance	\$2,212,395	\$3,378,690	\$1,080,887	(\$881,680)	(\$881,680)	\$4,668,593	\$3,432,872	\$3,432,872	\$3,172,401	\$12,000,526	\$12,000,526	\$8,567,654	250%

Additional information can be found in the Capital Improvement Plan section in this book. The 2018 Surface Water Master Plan identified several new capital projects as necessary to deliver the Proactive Management Strategy. These projects have been programmed in the Capital Improvement Plan.

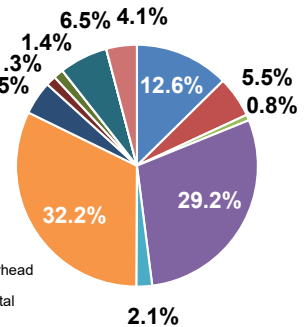
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Wastewater Utility Fund (405) Summary

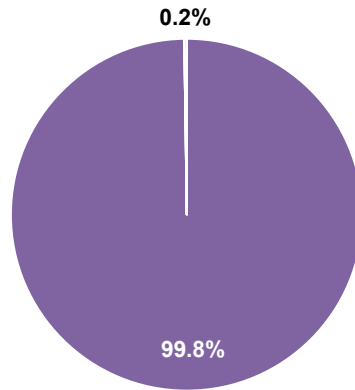
This fund is used to account for all operations related to operation of the Ronald Wastewater District (RWD). The City and Ronald Wastewater District entered into an interlocal agreement that provided for the City's assumption of the RWD by October 23, 2017. An interlocal Operating Service Agreement was entered into in 2017 where the RWD Board serves as the governing body of the Utility and retains ownership of real property and responsibility for the Capital Improvement Plan for RWD, and the operations of the utility will be performed by the City with RWD personnel and equipment transferred to the City in 2017. RWD retains all revenues and interlocal agreement costs. The Operating Service Agreement provides that RWD will reimburse the City based on annual budgeted costs with annual reconciliation of direct costs.

Department: Administrative Services; Public Works
Program: Wastewater Finance Operations; Wastewater Operations Management; Wastewater Permitting

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$0	\$35,695	(\$463,846)	(\$470,653)	(\$463,846)	(\$463,846)	(\$436,364)	(\$463,846)	(\$510,538)	(\$510,538)	(\$510,538)	(\$46,692)	10%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$6,807	\$0	\$6,807	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	441,904	1,917,250	2,292,758	3,522,563	5,815,321	2,230,107	2,632,134	4,862,241	2,877,099	2,784,161	5,661,260	799,019	16%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	5,646	0	0	0	0	0	0	0	12,000	0	12,000	12,000	0%
Investment Earnings	463	5,622	0	0	0	5,337	0	5,337	0	0	0	(5,337)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$448,013	\$1,922,872	\$2,292,758	\$3,522,563	\$5,815,321	\$2,235,444	\$2,632,134	\$4,867,578	\$2,889,099	\$2,784,161	\$5,673,260	\$805,682	17%
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	178,562	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$178,562	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Revenue and Other Financing Sources	\$626,575	\$1,922,872	\$2,292,758	\$3,522,563	\$5,815,321	\$2,235,444	\$2,632,134	\$4,867,578	\$2,889,099	\$2,784,161	\$5,673,260	\$805,682	17%
Use of Funds													
Salaries & Wages	\$305,980	\$1,010,901	\$1,109,612	\$1,151,865	\$2,261,477	\$1,097,761	\$1,197,842	\$2,295,603	\$1,230,695	\$1,221,097	\$2,451,792	\$156,189	7%
Personnel Benefits	241,065	896,763	508,297	516,826	1,025,123	453,651	534,776	988,427	545,718	551,328	1,097,046	108,619	11%
Supplies	10,396	84,263	100,076	112,151	212,227	116,551	104,158	220,709	91,997	91,997	183,994	(36,715)	(17%)
Other Services & Charges	32,766	349,562	349,568	348,993	698,561	294,461	364,378	658,839	458,417	387,467	845,884	187,045	28%
Intergovernmental Services	673	2,764	5,800	5,800	11,600	2,732	5,800	8,532	6,200	6,200	12,400	3,868	45%
Capital Outlays	0	22,320	0	887,574	887,574	26,595	0	26,595	30,000	0	30,000	3,405	13%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	55,840	51,232	52,026	103,258	51,232	52,026	103,258	0	0	0	(103,258)	(100%)
Contingency	0	0	10,000	10,000	20,000	0	10,000	10,000	10,000	10,000	20,000	10,000	100%
Total Expenditures	\$590,880	\$2,422,413	\$2,134,585	\$3,085,235	\$5,219,820	\$2,042,982	\$2,268,980	\$4,311,962	\$2,373,027	\$2,268,089	\$4,641,116	\$329,154	8%
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	164,980	437,328	602,308	164,980	437,328	602,308	516,072	516,072	1,032,144	429,836	71%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$164,980	\$437,328	\$602,308	\$164,980	\$437,328	\$602,308	\$516,072	\$516,072	\$1,032,144	\$429,836	71%
Total Expenditures	\$590,880	\$2,422,413	\$2,299,565	\$3,522,563	\$5,822,128	\$2,207,962	\$2,706,308	\$4,914,270	\$2,889,099	\$2,784,161	\$5,673,260	\$758,990	15%
Ending Fund Balance	\$35,695	(\$463,846)	(\$470,653)	(\$470,653)	(\$470,653)	(\$436,364)	(\$510,538)	(\$510,538)	(\$510,538)	(\$510,538)	(\$510,538)	\$0	0%
Expenditures & FTEs Program:													
Wastewater Finance Operations	\$301,594	\$1,010,393	\$744,321	\$1,039,090	\$1,783,411	\$696,827	\$1,057,522	\$1,801,843	\$1,129,596	\$1,145,712	\$2,275,308	\$491,897	28%
Wastewater Operations Management	229,453	1,173,431	1,242,193	2,157,176	3,399,369	1,230,487	1,298,468	2,540,661	1,350,424	1,274,120	2,624,544	(774,825)	(23%)
Wastewater Permitting	59,833	238,569	313,051	326,297	639,348	290,648	350,318	663,369	409,079	364,329	773,408	134,060	21%
Wastewater Capital	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$590,880	\$2,422,413	\$2,299,565	\$3,522,563	\$5,822,128	\$2,207,962	\$2,706,308	\$5,005,873	\$2,889,099	\$2,784,161	\$5,673,260	(\$148,868)	(3%)

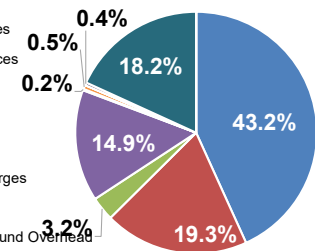
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Vehicle Operations and Maintenance Fund (501) Summary

The Vehicle Operations and Maintenance Fund is used to account for the costs of operating and maintaining City vehicles and auxiliary equipment. Departments are assessed an annual charge for the estimated cost of the repair and maintenance of their vehicles along with projected fuel costs.

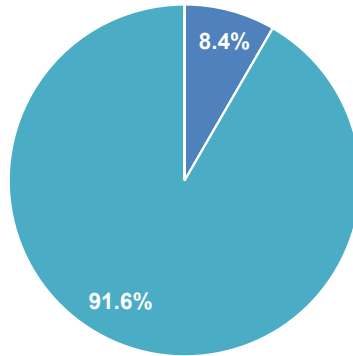
Department: Administrative Services
Program: Vehicle Operations & Maintenance

	2017	2018	2019	2020	2019-2020	2019	2020	2019-2020	2021	2022	2021 - 2022	2021 - 2022	
	Actual	Actual	Current Budget	Current Budget	Biennial Budget	Actual	Year-End Estimate	Biennial Estimate	Budget	Budget	Biennial Budget	vs. 2019 - 2020	Percentage Change
Beginning Fund Balance	\$268,516	\$292,623	\$113,285	\$93,285	\$113,285	\$113,285	\$107,475	\$113,285	\$87,419	\$67,419	\$87,419	(\$25,866)	(23%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$20,000	\$20,000	\$40,000	\$0	\$0	\$0	\$20,000	\$20,000	\$40,000	\$40,000	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	438,123	452,225	522,145	544,072	1,066,217	449,904	526,402	976,306	223,761	215,130	438,891	(537,415)	(55%)
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	3,488	3,867	0	0	0	3,792	0	3,792	0	0	0	(3,792)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$441,611	\$456,092	\$522,145	\$544,072	\$1,066,217	\$453,696	\$526,402	\$980,098	\$223,761	\$215,130	\$438,891	(\$541,207)	(55%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	8,711	1,143	0	0	0	10,207	0	10,207	0	0	0	(10,207)	(100%)
Total Other Financing Sources	\$8,711	\$1,143	\$0	\$0	\$0	\$10,207	\$0	\$10,207	\$0	\$0	\$0	(\$10,207)	(100%)
Total Revenue and Other Financing Sources	\$450,321	\$457,235	\$522,145	\$544,072	\$1,066,217	\$463,903	\$526,402	\$990,305	\$223,761	\$215,130	\$438,891	(\$551,414)	(56%)
Use of Funds													
Salaries & Wages	\$159,092	\$162,568	\$192,317	\$195,339	\$387,656	\$172,063	\$195,766	\$367,829	\$0	\$0	\$0	(\$367,829)	(100%)
Personnel Benefits	68,567	70,493	82,092	83,327	165,419	75,481	83,751	159,232	0	0	0	(159,232)	(100%)
Supplies	79,994	88,236	86,703	86,703	173,406	120,845	63,401	184,246	83,000	83,000	166,000	(18,246)	(10%)
Other Services & Charges	118,422	66,620	161,033	178,703	339,736	101,157	203,540	304,697	140,761	132,130	272,891	(31,866)	(10%)
Intergovernmental Services	140	140	0	0	0	166	0	166	0	0	0	(166)	(100%)
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	20,000	20,000	40,000	0	0	0	20,000	20,000	40,000	40,000	0%
Total Expenditures	\$426,215	\$388,057	\$542,145	\$564,072	\$1,106,217	\$469,713	\$546,458	\$1,016,171	\$243,761	\$235,130	\$478,891	(\$537,280)	(53%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	248,516	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$248,516	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$426,215	\$636,573	\$542,145	\$564,072	\$1,106,217	\$469,713	\$546,458	\$1,016,171	\$243,761	\$235,130	\$478,891	(\$537,280)	(53%)
Ending Fund Balance	\$292,623	\$113,285	\$93,285	\$73,285	\$73,285	\$107,475	\$87,419	\$87,419	\$87,419	\$47,419	\$47,419	(\$40,000)	(46%)

The 2018 budget included transfers of fund balance to the General, Street, Roads Capital and Surface Water Utility funds of which the fund has no need. The City Manager set-aside the monies transferred to the General and Street funds in reserve for future improvements to a maintenance facility. In 2021-2022 no staff will be charged directly to this fund. Rather the costs will be included with overhead charges. This fund strives to maintain a minimum balance needed to fund a \$40,000 contingency.

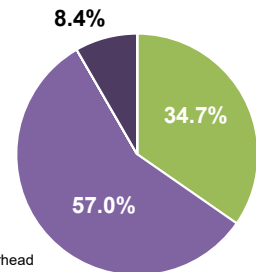
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Equipment Replacement Fund (503) Summary

This fund is used only for the replacement of vehicles and other non-IT equipment. Based upon the vehicle replacement schedule, departments are assessed an annual charge to cover the anticipated replacement costs for their vehicles. Prior to 2014, this fund included the replacement of vehicles, computers, servers and other related equipment. An annual transfer was made from the General Fund to support the replacement of all computer related equipment. In 2014, the replacement of computers, servers, and other related IT equipment began to occur in the General Fund.

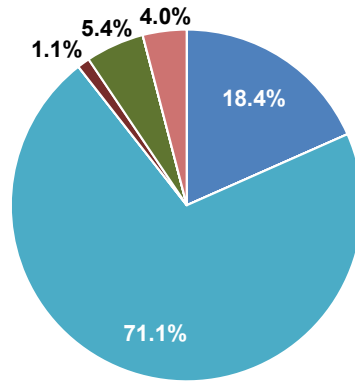
Department: Administrative Services
Program: Operational Equipment Replacement

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$3,512,065	\$3,703,663	\$3,896,637	\$4,275,270	\$3,896,637	\$3,896,637	\$4,737,676	\$3,896,637	\$4,929,176	\$5,149,110	\$4,929,176	\$1,032,538	26%
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$17,418	\$0	\$17,418	\$0	\$0	\$0	\$261,420	\$0	\$261,420	\$261,420	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	426,586	427,105	487,667	498,556	986,223	487,667	453,123	940,790	518,752	493,487	1,012,239	71,449	8%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	19,365	39,000	8,000	8,000	16,000	63,308	8,000	71,308	8,000	8,000	16,000	(55,308)	(78%)
Total Revenue (excl. Use of Fund Bal.)	\$445,951	\$466,105	\$495,667	\$506,556	\$1,002,223	\$550,975	\$461,123	\$1,012,098	\$526,752	\$501,487	\$1,028,239	\$16,141	2%
Other Financing Sources													
Proceeds from Capital Assets	0	0	4,500	9,250	13,750	0	9,250	9,250	77,000	0	77,000	67,750	732%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	14,465	42,655	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers In	85,260	0	521,422	422,672	944,094	594,245	0	594,245	34,320	22,920	57,240	(537,005)	(90%)
Other Financing Sources	0	12,888	0	0	0	14,400	0	14,400	0	0	0	(14,400)	(100%)
Total Other Financing Sources	\$99,725	\$55,543	\$525,922	\$431,922	\$957,844	\$608,645	\$9,250	\$617,895	\$111,320	\$22,920	\$134,240	(\$483,655)	(78%)
Total Revenue and Other Financing Sources	\$545,676	\$521,648	\$1,021,589	\$938,478	\$1,960,067	\$1,159,620	\$470,373	\$1,629,993	\$638,072	\$524,407	\$1,162,479	(\$467,514)	(29%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	4,821	4,249	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	28,559	43,529	43,398	43,398	86,796	38,264	43,398	81,662	43,398	43,398	86,796	5,134	6%
Intergovernmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Outlays	320,699	280,895	599,558	658,147	1,257,705	280,318	235,475	515,793	374,740	22,920	397,660	(118,133)	(23%)
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$354,078	\$328,674	\$642,956	\$701,545	\$1,344,501	\$318,581	\$278,873	\$597,454	\$418,138	\$66,318	\$484,456	(\$112,998)	(19%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$354,078	\$328,674	\$642,956	\$701,545	\$1,344,501	\$318,581	\$278,873	\$597,454	\$418,138	\$66,318	\$484,456	(\$112,998)	(19%)
Ending Fund Balance	\$3,703,663	\$3,896,637	\$4,275,270	\$4,512,203	\$4,512,203	\$4,737,676	\$4,929,176	\$4,929,176	\$5,149,110	\$5,607,199	\$5,607,199	\$678,023	14%

Funds are being accumulated for the future replacement of the City's fleet.

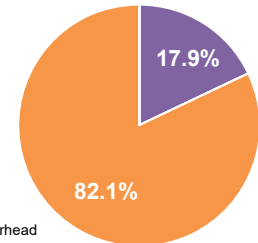
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out



Unemployment Fund (505) Summary

An annual allocation is made to the Unemployment Fund in lieu of making contributions to state unemployment insurance. These funds are used to pay unemployment benefits for qualified City employees that leave City employment.

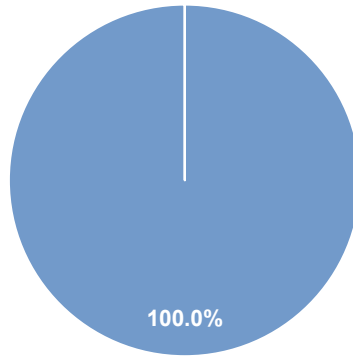
Department: Administrative Services
Program: Unemployment Administration

	2017 Actual	2018 Actual	2019 Current Budget	2020 Current Budget	2019-2020 Biennial Budget	2019 Actual	2020 Year-End Estimate	2019-2020 Biennial Estimate	2021 Budget	2022 Budget	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$75,863	\$72,595	\$58,196	\$40,696	\$58,196	\$58,196	\$37,342	\$58,196	(\$0)	(\$0)	(\$0)	(\$58,196)	(100%)
Resources													
Budgeted Use of Fund Balance	\$0	\$0	\$17,500	\$17,500	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Charges for Goods and Services	0	0	0	0	0	0	0	0	0	0	0	0	0%
Fines and Forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0%
Investment Earnings	628	1,109	0	0	0	1,080	0	1,080	0	0	0	(1,080)	(100%)
Total Revenue (excl. Use of Fund Bal.)	\$628	\$1,109	\$0	\$0	\$0	\$1,080	\$0	\$1,080	\$0	\$0	\$0	(\$1,080)	(100%)
Other Financing Sources													
Proceeds from Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0	0%
Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers In General Fund Support	0	0	0	0	0	0	227,650	227,650	17,500	17,500	35,000	(192,650)	(85%)
Other Transfers In	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$227,650	\$227,650	\$17,500	\$17,500	\$35,000	(\$192,650)	(85%)
Total Revenue and Other Financing Sources	\$628	\$1,109	\$0	\$0	\$0	\$1,080	\$227,650	\$228,730	\$17,500	\$17,500	\$35,000	(\$193,730)	(85%)
Use of Funds													
Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Personnel Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0%
Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Services & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Intergovernmental Services	3,896	15,508	17,500	17,500	35,000	21,934	264,992	286,926	17,500	17,500	35,000	(251,926)	(88%)
Capital Outlays	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Principal	0	0	0	0	0	0	0	0	0	0	0	0	0%
Debt Services - Interest	0	0	0	0	0	0	0	0	0	0	0	0	0%
Interfund Payments/Charges	0	0	0	0	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$3,896	\$15,508	\$17,500	\$17,500	\$35,000	\$21,934	\$264,992	\$286,926	\$17,500	\$17,500	\$35,000	(\$251,926)	(88%)
Other Financing Uses													
Transfers Out General Fund Overhead	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out General Fund Capital Support	0	0	0	0	0	0	0	0	0	0	0	0	0%
Transfers Out Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0%
Other Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0	0%
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total Expenditures	\$3,896	\$15,508	\$17,500	\$17,500	\$35,000	\$21,934	\$264,992	\$286,926	\$17,500	\$17,500	\$35,000	(\$251,926)	(88%)
Ending Fund Balance	\$72,595	\$58,196	\$40,696	\$23,196	\$23,196	\$37,342	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	\$0	0%

Accumulated fund balance will be used for expenditures instead of a transfer from the General Fund as the current fund balance is equal to approximately three years of average expenditures.

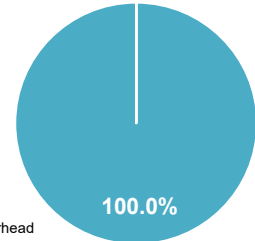
2021 - 2022 Funding Sources

- Budgeted Use of Fund Balance
- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Goods and Services
- Fines and Forfeits
- Miscellaneous Revenues
- Investment Earnings
- Proceeds from Capital Assets
- Capital Contributions
- Transfers In General Fund Overhead
- Transfers In General Fund Capital Support
- Transfers In General Fund Support
- Other Transfers In
- Other Financing Sources



2021 - 2022 Use of Funds

- Salaries & Wages
- Personnel Benefits
- Supplies
- Other Services & Charges
- Intergovernmental Services
- Capital Outlays
- Debt Services - Principal
- Debt Services - Interest
- Interfund Payments/Charges
- Contingency
- Transfers Out General Fund Overhead
- Transfers Out General Fund Capital Support
- Transfers Out Debt Service
- Other Transfers Out





CAPITAL IMPROVEMENT PROGRAM



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CAPITAL IMPROVEMENT PLAN 2021-2026

INTRODUCTION

READER'S GUIDE TO THE CAPITAL IMPROVEMENT PLAN (CIP)

The Capital Improvement Plan is divided into six sections: Introduction, CIP Summary, General Capital Projects, City Facilities-Major Maintenance Projects, Roads Capital Projects and Surface Water Utility Projects. The following is a brief explanation of the major items included in each section.

Introduction

- ◆ Impacts of Growth Management: A brief overview of the impact of the State of Washington's Growth Management Act on the City's capital planning process.
- ◆ Capital Planning, Programming and Budget System: Graphical representation of the City's capital planning process.
- ◆ Capital Improvement Fund Descriptions: Detailed descriptions of each capital fund.
- ◆ Capital Budget Criteria: Criteria used as guidelines during the development of the capital budget.
- ◆ Advantages of Capital Planning: Discussion of the advantages provided by the development of a long-range capital plan.
- ◆ Capital Improvement Program Plan Policies: Capital policies adopted by the City Council.
- ◆ Steps in the Capital Improvement Process: Steps used in the capital planning process.
- ◆ Project Phase Definition: A brief description of the three project phases that may occur in each project.
- ◆ Capital Project Criteria: A set of criteria used to determine if a project should be included in the Capital Improvement Plan.

Capital Improvement Program Summary

- ◆ Capital Projects by Category: Graphic of the distribution of the projects by category.
- ◆ Capital Resources by Category: Graphic of all of the resources available to fund the CIP.
- ◆ Program Summary: listing of each project within the three capital funds: General Capital, City Facilities – Major Maintenance and Roads Capital. Also, the capital portion of the Surface Water Utility is included.
- ◆ Capital Improvement Program Impact Upon Operating Budget: listing the anticipated future annual costs as a result of completion of capital projects.

General Capital, City Facilities, Roads Capital, and Surface Water Utility Projects

- ◆ Capital Fund Summary: A summary is included for each capital fund. The summary includes a map highlighting the locations of each project, a list of all projects and their costs, a discussion of the projected current year project costs, a comparison of changes from the prior CIP and list of

significant projects that have been identified in each fund that have not been included in the CIP due to funding constraints.

- ◆ **Capital Project Detail:** A project sheet is included for each capital project included in the CIP. Each sheet may contain the following sections as appropriate:
 - **Project Map:** The map reflects the location of the project. If the project location is unknown at this time or affects the city in general, a city-wide map has been included.
 - **Project Description:** A brief description of the project.
 - **Service Impact:** A brief description of the project's impact on Shoreline citizens or others that use the public facility and any impact to maintenance and operating costs.
 - **Project Costs:** This spreadsheet displays actual expenditures from prior periods and projected future costs by project phase. It also displays the specific revenue sources used to fund the project. Funding for the Public Art program is displayed. It should be noted that these costs are included in the construction budget of eligible projects. Any impact on the operating budget is also displayed.
 - **Revenue Sources:** This displays all of the anticipated revenue sources for the project.
 - **Project Time Line:** The projected timing for each phase of a project is displayed.

Introduction: The Capital Improvement Plan provides a multi-year list of proposed major capital expenditures and associated operating costs for the City. This plan attempts to set funding strategies not only for the current year, but also to project future needs for major construction, land acquisition and equipment needs that improve the cultural environment, capital infrastructure and recreational opportunities for the citizens of Shoreline. Capital expenditures are viewed not only in the context of how much the new project will cost, but also what impact the project will have on the City's operating budget.

Impacts of Growth Management: Capital facilities planning and financing is now subject to the State of Washington Growth Management Act of 1990 (GMA). The GMA requires communities to adopt comprehensive plans designed to guide the orderly development of growth over the next twenty years.

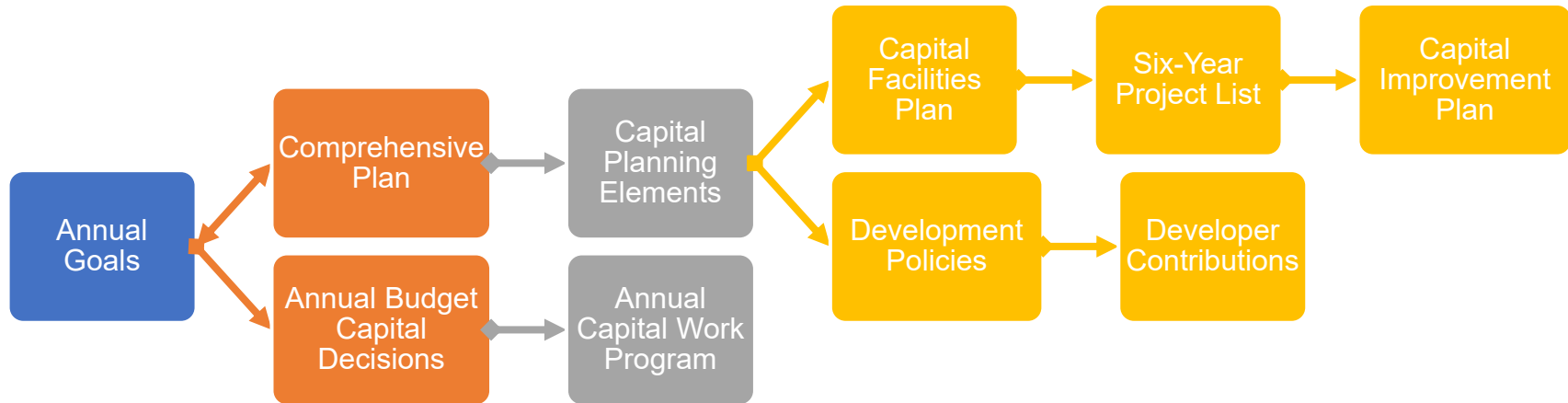
To comply with GMA, the City prepared a comprehensive Capital Facilities Plan (CFP). The CFP provides long range policy guidance for the development of capital improvements. The purpose of a CFP is to identify and coordinate those capital improvements deemed necessary to accommodate orderly growth, set policy direction for capital improvements and ensure that needed capital facilities are provided in a timely manner.

The GMA requires that the CFP contain the following elements:

- ◆ An inventory of existing public owned capital facilities showing locations and capacities.
- ◆ A forecast of the future needs for such capital facilities.
- ◆ The proposed locations and capacities of expanded or new capital facilities.
- ◆ A minimum six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes.
- ◆ A requirement to reassess the land-use element if probable funding falls short of meeting existing needs.

Capital facilities are defined as mandatory elements for inclusion in the comprehensive plan.

Capital Planning, Programming and Budget System:



Capital Improvement Fund Descriptions: The City's Capital Improvement Plan includes four capital funds. They are:

- ◆ General Capital Fund: In the General Capital Fund projects are categorized as Facilities Projects, Parks Projects, and Open Space Projects. Funding for these projects is primarily a result of the allocation of General Fund support, real estate excise tax (REET), municipal financing, and grants.
- ◆ City Facilities – Major Maintenance Fund: In the City Facilities – Major Maintenance fund, projects are categorized as either General Facilities or Parks Facilities. Funding for these projects is provided by an annual transfer of monies from the General Fund.
- ◆ Roads Capital Fund: In the Roads Capital fund, projects are categorized as either Repair and Replacement or Capacity Construction. Within those two categories they are subcategorized into Pedestrian/Non-Motorized Projects, System Preservation Projects, or Safety/Operations Projects. Funding for these projects is provided as a result of support from the General Fund, REET, Transportation Impact Fees, Transportation Benefit District (TBD) funding, and federal, state and local grants.
- ◆ Surface Water Utility Fund: In the Surface Water Utility Fund, projects are categorized as Capacity Construction, Repair and Replacement or Other. Funding for these projects is provided from an allocation of surface water fees and grants. Any debt, which is used to finance projects, must be repaid by allocating a portion of surface water fees for this purpose.

Capital Budget Criteria: Capital improvement programming and budgeting involves the development of a long-term plan for capital expenditures for the City of Shoreline. Capital expenditures include expenditures for buildings, land, major equipment, and other commodities which are of significant value (greater than \$10,000) and have a useful life of at least five years.

The capital improvement plan (CIP) lists each proposed capital item to be undertaken, the year in which it will be started, the amount expected to be expended in each year and the proposed method of financing these expenditures. Based on these details, summaries of capital activity in each year can be prepared as well as summaries of financial requirements such as amounts of general obligation bonds to be issued, amounts of general operation funds required and any anticipated intergovernmental support, etc.

The capital improvement budget is enacted annually based on the capital improvement plan. It encompasses enacting appropriations for the projects in the first year of the capital improvement plan.

Flexibility is built into the capital improvement plan to allow for delay of projects when financing constraints make it impossible to allow for funding of the entire array of projects and to move future projects forward when financial availability makes it possible. The point is that the CIP is required to be updated at a minimum annually to:

- ◆ Make any adjustments in future program years when changes occur in funding or cost.
- ◆ Add a year of programming to replace the current year funded.

Advantages of Capital Planning: In addition to the Growth Management Act (GMA) which requires communities to establish a long-range capital plan, there are several advantages to the community from capital planning.

- ◆ Capital planning facilitates repair or replacement of existing facilities before they fail. Failure is almost always costly, time consuming and more disruptive than planned repair or replacement.
- ◆ It focuses the community and City Council's attention to priority goals, needs and capabilities. There are always more needs and competing projects than the available funds. A good capital plan forces the City to consciously set priorities between competing projects and interests. New projects and good ideas can then be ranked against the established project priority array.
- ◆ A CIP provides a framework for decisions about community growth and development. Long-range planning for infrastructure needs allows the community to accommodate reasonable growth without being overwhelmed.
- ◆ A CIP promotes a more efficient government operation. Coordination of capital projects can reduce scheduling problems and conflicts between several projects. Related projects such as sidewalks, drainage and roads can be planned simultaneously.
- ◆ A CIP enhances opportunities for outside financial assistance. Adequate lead-time allows for all avenues of outside grant funding of government agency assistance to be explored.
- ◆ A CIP serves as an effective community education tool, which conveys to the public that the City Council has made decisions that affect the future of the City and is guiding the development of the community.

Capital project activity is funded with cash made available by the issuance of General Obligation debt, by grants, by general tax allocation, vehicle license and utility fees and by transfers from other funds as may be approved by the City Council.

Annual contributions may be used in whole or in part to fund capital projects as cash assets are accumulated, or the annual contributions may be allowed to remain in reserve until funds, along with accrued interest have grown sufficiently to permit larger projects to be undertaken and paid for with cash.

Capital Improvement Program Plan Policies: Refer to the **Financial Policies** in the **Appendix**.

Steps in the Capital Improvement Process: The capital improvement process is built around the following eight steps:

1. Establishment of the administrative and policy framework for capital programming and budgeting. The first step in implementing an effective capital improvement planning and budget process is to establish the underlying organizational and policy framework within which the process operates.
2. Prepare inventory of existing facilities. Each governmental unit should compile an inventory of its own physical plant. This will help to indicate the eventual need for renewal, replacement, expansion or retirement of some of the physical plant. This can be accomplished through a master plan process.

3. Determine by review the status of previously approved projects. Prepare a report showing the status of previously approved programs. The estimated costs of these projects should be reviewed to ensure accuracy and the funding sources which would be needed to finance the completion of the project. This status review also allows the legislative body the opportunity to stay informed of projects approved in previous years.

4. Perform financial analysis and financial programming. Financial analysis involves the determination of the City of Shoreline's financial capability for major expenditures by examining past, present and future revenue, expenditures and municipal debt. The selection and scheduling of funding sources of these major expenditures is known as financial programming. Some of the important objectives of financial programming include:
 - Smoothing out the tax rate
 - Maintaining a preferred balance of debt service and current expenditures
 - Determination of debt capacity and appropriate debt service levels
 - Maximizing intergovernmental aid relative to local expenditures

The intent is to come up with a level of capital expenditures by fund, which the municipality can safely afford over the next several years while maintaining a minimal impact of the property tax rate and other municipal revenues.

5. Compile and evaluate project requests. Once the Administrative Services Department has completed reviewing and summarizing the CIP requests, the CIP Review Committee will review and prioritize each project based on the criteria contained in the Capital Project Criteria Section. A draft CIP is then developed and submitted to the City Manager for review. The City Council then reviews, modifies and adopts the CIP.

6. Adoption of the capital program and budget. The City Council, which has been involved in the CIP process from the beginning by establishing policy guidelines under which the CIP was developed, has the final responsibility to adopt the CIP.

7. Monitoring the CIP. Lead departments are responsible to monitor the actual development of a project against the approved budget to complete the project.

8. Modifications. Significant changes in project scope, time or costs, requires a CIP amendment by the City Council.

Project Phase Definitions: Projects incur costs from a variety of sources throughout a project life from design through completion of construction, including the costs of acquiring land or easements. The type and size of costs incurred can vary widely from project to project but it is essential to track and manage these costs consistently. A common method for both developing and evaluating project costs is the Engineering Costs as they compare to Construction Costs. For example, engineering costs, sometimes referred to as soft costs, are often 20-25% of the construction costs, often referred to as hard costs. The percentage can vary based on project complexities and size; small projects often carry a higher percentage than large projects. In order to utilize this method, project budgets will be developed and tracked according to the following components of a project budget:

- ◆ Project Administration: Costs required to design and manage the project from scoping through construction close-out. This category accounts for both internal and contracted project management staffing. Basic tasks or activities that occur in this component include surveying,

development of plans, specifications, and cost estimates, project management, public involvement, construction management and inspection. This would also include any studies or work necessary for environmental review and permits.

- ◆ Real Estate Acquisition: Not all projects require the acquisition of right of way, property or easements. When property or right of way is needed it is important to track the costs associated with acquisition separately from other project costs. This is often a requirement of our funding partners. Costs may include direct city costs of expenses, consultant costs and the cost of acquisition. The cost of land or easement costs are included in this component as are tasks such as title reports, appraisals, negotiations and recording that are directly associated with the acquisition.
- ◆ Construction: Construction costs are more narrowly defined as direct construction costs for work performed by a Contractor. Other activities that apply within this component include costs for utility relocations such as new power or water supply or other activities that are not covered by utility franchise agreements. At times, the City contracts with King County to perform construction work which would also be included. In general, costs from a consultant or other direct city costs such as salaries are not included in this component of a project budget.

Defining costs into these categories will facilitate the development of project budgets and the review and comparison of project costs against other projects by breaking out direct construction costs from those costs necessary to design and administer the project. Similarly real estate acquisition is pulled out separately as a means of maintaining consistency across project reporting and tracking of engineering costs against construction costs. All costs will be tracked and reported in a manner that meets the requirements and expectations of our funding partners.

Capital Project Criteria:

Legal

- State or Federal mandate may require that a particular project be implemented. Court orders and judgments concerning annexation, property owner's rights, environmental protection, etc. are also legal requirements that may affect how projects are prioritized.

Safety

- The benefit to the environment, safety or public health of the community should be evaluated. For example, all street projects concern public safety, but streets for which documented evidence of safety hazards exists should be given higher priority treatment.

Comprehensive Plan

- Consistency with the City's Comprehensive Plan is important. Capital projects may directly or indirectly implement the comprehensive plan. Projects should not be inconsistent with the comprehensive plan.

Funds

- The extent to which outside funding is available for the project or purchase should be evaluated.

Need

- The project should alleviate identified problems or deficiencies.

Related Project

- Often projects in one category are essential to the success of those in others. Related projects proposed by other departments or governmental jurisdictions may even effect a savings to a particular project.

Efficiency

- Projects which substantially improve the quality of service at the same operating cost, or eliminate obsolete and inefficient facilities should be identified using this category.

Economic Impact

- A project may affect the local economy. Increases or decreases in property valuations may occur. Rapid growth in the area may increase the City's land acquisition costs if the project is deferred.

Public

- Projects are generally more easily implemented if there is public demand and support for them. Such public support should be gauged in terms of its strength and the depth of understanding it represents.



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CIP SUMMARY



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CAPITAL IMPROVEMENT PROGRAM SUMMARY

**City of Shoreline 2019 - 2026 Capital Improvement Plan
PROGRAM SUMMARY**

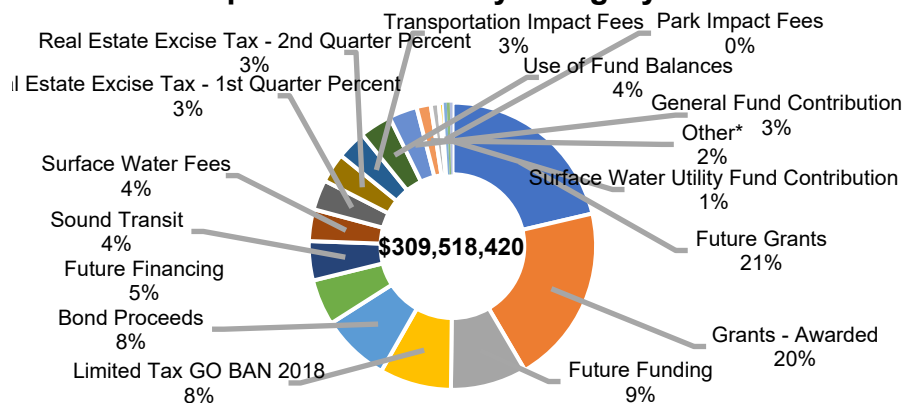
	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
EXPENDITURES									
Fund									
<i>Project Category</i>									
General Capital									
<i>Parks Maintenance Projects</i>									
King County, Trails And Open Space Replacement Levy	\$0	\$225,000	\$225,000	\$0	\$7,513	\$95,060	\$47,280	\$0	\$599,853
Kruckeberg Env Ed Center (Residence Stabilization)	265,000	0	0	265,000	0	0	0	0	\$265,000
Park Ecological Restoration Program (Sai 8)	80,000	220,735	264,206	301,303	247,487	159,940	207,720	255,000	\$1,656,391
Parks Repair And Replacement	533,582	533,583	275,000	275,000	275,000	275,000	275,000	275,000	\$2,183,583
Playground Replacement	1,000,000	1,000,000	500,000	0	0	0	400,000	400,000	\$2,300,000
Turf & Lighting Repair And Replacement	154,675	10,143	0	50,000	805,000	360,000	0	0	\$1,225,143
Echo Lake Park Improvements	195,793	191,511	0	0	0	0	0	0	\$191,511
Boeing Creek Shoreview Park Trail Repair	1,892,000	0	0	0	0	0	0	0	\$0
Parks Improvements-Sound Trans	113,000	0	0	0	0	0	0	0	\$0
<i>Facilities Projects</i>									
City Maintenance Facility	1,746,614	1,261,111	4,216,209	30,000	490,000	1,779,500	18,801,300	5,161,200	\$31,739,320
Civic Center/City Hall	190,000	32,168	157,832	0	0	0	0	0	\$190,000
Police Station At City Hall	135,919	74,061	0	0	0	0	0	0	\$74,061
<i>Parks Development Projects</i>									
PROS Plan Acquisitions (SAI7)	25,012,309	27,389,000	500,000	0	0	0	0	0	\$27,889,000
Parks Facilities Recreation Amenities (SAI3)	185,000	3,020	0	487,000	0	0	0	0	\$490,020
Outdoor Multi-Use Sports Court	75,000	0	0	0	0	0	0	0	\$0
Community & Aquatics Center	16,800	122,932	0	0	0	0	0	0	\$122,932
<i>Non-Project Specific</i>									
General Capital Engineering	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	\$475,081
Pros Plan Update	0	0	0	0	250,000	0	0	0	\$250,000
Cost Allocation Charges	62,956	62,956	15,268	15,268	30,000	30,000	30,000	30,000	\$213,492
City Hall Debt Service Payment	1,340,796	1,340,796	683,250	663,782	683,782	664,770	689,770	664,770	\$5,390,920
General Capital Fund Total	\$33,175,972	\$32,582,097	\$6,896,765	\$2,147,353	\$2,848,782	\$3,424,270	\$20,511,070	\$6,845,970	\$75,256,307
City Facilities - Major Maintenance									
<i>General Facilities Projects</i>									
City Hall Long-Term Maintenance	\$47,086	\$47,086	\$108,400	\$40,000	\$100,000	\$100,000	\$226,618	\$0	\$622,104
City Hall Garage Long-Term Maintenance	0	0	0	24,192	0	0	0	0	\$24,192
Duct Cleaning	17,350	0	10,000	13,350	10,000	0	0	0	\$33,350
<i>Parks Facilities Projects</i>									
Parks Restrooms Long-Term Maintenance	30,000	29,119	0	0	0	0	0	0	\$29,119
Shoreline Pool Long-Term Maintenance	40,000	35,905	0	0	0	0	0	0	\$35,905
Richmond Highlands Community Center Long-Term Maintenance	565,000	45,000	490,000	23,284	0	0	0	0	\$558,284
Spartan Recreation Center	4,500	0	0	0	0	0	0	0	\$0
City Facilities - Major Maintenance Fund Total	\$703,936	\$157,110	\$608,400	\$100,826	\$110,000	\$100,000	\$226,618	\$0	\$1,302,954

	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
EXPENDITURES									
Fund									
Project Category									
Roads Capital Fund									
Pedestrian / Non-Motorized Projects									
Sidewalk Rehabilitation Program	\$1,757,534	\$377,547	\$400,000	\$314,000	\$0	\$0	\$0	\$0	\$1,091,547
New Sidewalks Program	4,245,000	213,154	1,200,000	3,500,000	2,800,000	4,000,000	4,500,000	4,500,000	\$20,713,154
147th/148th Non-Motorized Bridge	2,083,838	1,626,127	3,326,348	3,925,165	0	0	16,926,523	0	\$25,804,163
NSP 1st Ave Ne (N 192nd To N 195th)	0	240,000	691,792	650,000	0	0	0	0	\$1,581,792
1st Ave Ne (N 145th To N 155th)	2,540,000	1,000	300,000	399,000	1,300,000	0	0	0	\$2,000,000
NSP 5th Ave Ne (N 175th To N 182nd)	400,000	410,000	1,880,011	2,180,000	0	0	0	0	\$4,470,011
Ridgecrest Safe Routes To School	20,000	20,000	147,500	210,800	0	0	0	0	\$378,300
N 195th St Bridge Connector	50,000	50,000	437,500	12,500	0	0	0	0	\$500,000
Trail Along The Rail	329,117	1,500	327,618	0	0	0	0	0	\$329,118
WTSC School Zone Flashers	125,878	206,413	0	0	0	0	0	0	\$206,413
Complete Streets- Ped/Bike Gaps	5,000	3,100	0	0	0	0	0	0	\$3,100
Echo Lake Safe Routes To School	0	1,335	0	0	0	0	0	0	\$1,335
System Preservation Projects									
Annual Road Surface Maintenance Program	4,920,925	4,061,102	650,000	1,350,000	530,000	530,000	530,000	530,000	\$8,181,102
Traffic Signal Rehabilitation Program	321,638	318,606	140,711	147,747	152,180	156,745	156,745	156,745	\$1,229,479
Curb Ramp, Gutter And Sidewalk Maintenance Program	13,670	28,986	0	0	0	0	0	0	\$28,986
Safety / Operations Projects									
145th Corridor - 99th To I5	8,761,800	5,705,355	7,513,071	12,925,303	10,138,108	9,742,555	9,568,555	8,022,243	\$63,615,190
145th and I5 Interchange	1,700,000	1,700,000	4,161,905	638,095	18,500,000	0	0	0	\$25,000,000
160th and Greenwood/Innis Arden Intersection	101,548	131,939	0	100,000	270,000	1,710,000	0	0	\$2,211,939
N 175th St - Stone Ave N to I5	3,639,193	1,692,718	1,475,000	1,475,000	4,040,000	40,000	9,040,000	4,040,000	\$21,802,718
Meridian Ave Safe Impr	50,000	181,254	558,200	501,800	0	0	0	0	\$1,241,254
Westminster And 155th Improvements	5,259,284	4,288,785	11,311	0	0	0	0	0	\$4,300,096
Traffic Safety Improvements	391,387	339,226	175,355	184,123	193,330	199,130	199,130	199,130	\$1,489,424
Richmond Beach Mdblk Xing/Rect	217,700	217,830	1,166,600	20,264	0	0	0	0	\$1,404,694
Driveway Relocation Richmond Beach Rd	60,000	85,000	0	0	0	0	0	0	\$85,000
185th Corridor Study	390,691	359,765	0	0	0	0	0	0	\$359,765
Meridian Ave N & N 155Th St Signal Improv	481,085	952,374	0	0	0	0	0	0	\$952,374
Non-Project Specific									
General Fund Cost Allocation Overhead Charge	297,017	297,017	107,997	107,997	50,000	50,000	50,000	50,000	\$713,011
Transportation Master Plan Update	474,374	175,555	351,500	266,500	198,500	0	0	0	\$992,055
Roads Capital Engineering	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	\$4,912,139
Roads Capital Fund Total	\$39,507,706	\$24,748,521	\$25,562,036	\$29,550,331	\$38,814,155	\$17,089,728	\$41,652,090	\$18,181,298	\$195,598,159

	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
EXPENDITURES									
Fund									
Project Category									
Surface Water Capital									
Capacity									
10th Ave NE Drainage Improvements	\$539,895	\$410,671	\$12,500	\$5,000	\$1,430,000	\$0	\$0	\$0	\$1,858,171
25th Ave NE Ditch Improv Between NE 177th And 178th Street	0	0	158,697	0	0	0	0	0	\$158,697
25th Ave. NE Flood Reduction Improvements	633,831	466,339	56,275	0	0	0	0	0	\$522,614
Heron Creek Culvert Crossing At Springdale Ct NW	0	0	0	446,900	460,307	1,703,990	958,311	0	\$3,569,508
NE 148th Infiltration Facilities	448,904	74,747	457,500	10,000	0	0	0	0	\$542,247
NW 195th Place And Richmond Beach Drive Flooding	0	0	0	432,989	445,978	0	0	0	\$878,967
Repair and Replacement									
Hidden Lake Dam Removal	1,979,204	1,051,792	242,548	2,252,452	50,000	1,925,000	1,925,000	0	\$7,446,792
Pump Station 26 Improvements	334,180	460,291	2,326,000	2,233	0	0	0	0	\$2,788,524
Pump Station 30 Upgrades	91,258	10,328	0	292,000	1,825,000	0	0	0	\$2,127,328
Pump Station Miscellaneous Improvements	786,357	40,915	0	76,000	393,000	0	0	0	\$509,915
Stormwater Pipe Replacement Program	805,230	784,583	925,351	1,078,451	1,459,774	500,000	50,000	1,500,000	\$6,298,159
Surface Water Small Projects	646,088	438,302	1,067,352	391,907	630,459	772,898	50,000	650,000	\$4,000,918
Westminster Way N Pipe Replacement	0	500,000	0	0	0	0	0	0	\$500,000
Other									
Boeing Creek Regional Stormwater Facility Study	60,704	21,495	0	0	0	0	0	0	\$21,495
Storm Creek Erosion Management Study	77,128	77,128	0	0	0	0	0	0	\$77,128
Climate Impacts And Resiliency Study	84,872	84,872	0	0	0	0	0	0	\$84,872
System Capacity Modeling Study	318,270	418,270	0	0	0	0	0	0	\$418,270
Non-Project Specific									
Surface Water Master Plan	0	0	0	289,819	298,513	0	0	0	\$588,332
General Fund Cost Allocation Overhead Charge	395,015	395,015	209,357	209,357	238,762	245,925	245,925	245,925	\$1,790,266
Transfers Out	242,571	212,893	997,066	0	20,000	0	0	0	\$1,229,959
Surface Water Capital Engineering	421,617	378,149	223,270	248,770	258,721	269,070	279,832	291,026	\$1,948,838
Surface Water Capital Fund Total	\$7,865,124	\$5,825,790	\$6,675,916	\$5,735,878	\$7,510,514	\$5,416,883	\$3,509,068	\$2,686,951	\$37,361,000
TOTAL EXPENDITURES	\$81,252,738	\$63,313,518	\$39,743,117	\$37,534,388	\$49,283,451	\$26,030,880	\$65,898,846	\$27,714,219	\$309,518,420

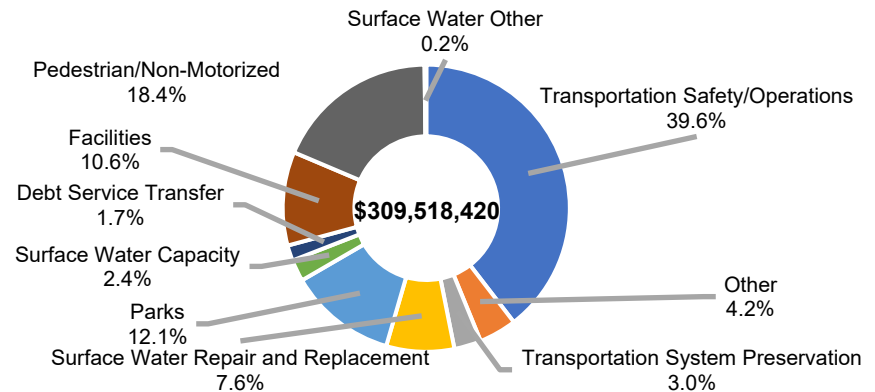
	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
RESOURCES									
General Fund Contribution	\$5,473,413	\$4,362,352	\$3,545,384	\$498,496	\$649,869	\$287,251	\$291,439	\$295,753	\$9,930,544
Surface Water Utility Fund Contribution	242,571	712,893	997,066	0	20,000	0	0	0	\$1,729,959
Transportation Benefit District	1,452,500	2,240,554	323,741	237,741	0	0	0	0	\$2,802,036
Transportation Benefit District (*)	511,616	0	0	0	0	0	0	0	\$0
Transportation Impact Fees	486,000	227,391	199,125	668,576	4,040,000	40,000	4,040,000	1,040,000	\$10,255,092
Park Impact Fees	175,000	300,000	750,000	0	0	0	0	0	\$1,050,000
Bond Proceeds for New Sidewalks	4,245,000	453,154	2,181,803	5,530,000	2,800,000	4,000,000	4,500,000	4,500,000	\$23,964,957
Real Estate Excise Tax - 1st Quarter Percent	2,333,072	2,974,416	1,080,213	1,109,160	1,122,904	1,277,450	1,405,001	1,533,825	\$10,502,969
Real Estate Excise Tax - 2nd Quarter Percent	2,333,072	2,748,433	1,080,213	1,109,160	1,122,904	1,277,450	1,405,001	1,533,825	\$10,276,986
Limited Tax GO BAN 2018	25,000,000	25,000,000	0	0	0	0	0	0	\$25,000,000
Soccer Field Rental Contribution	260,000	260,000	130,000	130,000	130,000	130,000	130,000	130,000	\$1,040,000
Cable - Education/ Govt. Grant	0	20,775	0	0	0	0	0	0	\$20,775
Insurance Restitution	33,464	15,500	0	0	0	0	0	0	\$15,500
Surface Water Fees	3,240,327	2,293,706	2,729,957	(10,007,617)	5,970,284	3,172,419	3,215,039	3,687,451	\$11,061,239
Investment Interest Income	187,384	211,130	27,515	122,840	274,960	156,806	101,173	81,778	\$976,202
Sound Transit	0	0	989,491	2,710,509	10,000,000	0	0	0	\$13,700,000
King County Flood Zone District Opportunity Fund	221,796	221,796	110,898	110,898	110,898	110,898	110,898	110,898	\$887,184
KC - 4Culture Dev.Auth.	20,000	20,000	0	0	0	0	0	0	\$20,000
Conservation Futures Tax Grant	0	2,089,000	0	0	0	0	0	0	\$2,089,000
Grants - Awarded	17,957,102	16,085,338	18,550,682	9,563,758	9,796,411	204,000	30,000	30,000	\$54,260,189
Future Grants	5,660,000	0	0	6,481,975	10,051,448	9,568,555	29,371,734	10,622,243	\$66,095,955
Future Financing	0	200,000	3,900,000	11,850,000	0	0	0	0	\$19,950,000
Future Funding	1,907,000	0	490,000	265,000	103,316	1,779,500	18,801,300	5,161,200	\$26,600,316
King County Voter Approved Trail Funding	120,000	359,259	1,637,000	1,439,656	225,000	225,000	2,348,344	0	\$6,234,259
Private Donations	2,120,000	487,000	1,354,000	100,000	270,000	1,710,000	0	0	\$3,921,000
Use / (Gain) of Accumulated Fund Balance	7,273,421	2,030,821	(333,971)	5,614,236	2,595,457	2,091,551	148,918	(1,012,754)	\$11,134,257
TOTAL RESOURCES	\$81,252,738	\$63,313,518	\$39,743,117	\$37,534,388	\$49,283,451	\$26,030,880	\$65,898,846	\$27,714,219	\$309,518,420

Capital Resources by Category



*Other includes Non-Project Specific and the General Fund Overhead Charge

Capital Projects by Category



CAPITAL IMPROVEMENT PROGRAM IMPACT UPON OPERATING BUDGETS

When certain types of capital projects are developed and completed, they also have ongoing financial impacts upon the City's operating budgets. For example, when a new park or ball field is developed, the Parks Department will need to add the ongoing maintenance of the new facility to the annual maintenance budget. Also, the addition of new sidewalks with planting strips or street trees require ongoing trimming and maintenance costs to be included in the City's maintenance budget.

In the six-year CIP, the individual projects include an estimated future operating budget impact, if it is possible to identify that cost at this time. These costs are estimates at this time, based on the known design elements of the various projects. Changes to these projects will likely result in changes to the projected operating budget impacts.

Anticipated future annual operational costs anticipated as a result of completion of capital projects in the current and beyond are in the proposed budget. The additional operational costs are related to increases for professional landscape maintenance services, janitorial services, utilities and operating supplies.



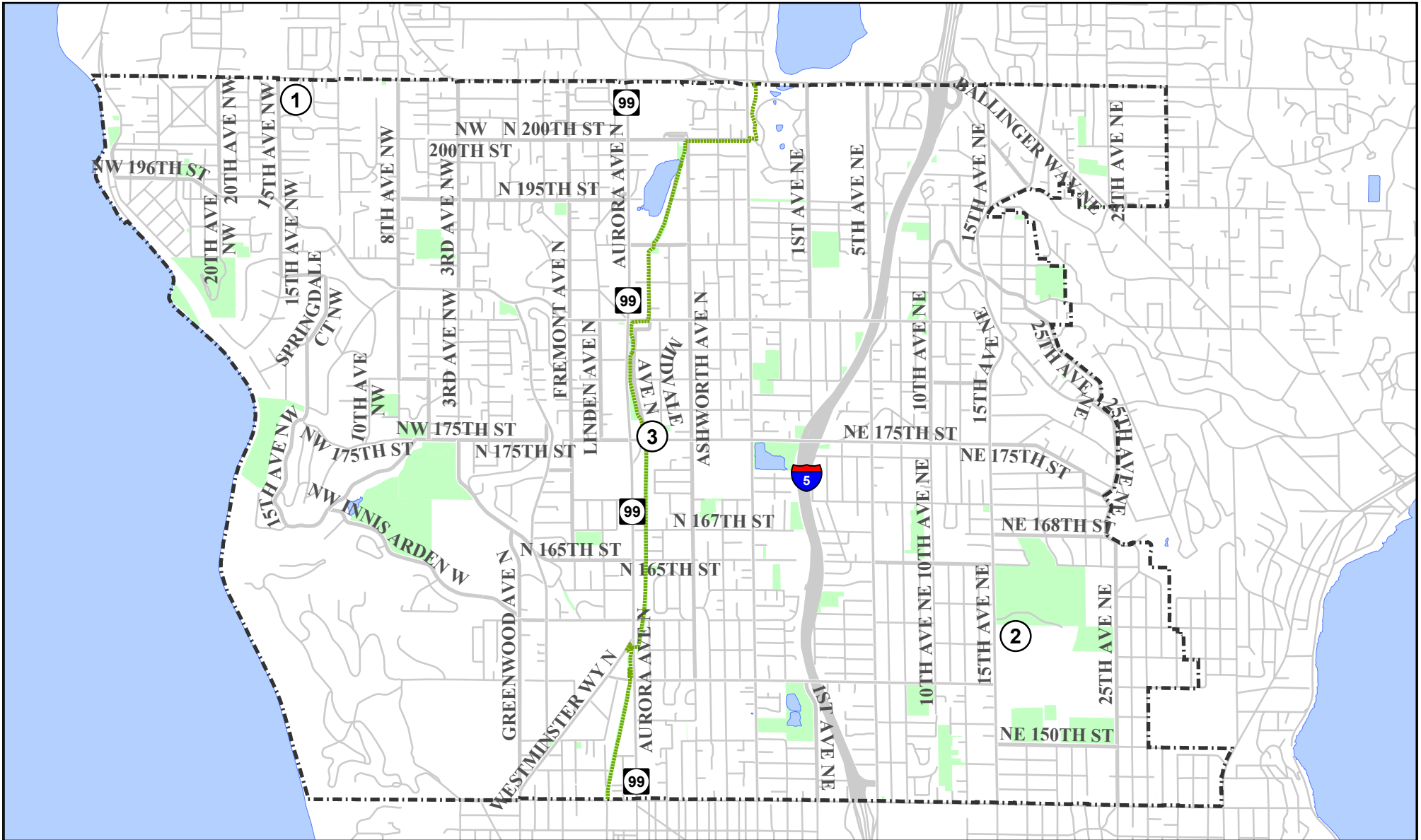
GENERAL CAPITAL FUND



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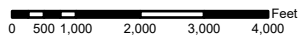
GENERAL CAPITAL FUND SUMMARY



City of Shoreline
 2019-2026
 Capital Improvement Plan
 General Capital Projects



- City Project (point)
- Interurban Trail
- Park



Geographic Information System

Date: 10/1/2020 | Request# 27130

1. Kruckeberg Env Ed Center (Residence Stabilization)
2. City Maintenance Facility
3. Civic Center/City Hall

CITYWIDE IMPROVEMENTS
 King County Trails And Open
 Space Replacement Levy
 Parks Repair and Replacement

City of Shoreline 2019 - 2026 Capital Improvement Plan
Program Summary
General Capital Fund

	PRIOR-YRS	2019CB	2019E	2020CB	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES															
<u>PARKS MAINTENANCE PROJECTS</u>															
KING COUNTY, TRAILS AND OPEN SPACE REPLACEMENT LEVY	71,099	-	-	-	225,000	-	225,000	225,000	-	7,513	95,060	47,280	-	599,853	670,952
KRUCKEBERG ENV ED CENTER (RESIDENCE STABILIZATION)	-	-	-	265,000	-	265,000	-	-	265,000	-	-	-	-	265,000	265,000
PARK ECOLOGICAL RESTORATION PROGRAM (SAI 8)	157,152	80,000	103,239	-	117,496	80,000	220,735	264,206	301,303	247,487	159,940	207,720	255,000	1,656,391	1,813,543
PARKS REPAIR AND REPLACEMENT	2,800,112	270,528	156,971	263,054	376,612	533,582	533,583	275,000	275,000	275,000	275,000	275,000	275,000	2,183,583	4,983,695
PLAYGROUND REPLACEMENT	-	500,000	597,493	500,000	402,507	1,000,000	1,000,000	500,000	-	-	-	400,000	400,000	2,300,000	2,300,000
TURF & LIGHTING REPAIR AND REPLACEMENT	2,880,498	154,675	9,563	-	580	154,675	10,143	-	50,000	805,000	360,000	-	-	1,225,143	4,105,641
<u>FACILITIES PROJECTS</u>															
CITY MAINTENANCE FACILITY	3,469,294	998,114	522,972	748,500	738,139	1,746,614	1,261,111	4,216,209	30,000	490,000	1,779,500	18,801,300	5,161,200	31,739,320	35,208,614
CIVIC CENTER/CITY HALL	38,784,333	-	-	190,000	32,168	190,000	32,168	157,832	-	-	-	-	-	190,000	38,974,333
<u>PARKS DEVELOPMENT PROJECTS</u>															
PARKS FACILITIES RECREATION AMENITIES (SAI3)	179,093	185,000	3,020	-	-	185,000	3,020	-	487,000	-	-	-	-	490,020	669,113
PROS PLAN ACQUISITIONS (SAI7)	7,691	24,812,309	26,965	200,000	27,362,035	25,012,309	27,389,000	500,000	-	-	-	-	-	27,889,000	27,896,691
<u>PROJECTS TO BE COMPLETED IN CURRENT YEAR (2019-2020)</u>															
BOEING CREEK SHOREVIEW PARK TRAIL REPAIR	-	250,000	-	1,642,000	-	1,892,000	-	-	-	-	-	-	-	-	-
COMMUNITY & AQUATICS CENTER	258,200	16,800	122,932	-	-	16,800	122,932	-	-	-	-	-	-	122,932	381,132
ECHO LAKE PARK IMPROVEMENTS	478,042	195,793	116,384	-	75,127	195,793	191,511	-	-	-	-	-	-	191,511	669,553
OUTDOOR MULTI-USE SPORTS COURT	-	-	-	75,000	-	75,000	-	-	-	-	-	-	-	-	-
PARKS IMPROVEMENTS-SOUND TRANS	-	113,000	-	-	-	113,000	-	-	-	-	-	-	-	-	-
POLICE STATION AT CITY HALL	8,868,400	135,919	55,061	-	19,000	135,919	74,061	-	-	-	-	-	-	74,061	8,942,461
<u>NON-PROJECT SPECIFIC</u>															
GENERAL CAPITAL ENGINEERING	1,830,438	81,356	38,909	95,172	76,172	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	475,081	2,305,519
PROS PLAN UPDATE	-	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000	250,000
COST ALLOCATION CHARGES	-	38,654	38,654	24,302	24,302	62,956	62,956	15,268	15,268	30,000	30,000	30,000	30,000	213,492	213,492
CITY HALL DEBT SERVICE PAYMENT	-	677,546	677,546	663,250	663,250	1,340,796	1,340,796	683,250	663,782	664,770	689,770	664,770	664,770	5,390,920	5,390,920
TOTAL EXPENDITURES	59,784,352	28,509,694	2,469,709	4,666,278	30,112,388	33,175,972	32,582,097	6,896,765	2,147,353	2,848,782	3,424,270	20,511,070	6,845,970	75,256,307	135,040,659
REVENUES															
REAL ESTATE EXCISE TAX	-	1,164,953	1,583,864	1,168,119	1,390,552	2,333,072	2,974,416	1,080,213	1,109,160	1,122,904	1,277,450	1,405,001	1,533,825	10,502,969	
SOCCER FIELD RENTAL CONTRIBUTION	-	130,000	130,000	130,000	130,000	260,000	260,000	130,000	130,000	130,000	130,000	130,000	130,000	1,040,000	
INVESTMENT INTEREST	-	6,710	29,882	2,167	2,167	8,877	32,049	2,670	15,395	15,525	635	2,102	2,151	70,526	
CABLE - EDUCATION/ GOVT. GRANT	-	-	20,775	-	-	-	20,775	-	-	-	-	-	-	20,775	
FUTURE FUNDING	-	-	-	1,907,000	-	1,907,000	-	490,000	265,000	103,316	1,779,500	18,801,300	5,161,200	26,600,316	
LIMITED TAX GO BAN 2018	-	24,800,000	-	200,000	25,000,000	25,000,000	25,000,000	-	-	-	-	-	-	25,000,000	
GENERAL FUND CONTRIBUTION	-	1,060,934	593,911	2,702,378	2,391,298	3,763,312	2,985,209	2,936,975	193,000	416,684	50,000	50,000	50,000	6,681,868	
SURFACE WATER UTILITY FUND CONTRIBUTION	-	138,619	47,760	103,952	165,133	242,571	212,893	997,066	-	20,000	-	-	-	1,229,959	
PARK IMPACT FEES	-	125,000	-	50,000	300,000	175,000	300,000	750,000	-	-	-	-	-	1,050,000	
KC - 4CULTURE DEV. AUTH.	-	20,000	20,000	-	-	20,000	20,000	-	-	-	-	-	-	20,000	
KC TRAIL LEVY FUNDING RENEWAL	-	120,000	134,259	-	225,000	120,000	359,259	225,000	225,000	225,000	225,000	225,000	-	1,484,259	
KING CONSERVATION DISTRICT GRANT	-	45,000	62,809	-	-	45,000	62,809	50,000	50,000	30,000	30,000	30,000	30,000	282,809	
INSURANCE RESTITUTION	-	33,464	15,500	-	-	33,464	15,500	-	-	-	-	-	-	15,500	
CONSERVATION FUTURES TAX GRANT	-	-	-	-	2,089,000	-	2,089,000	-	-	-	-	-	-	2,089,000	
YOUTH & AMATEUR SPORTS GRANT	-	-	-	25,000	-	25,000	-	25,000	-	-	-	-	-	25,000	
DEPARTMENT OF COMMERCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL REVENUES		27,644,680	2,638,760	6,288,616	31,693,150	33,933,296	34,331,910	6,686,924	1,987,555	2,063,429	3,492,585	20,643,403	6,907,176	76,112,981	
BEGINNING FUND BALANCE			1,157,568		1,424,777	1,157,568	1,157,568	1,186,750	976,909	817,111	31,758	100,073	102,406	1,157,568	
TOTAL REVENUES			2,638,760		31,693,150	33,933,296	34,331,910	6,686,924	1,987,555	2,063,429	3,492,585	20,643,403	6,907,176	76,112,981	
RESTRICTED AMOUNT FOR TURF REPLACEMENT	-	-	-	-	-	-	-	-	-	-	-	130,000	130,000	260,000	
RESTRICTED AMOUNT FOR COMMUNITY & AQUATIC CENTER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENDITURES			2,469,709		30,112,388	33,175,972	32,582,097	6,896,765	2,147,353	2,848,782	3,424,270	20,511,070	6,845,970	75,256,307	
ENDING FUND BALANCE	1,157,568		1,424,777		1,186,750	1,914,892	1,186,750	976,909	817,111	31,758	100,073	102,406	33,611	1,754,242	
IMPACT ON OPERATING BUDGET															

GENERAL CAPITAL FUND SUMMARY

Types of Projects

In the General Capital Fund projects are categorized as Parks or Facilities Projects. Funding for these projects is primarily a result of monies from real estate excise tax (REET), one-time General Fund revenues, municipal financing, and grants.

2021-2026 CIP Summary

The 2021-2026 General Capital CIP totals \$75.256 million.

Project	Current 2019-2020	Estimate 2019-2020	Adopted 2021	Adopted 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
<i>Expenditures:</i>									
Parks Maintenance Projects	\$4,234,050	\$2,180,972	\$1,264,206	\$891,303	\$1,335,000	\$890,000	\$930,000	\$930,000	\$8,421,481
Facilities Projects	\$2,072,533	\$1,367,340	\$4,374,041	\$30,000	\$490,000	\$1,779,500	\$18,801,300	\$5,161,200	\$32,003,381
Parks Development Projects	\$25,289,109	\$27,514,952	\$500,000	\$487,000	\$0	\$0	\$0	\$0	\$28,501,952
Other	\$239,484	\$178,037	\$75,268	\$75,268	\$340,000	\$90,000	\$90,000	\$90,000	\$938,573
Debt Service Transfer	\$1,340,796	\$1,340,796	\$683,250	\$663,782	\$683,782	\$664,770	\$689,770	\$664,770	\$5,390,920
Total Expenditures	\$33,175,972	\$32,582,097	\$6,896,765	\$2,147,353	\$2,848,782	\$3,424,270	\$20,511,070	\$6,845,970	\$75,256,307
<i>Change in Fund Balance:</i>									
Beginning Fund Balance	\$1,157,568	\$1,157,568	\$1,186,750	\$976,909	\$817,111	\$31,758	\$100,073	\$102,406	\$1,157,568
Total Revenues	\$33,933,296	\$34,331,910	\$6,686,924	\$1,987,555	\$2,063,429	\$3,492,585	\$20,643,403	\$6,907,176	\$76,112,981
Amount restricted for future turf replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000	\$130,000	\$260,000
Total Expenditures	\$33,175,972	\$32,582,097	\$6,896,765	\$2,147,353	\$2,848,782	\$3,424,270	\$20,511,070	\$6,845,970	\$75,256,307
Ending Fund Balance	\$194,261	\$1,186,750	\$976,909	\$817,111	\$31,758	\$100,073	\$102,406	\$33,611	\$1,754,242

Policy Issues

Use of Real Estate Excise Tax: A primary revenue source in the General Capital Fund is real estate excise tax (REET). Since 2005 the City has seen a dramatic decrease in the amount of tax collected. Historically, staff estimated that the annual REET baseline collection was \$1.3 to \$1.5 million per year. For example, when real estate activity increased in 2005, the highest year of collections, the City received more than \$2.6 million in REET. The City Council authorized the use of up to \$750,000 of REET annually towards the debt service costs of City Hall.

Master Plan: All of the parks and open space projects included in the capital improvement plan are recommended in the Parks and Open Space Master Plan.

Municipal Art Funding: The City Council adopted a Municipal Art Program for capital projects in 2002. Projects that include construction will provide 1% of the construction contract award to the Art Program. Maintenance projects are excluded from the Municipal Art Program.

Underfunded and Unfunded Projects: The following table reflects all the projects that are either underfunded or unfunded and awaiting future funding.

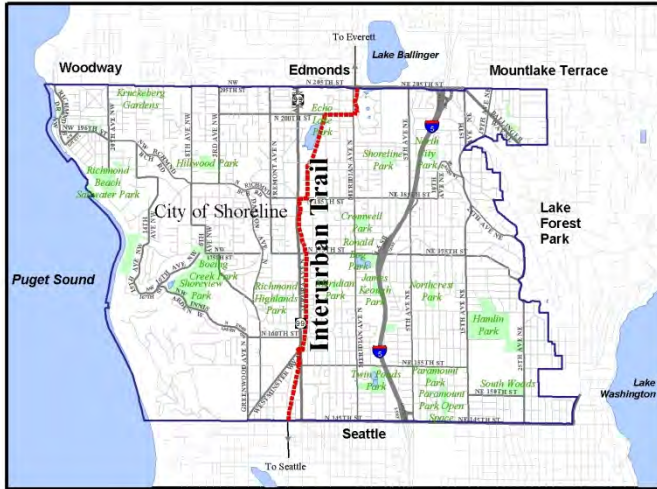
PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
Underfunded Projects			
City Maintenance Facility	The maintenance facility project is under review for final site selection. Additional funding will be needed to move to the construction phase.	\$15 million	\$20million
Property Acquisition/Open Space			
Playground Replacement	Playground have an expected lifespan of 12-15 years. Regular replacement of playgrounds have fallen behind and are apparent in parks such as Ridgecrest,, Jame Keough and Brugger;s Bog.	\$1.5 million	\$3.0 million
Significant Unfunded Projects			
Community/Aquatic Center	The PROS Plan identified the need for a new community and aquatics center to replace the existing Pool and Spartan Rec Center with a target opening of 2022. A funding measure was place on the ballot in November 2019, while it received a majority support it failed to get the 60% necessary for passage.	\$69 million	\$83 million

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General Capital Fund Projects

KING COUNTY PARKS, TRAILS AND OPEN SPACE REPLACEMENT LEVY



Project Description:

The six-year funding for the renewed King County Voter Approved Trail Levy began in 2014 and allowed the City to identify and prioritize trail linkages and make capital or maintenance improvements to parks. An average of \$110,000 was collected from King County annually. On 2020, the renewed Levy increased the funding to \$225,000 annually. As projects are identified, the funding will be programmed. Funding from the Levy was used towards Echo Lake Park Improvement Project in 2014-15; Richmond Beach Saltwater Park Pedestrian Bridge Repair in 2015; Regional Trail Signage in 2015-17; Parks Ecological restoration 2017-2020. Most of the remaining funding will be used towards Parks Ecological Restoration through 2025 and Parks Facilities Recreation Amenities in 2022. As additional projects are identified and prioritized, the City will program this funding to plan and design these projects for construction.

Service Impact: This project will enhance walkability and access to nature.

Changes from the 2019-2024 CIP: Funding was reduced to reflect a transfer to the Park Ecological restoration Program to support native vegetation restoration efforts in parks.

KING COUNTY, TRAILS AND OPEN SPACE REPLACEMENT LEVY													
ORGKEY: 2820270		J.L.# GN255438											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION		225,000		225,000	225,000		7,513	95,060	47,280		599,853	599,853	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION	71,099											71,099	
TOTAL PROJECT EXPENDITURES	71,099	225,000		225,000	225,000		7,513	95,060	47,280		599,853	670,952	
REVENUE SOURCES:													
KC TRAIL LEVY FUNDING RENEWAL	1,169,027	225,000		318,836	225,000		7,513	95,060	47,280		693,689	1,862,716	
KC TRAIL LEVY VOTER APPROVED TRAIL FUNDING (*)												-	
GENERAL CAPITAL FUND	(1,097,928)			(93,836)							(93,836)	(1,191,764)	
TOTAL PROJECT REVENUES	71,099	225,000		225,000	225,000		7,513	95,060	47,280		599,853	670,952	
ELIGIBLE (Y/N)													
Y													
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q2 Q3	Q2 Q3		Q2 Q3	Q2 Q3	Q2 Q3				
REAL ESTATE ACQUISITION													
CONSTRUCTION													

KRUCKEBERG ENVIRONMENTAL EDUCATION CENTER (RESIDENCE STABILIZATION)



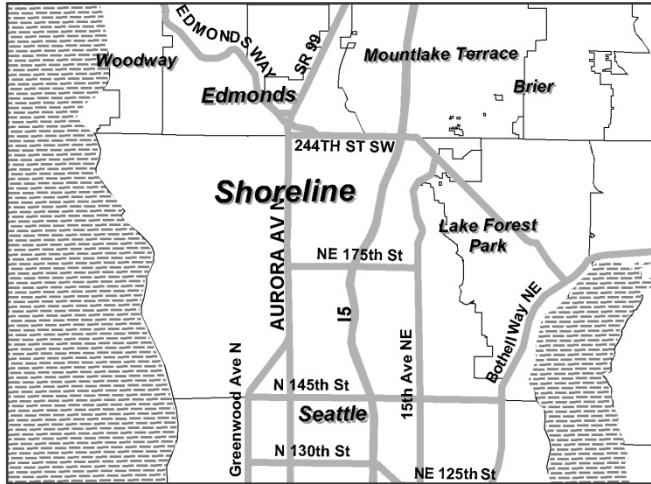
Project Description: The Kruckeberg Garden Master Plan calls for developing an environmental education center using the former Kruckeberg family residence. The residence is now used by the Kruckeberg Botanic Garden Foundation for offices and small classes and meetings. Substantial fund-raising will be necessary to implement the complete vision of the master plan. This project will stabilize the residential structure by repairing the roof and major building systems. The intent is to complete improvements that will preserve the building until major upgrades can be completed.

Service Impact: This project will enhance access to environmental educational opportunities.

Changes from the 2019-2024 CIP: Project moved from 2020 to 2022.

KRUCKEBERG ENV ED CENTER (RESIDENCE STABILIZATION)													
ORGKEY: 2820375		J.L.# GN284600											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION						265,000					265,000	265,000	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION			265,000									-	
TOTAL PROJECT EXPENDITURES			265,000			265,000					265,000	265,000	
REVENUE SOURCES:													
FUTURE FUNDING			265,000			<u>265,000</u>					265,000	265,000	
GENERAL CAPITAL FUND												-	
TOTAL PROJECT REVENUES			265,000			265,000					265,000	265,000	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)			Y			2,650							
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION						Q1 Q2 Q3 Q4							
REAL ESTATE ACQUISITION													
CONSTRUCTION													

PARK ECOLOGICAL RESTORATION PROGRAM



Project Description:

Ecological restoration is the practice of renewing and restoring degraded, damaged, or destroyed ecosystems and habitats in the environment by active human intervention and action. This project will plan for and implement environmental vegetation restoration projects in parks. This project will help implement Goal 1 and Policy 1.1 of the Park, Recreation and Open Space Element of the Comprehensive Plan and the PROS Plan and the goals of the Urban Forest Strategic Plan. Over the next 5 years, the City will restore over 20 acres. This work will include invasive mitigation and native plan restoration helping to improve watersheds that run through the City of Shoreline.

Service Impact:

Preserve, protect and enhance natural resources and encourage restoration, education and stewardship for Shoreline residents.

Changes from the 2019-2024 CIP: added funding through 2026 to implement plan.

PARK ECOLOGICAL RESTORATION PROGRAM (SAI 8)													
ORGKEY: 2820344		J.L.# GN274651/GN274238											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	70,014	117,496		175,505	146,000	106,000	106,000	50,000	50,000	50,000	683,505	753,519	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION	87,138		80,000	45,230	118,206	195,303	141,487	109,940	157,720	205,000	972,886	1,060,024	
TOTAL PROJECT EXPENDITURES	157,152	117,496	80,000	220,735	264,206	301,303	247,487	159,940	207,720	255,000	1,656,391	1,813,543	
REVENUE SOURCES:													
KING CONSERVATION DISTRICT GRANT	71,546		45,000	62,809	50,000	50,000	30,000	30,000	30,000	30,000	282,809	354,355	
KC TRAIL LEVY VOTER APPROVED TRAIL FUNDING (*)	30,550	117,496		117,496	214,206	26,303					583,005	613,555	
KC TRAIL LEVY FUNDING RENEWAL	55,056		35,000	40,423		225,000	217,487	129,940	177,720		790,570	845,626	
GENERAL CAPITAL FUND				7							7	7	
TOTAL PROJECT REVENUES	157,152	117,496	80,000	220,735	264,206	301,303	247,487	159,940	207,720	255,000	1,656,391	1,813,543	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		800		1,182	1,953	1,415	1,099	1,577	2,050	9,277		
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION													
CONSTRUCTION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			

PLAYGROUND REPLACEMENT



Project Description: The City of Shoreline Parks, Recreation & Cultural Services Department provides a comprehensive maintenance program for a number of the assets and features located within the park system. Playgrounds are maintained to industry standards and are inspected on a routine basis. As part of the City’s playground program, equipment is replaced on a 15 to 17-year cycle or as the play structure reaches the end of its useful lifespan. The routine inspection and cycling of playgrounds provide equipment that is up to date and in-line with current safety standards.

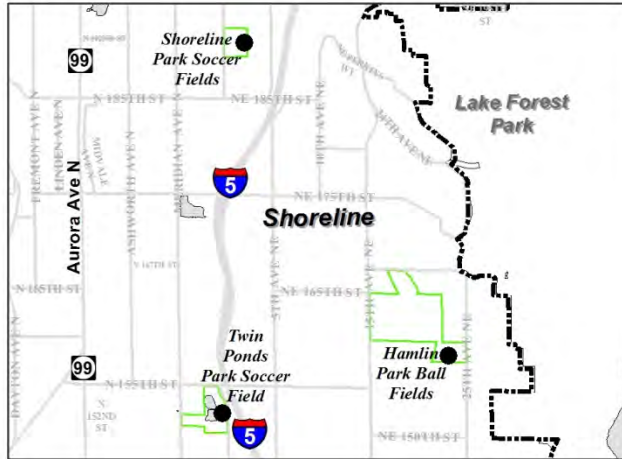
Playgrounds identified for replacement: James Keough, Brugger’s Bog, Richmond Beach Community, Paramount School Park and Richmond Highlands

Service Impact: This project provides replacement of playgrounds at park facilities to address aging infrastructure, improve safety and comply with legal mandates.

Changes from the 2019-2024 CIP: Added 2021 and 2025 funding

PLAYGROUND REPLACEMENT													
ORGKEY: 2820371		J.L.# Multiple											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION		50,000		50,000	50,000				50,000	50,000	200,000	200,000	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION		352,507	1,000,000	950,000	450,000				350,000	350,000	2,100,000	2,100,000	
TOTAL PROJECT EXPENDITURES		402,507	1,000,000	1,000,000	500,000				400,000	400,000	2,300,000	2,300,000	
REVENUE SOURCES:													
GENERAL FUND CONTRIBUTION		100,000	200,000	200,000							200,000	200,000	
YOUTH & AMATEUR SPORTS GRANT					25,000						25,000	25,000	
PARK IMPACT FEES					250,000						250,000	250,000	
GENERAL CAPITAL FUND		302,507	800,000	800,000	225,000				400,000	400,000	1,825,000	1,825,000	
TOTAL PROJECT REVENUES		402,507	1,000,000	1,000,000	500,000				400,000	400,000	2,300,000	2,300,000	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	3,525	10,000	3,525	4,500				3,500	3,500	15,025		
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	LANDSCAPING												
	UTILITIES												
	OTHER												
	TOTAL IMPACT ON OPERATING BUDGET												
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION	Q1 Q2 Q3		Q1 Q2 Q3	Q1 Q2 Q3	Q1 Q2 Q3			Q1 Q2 Q3	Q1 Q2 Q3			
	REAL ESTATE ACQUISITION												
	CONSTRUCTION	Q2		Q2	Q2	Q2			Q2	Q2			

TURF AND LIGHTING REPAIR AND REPLACEMENT PROJECTS



Project Description:

This project will fund the repair and replacement of synthetic turf fields and/or wooden light poles and light fixtures at Twin Ponds Park, Shoreline Park A and B fields and Hamlin Park Upper Baseball Fields (light poles only). A 2014 condition report from field turf, pole and lighting experts identified repair and/or replacement of these park features. The scope of the project(s) will be to repair and/or replace the synthetic turf carpet and rubber/sand infill, remove the wooden light poles and if necessary, replace them with metal poles and add new lighting fixtures.

Service Impact:

Continue providing safe places for people to engage in active recreation

Changes from the 2019-2024 CIP: Light and Pole replacement moved to be completed in 2024.

TURF & LIGHTING REPAIR AND REPLACEMENT													
ORGKEY: 2820329 J.L.# GN267900													
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	242,400	580		8,989		50,000					58,989	301,389	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION	2,638,098		154,675	1,154			805,000	360,000			1,166,154	3,804,252	
TOTAL PROJECT EXPENDITURES	2,880,498	580	154,675	10,143		50,000	805,000	360,000			1,225,143	4,105,641	
REVENUE SOURCES:													
RECREATION & CONSERVATION OFFICE	250,000											250,000	
GENERAL FUND CONTRIBUTION												-	
JUDGEMENT/SETTLEMENT												-	
FUTURE FUNDING												-	
GENERAL CAPITAL FUND	2,630,498	580	154,675	10,143		50,000	805,000	360,000			1,225,143	3,855,641	
TOTAL PROJECT REVENUES	2,880,498	580	154,675	10,143		50,000	805,000	360,000			1,225,143	4,105,641	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		1,547				8,050	3,600				11,650	
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4							
REAL ESTATE ACQUISITION													
CONSTRUCTION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4			Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4					

CITY MAINTENANCE FACILITY



Project Description:

The Distributed City Maintenance Facility (CMF) Project will design and construct three City facilities to accommodate long term growth of the City's maintenance and operation's needs. In 2013, property was purchased for a single Public Works Maintenance Facility, which came to be known as the North Maintenance Facility (NMF). During a pre-design analysis in 2016, unknown site constraints were discovered and prompted pursuit of a distributed facility solution. In 2019, as the result of the Distributed CMF Analysis, staff and council selected a design alternative to develop three sites: Brightwater Site, Hamlin Yard, and NMF. Phase 1 (ongoing) includes adding interim facilities at the NMF site to accommodate a new grounds maintenance crew, designing and building out the Brightwater site, and preliminary design of Hamlin Yard and the final NMF. The next phase will be final design and construction of the Hamlin Yard Facility and additional interim facilities at the NMF site to accommodate operations during construction. The final phase will

be final design and construction of the final NMF. In addition, frontage improvements will be completed alongside the Hamlin Yard and NMF projects.

Service Impact: A facility that accommodates and provides for growth and the space needs of employees will allow crews to respond to customer requests more efficiently.

Changes from the 2019-2024 CIP: The total project budget was increased by \$30,628,463 to show all phases of design and construction being completed by 2026. Previously, only the budget stopped after funding for the Distributed CMF Analysis.

CITY MAINTENANCE FACILITY													
ORGKEY: 2819299		J.L.# GN258500											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	481,055	535,448	1,120,536	654,354	261,301	30,000	490,000	1,779,500	580,800	45,000	3,840,955	4,322,010	
2-REAL ESTATE ACQUISITION	2,931,743		84,497	55,318	36,000						91,318	3,023,061	
3-CONSTRUCTION	56,496	202,691	541,581	551,439	3,918,908				18,220,500	5,116,200	27,807,047	27,863,543	
TOTAL PROJECT EXPENDITURES	3,469,294	738,139	1,746,614	1,261,111	4,216,209	30,000	490,000	1,779,500	18,801,300	5,161,200	31,739,320	35,208,614	
REVENUE SOURCES:													
LIMITED TAX GENERAL OBLIGATION BOND 2013 (*)	3,427,139		80,740	132,185							132,185	3,559,324	
GENERAL FUND CONTRIBUTION	343,027	261,956	1,112,254	604,983	2,729,143	30,000	366,684				3,730,810	4,073,837	
FUTURE FUNDING					490,000		103,316	1,779,500	18,801,300	5,161,200	26,335,316	26,335,316	
SURFACE WATER UTILITY FUND CONTRIBUTION		165,133	242,571	212,893	997,066		20,000				1,229,959	1,229,959	
GENERAL CAPITAL FUND	(300,871)	311,050	311,049	311,050							311,050	10,179	
TOTAL PROJECT REVENUES	3,469,294	738,139	1,746,614	1,261,111	4,216,209	30,000	490,000	1,779,500	18,801,300	5,161,200	31,739,320	35,208,614	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	2,027	5,416	2,027	39,189				182,205	51,162	274,583		
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION													
CONSTRUCTION		Q1 Q2		Q1 Q2 Q3 Q4	Q2 Q3 Q4				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			

CIVIC CENTER/ CITY HALL



Project Description: The existing Highland Plaza Facility has reached the end of its useful life. The East side of the facility is currently supported by structural shoring so that roof and East exterior wall does not collapse. A review of City Hall Campus parking needs post Police Station at City Hall project has shown the consistent need for additional Police, Patron and Employee Parking, The facility will be demolished and 32 additional parking spaces will be created for Police and City vehicles providing additional garage parking for Patrons and Employees. The project funding will also provide for a small Facilities storage building adjacent to the emergency generator. The existing electrical service will be repurposed for EV charging.

Service Impact: The project provides increased access to City Services and furthers our environmental goals by providing EV charging for Maintenance and Enforcement Vehicles.

Changes from the 2019-2024 CIP: New Project.

CIVIC CENTER/CITY HALL													
ORGKEY: 2819148		J.L.# GN293100											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	32,379,218				25,000						25,000	32,404,218	
2-REAL ESTATE ACQUISITION	5,772,342											5,772,342	
3-CONSTRUCTION	632,773	32,168	190,000	32,168	132,832						165,000	797,773	
TOTAL PROJECT EXPENDITURES	38,784,333	32,168	190,000	32,168	157,832						190,000	38,974,333	
REVENUE SOURCES:													
GENERAL FUND CONTRIBUTION		32,168	190,000	32,168	157,832						190,000	190,000	
GENERAL CAPITAL FUND	38,784,333											38,784,333	
TOTAL PROJECT REVENUES	38,784,333	32,168	190,000	32,168	157,832						190,000	38,974,333	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	322	1,900	322	1,328							1,650	
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q1 Q2 Q3 Q4								
REAL ESTATE ACQUISITION													
CONSTRUCTION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4								

PARKS FACILITIES RECREATION AMENITIES PLAN



Project Description: The adopted PROS Plan identified a series of park and recreation amenities and potential locations needed to maintain the Shoreline Parks level of service including community garden, basketball courts, off leash area, paved loop path, etc. This project will prepare plans and designs for providing those amenities.

Service Impact: Provide a variety of opportunities to Shoreline residents to play and recreate

Changes from the 2019-2024 CIP: Funding moved to 2022 to align with next PROS Plan update.

PARKS FACILITIES RECREATION AMENITIES (SAI3)												
ORGKEY: 2820347 J.L.# GN272000												
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	179,081		185,000	3,020		257,000					260,020	439,101
2-REAL ESTATE ACQUISITION												-
3-CONSTRUCTION	12					230,000					230,000	230,012
TOTAL PROJECT EXPENDITURES	179,093		185,000	3,020		487,000					490,020	669,113
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION						113,000					113,000	113,000
KC TRAIL LEVY VOTER APPROVED TRAIL FUNDING (*)						225,000					225,000	225,000
KC TRAIL LEVY FUNDING RENEWAL												-
PARK IMPACT FEES			125,000									-
GENERAL CAPITAL FUND	179,093		60,000	3,020		149,000					152,020	331,113
TOTAL PROJECT REVENUES	179,093		185,000	3,020		487,000					490,020	669,113
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y				2,300					2,300	
IMPACT ON OPERATING BUDGET												
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
LANDSCAPING												
UTILITIES												
OTHER												
TOTAL IMPACT ON OPERATING BUDGET												
PROJECT TIME LINE:												
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q3		Q1 Q2 Q3 Q4						
REAL ESTATE ACQUISITION												
CONSTRUCTION						Q1 Q2 Q3 Q4						

PROS PLAN ACQUISITIONS (SAI7)



Project Description: The City Council adopted the Parks Recreation and Open Space Plan 2017-2023 on July 31, 2017. This project will begin implementation of key parts of the Plan such as next steps for property acquisition and preliminary planning and design work.

Service Impact: Provide high quality and diverse opportunities for people to enjoy active and passive recreation.

Changes from the 2019-2024 CIP: Parks Property acquisition funding was allocated here.

PROS PLAN ACQUISITIONS (SAI7)												
ORGKEY: 2821360		J.L.# Multiple										
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	7,691		212,309	26,965							26,965	34,656
2-REAL ESTATE ACQUISITION		27,362,035	24,800,000	27,362,035	500,000						27,862,035	27,862,035
3-CONSTRUCTION												-
TOTAL PROJECT EXPENDITURES	7,691	27,362,035	25,012,309	27,389,000	500,000						27,889,000	27,896,691
REVENUE SOURCES:												
LIMITED TAX GO BAN 2018		25,000,000	25,000,000	25,000,000							25,000,000	25,000,000
CONSERVATION FUTURES TAX GRANT		2,089,000		2,089,000							2,089,000	2,089,000
PARK IMPACT FEES				300,000	500,000						800,000	800,000
GENERAL CAPITAL FUND	7,691	(26,965)	12,309									7,691
TOTAL PROJECT REVENUES	7,691	27,362,035	25,012,309	27,389,000	500,000						27,889,000	27,896,691
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
Y												
IMPACT ON OPERATING BUDGET		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
LANDSCAPING												
UTILITIES												
OTHER												
TOTAL IMPACT ON OPERATING BUDGET												
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4								
REAL ESTATE ACQUISITION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4							
CONSTRUCTION												

GENERAL CAPITAL ENGINEERING



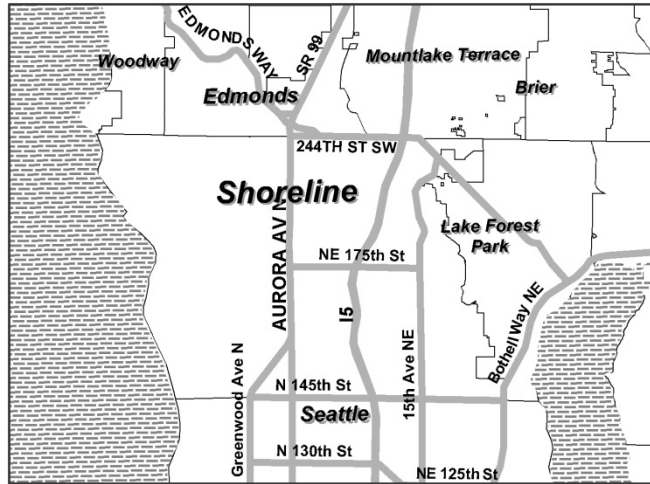
Project Description: This program provides non-project specific support for parks and other general capital fund projects including staff and other resources.

Service Impact: Improve City facilities, open space, recreational facilities for the citizens of Shoreline.

Changes from 2019-2024 CIP: The new cost estimate includes the addition of funding for 2025 and 2026.

GENERAL CAPITAL ENGINEERING													
ORGKEY: 2713065		J.L.# MULTIPLE											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	1,830,223	76,172	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	475,081	2,305,304	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION	214											214	
TOTAL PROJECT EXPENDITURES	1,830,438	76,172	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	475,081	2,305,519	
REVENUE SOURCES:													
GENERAL CAPITAL FUND	1,830,438	76,172	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	475,081	2,305,519	
TOTAL PROJECT REVENUES	1,830,438	76,172	176,528	115,081	60,000	60,000	60,000	60,000	60,000	60,000	475,081	2,305,519	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N) Y													
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION													
CONSTRUCTION													

PARKS, RECREATION AND OPEN SPACE PLAN UPDATE



Project Description: This project will update the Parks, Recreation and Open Space (PROS) Plan to meet Washington State Growth Management Act (GMA) 36.70A 130(4) and Comprehensive Plan Goals to provide updates to this plan very six years. The City Council Adopted the Plan on July 31, 2017.

Service Impact: Project includes an updated vision for future parks and recreation needs for Shoreline.

Changes from the 2019-2024 CIP: Added \$250,000 to complete the update.

PROS PLAN UPDATE													
ORGKEY: 2822273		J.L.# GN255600											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION							250,000				250,000	250,000	
2-REAL ESTATE ACQUISITION												-	
3-CONSTRUCTION												-	
TOTAL PROJECT EXPENDITURES							250,000				250,000	250,000	
REVENUE SOURCES:													
GENERAL CAPITAL FUND							250,000				250,000	250,000	
TOTAL PROJECT REVENUES							250,000				250,000	250,000	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)													
IMPACT ON OPERATING BUDGET		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	LANDSCAPING												
	UTILITIES												
	OTHER												
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION						Q1 Q2 Q3 Q4						
	REAL ESTATE ACQUISITION												
	CONSTRUCTION												



***Projects to be completed
in 2020***

COMMUNITY & AQUATICS CENTER



Project Description: New Community and Aquatics Center to replace the existing Shoreline Pool and Spartan Recreation Center with a target opening of 2022. Project includes the property acquisition, design and construction of the center.

Service Impact: Continue providing safe places for people to engage in active recreation. This project will maintain and diversify the aquatics opportunities available to the Shoreline community. It will also enhance the opportunities for community gathering, fitness, and recreation.

Changes from the 2019-2024 CIP: project canceled

COMMUNITY & AQUATICS CENTER													
ORGKEY: 2821367		J.L.# GN281900											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	258,200		16,800	118,253							118,253	376,453	
2-REAL ESTATE ACQUISITION				4,679							4,679	4,679	
3-CONSTRUCTION												-	
TOTAL PROJECT EXPENDITURES	258,200		16,800	122,932							122,932	381,132	
REVENUE SOURCES:													
FUTURE FUNDING												-	
RENT REVENUE - STORAGE COURT												-	
LIMITED TAX GO BAN 2018												-	
GENERAL CAPITAL FUND	258,200		16,800	122,932							122,932	381,132	
TOTAL PROJECT REVENUES	258,200		16,800	122,932							122,932	381,132	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)													
Y													
IMPACT ON OPERATING BUDGET		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION						Q3 Q4							
REAL ESTATE ACQUISITION					Q3								
CONSTRUCTION													

ECHO LAKE PARK IMPROVEMENTS



Project Description: Remove an existing site-built restroom at the westerly end of Echo Lake Park. The restroom experienced a fire that rendered the facility unusable. Insurance recovery funds were received to demolish this restroom and augmented with the CIP funds noted on this page the following action was taken:

A new modular restroom called the Portland Loo was purchased and installed adjacent to the right of way at the easterly edge of the park. This facility is entirely made of stainless steel, fireproof and very easy to maintain.

Service Impact: Enhance visibility and safety to users of City Facilities.

Changes from the 2019-2024 CIP: New Project completed in 2020.

ECHO LAKE PARK IMPROVEMENTS													
ORGKEY: 2820293		J.L.# GN257938											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	62,051	468		7,562							7,562	69,613	
2-REAL ESTATE ACQUISITION													
3-CONSTRUCTION	415,981	74,659	195,793	183,949							183,949	599,940	
TOTAL PROJECT EXPENDITURES	478,042	75,127	195,793	191,511							191,511	669,553	
REVENUE SOURCES:													
GENERAL FUND CONTRIBUTION		61,445	162,329	162,329							162,329	162,329	
INSURANCE RESTITUTION	15,500		33,464	15,500							15,500	31,000	
GENERAL CAPITAL FUND	462,542	13,682		13,682							13,682	476,224	
TOTAL PROJECT REVENUES	478,042	75,127	195,793	191,511							191,511	669,553	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	747	1,958	747							747		
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	LANDSCAPING												
	UTILITIES												
	OTHER												
	TOTAL IMPACT ON OPERATING BUDGET												
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION	Q1 Q2 Q3	Q1 Q2 Q3	Q1 Q2 Q3									
	REAL ESTATE ACQUISITION												
	CONSTRUCTION	Q1 Q2 Q3		Q1 Q2 Q3									

OUTDOOR MULTI-USE SPORT COURT



Project Description: A new outdoor multi-purpose court (Basketball, volleyball) will be constructed. The PROS Plan identified the need for additional outdoor basketball courts.

Service Impact: Provide a new opportunity for people to engage in active recreation.

Changes from the 2019-2024 CIP: Project was moved to Parks Repair & Replacement to build an outdoor Multi-Use Sport Court at Sunset School Park in conjunction with parking lot repairs in 2020.

OUTDOOR MULTI-USE SPORTS COURT													
ORGKEY: 2820361		J.L.# GNZ77756											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION													
2-REAL ESTATE ACQUISITION													
3-CONSTRUCTION													
TOTAL PROJECT EXPENDITURES													
REVENUE SOURCES:													
PARK IMPACT FEES													
YOUTH & AMATEUR SPORTS GRANT													
GENERAL CAPITAL FUND													
TOTAL PROJECT REVENUES													
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)													
IMPACT ON OPERATING BUDGET													
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
PROJECT ADMINISTRATION													
REAL ESTATE ACQUISITION													
CONSTRUCTION													

PARKS IMPROVEMENTS – SOUND TRANSIT



Project Description: The adopted PROS Plan identified a series of park and recreation amenities and potential locations needed to maintain the Shoreline Parks level of service including community garden, basketball courts, off leash area, paved loop path, etc. This project will prepare plans and designs for providing those amenities utilizing Sound Transit funding due to easements and mitigation in Park Properties.

Service Impact: Provide a variety of opportunities to Shoreline residents to play and recreate

Changes from the 2019-2024 CIP: new and moved to Parks Facilities Recreation Amenities

PARKS IMPROVEMENTS-SOUND TRANS													
ORGKEY: 2820389		J.L.# GN292662											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION													-
2-REAL ESTATE ACQUISITION													-
3-CONSTRUCTION			113,000										-
TOTAL PROJECT EXPENDITURES			113,000										-
REVENUE SOURCES:													
GENERAL FUND CONTRIBUTION			113,000										-
GENERAL CAPITAL FUND													-
TOTAL PROJECT REVENUES			113,000										-
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)			Y										1,130
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING													
UTILITIES													
OTHER													
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION													
REAL ESTATE ACQUISITION													
CONSTRUCTION													

POLICE STATION AT CITY HALL



Project Description: The existing Police Facility has reached the end of its life cycle and does not meet current space needs. A 2013 analysis of potential sites recommended locating a new Police Station on the first floor of City Hall and moving the Planning and Community Development Department to the third floor. This will require build out of the existing third floor, remodeling the first floor, constructing an addition to the east side of City Hall, and site improvements for access and parking.

This project’s funding will also support a backup generator, HVAC controls and system modifications, City Hall lobby acoustic treatment and a new card key access control system.

Service Impact: This project will provide a centrally located and updated Police Station at City Hall. The backup generator will allow for critical services to be maintained within the Police Station areas during power outages.

Changes from the 2019-2024 CIP: The project costs have been updated to align with final project costs.

POLICE STATION AT CITY HALL													
ORGKEY: 2819298		J.L.# GN258440											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	1,014,453	19,000	66,940	34,329							34,329	1,048,782	
2-REAL ESTATE ACQUISITION	1,400,877											1,400,877	
3-CONSTRUCTION	6,453,071		68,979	39,732							39,732	6,492,803	
TOTAL PROJECT EXPENDITURES	8,868,400	19,000	135,919	74,061							74,061	8,942,461	
REVENUE SOURCES:													
SALE OF CURRENT POLICE STATION												-	
TREASURY SEIZURE FUND	2,981,520											2,981,520	
GENERAL FUND CONTRIBUTION	2,526,301	1,885,729	1,885,729	1,885,729							1,885,729	4,412,030	
STATE AND FEDERAL FORFEITURE FUND	3,818,814											3,818,814	
GENERAL CAPITAL FUND	(458,234)	(1,866,729)	(1,749,810)	(1,811,668)							(1,811,668)	(2,269,903)	
TOTAL PROJECT REVENUES	8,868,400	19,000	135,919	74,061							74,061	8,942,461	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		690										
IMPACT ON OPERATING BUDGET													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	LANDSCAPING												
	UTILITIES												
	OTHER												
TOTAL IMPACT ON OPERATING BUDGET													
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION			Q1 Q2									
	REAL ESTATE ACQUISITION												
	CONSTRUCTION			Q1 Q2									



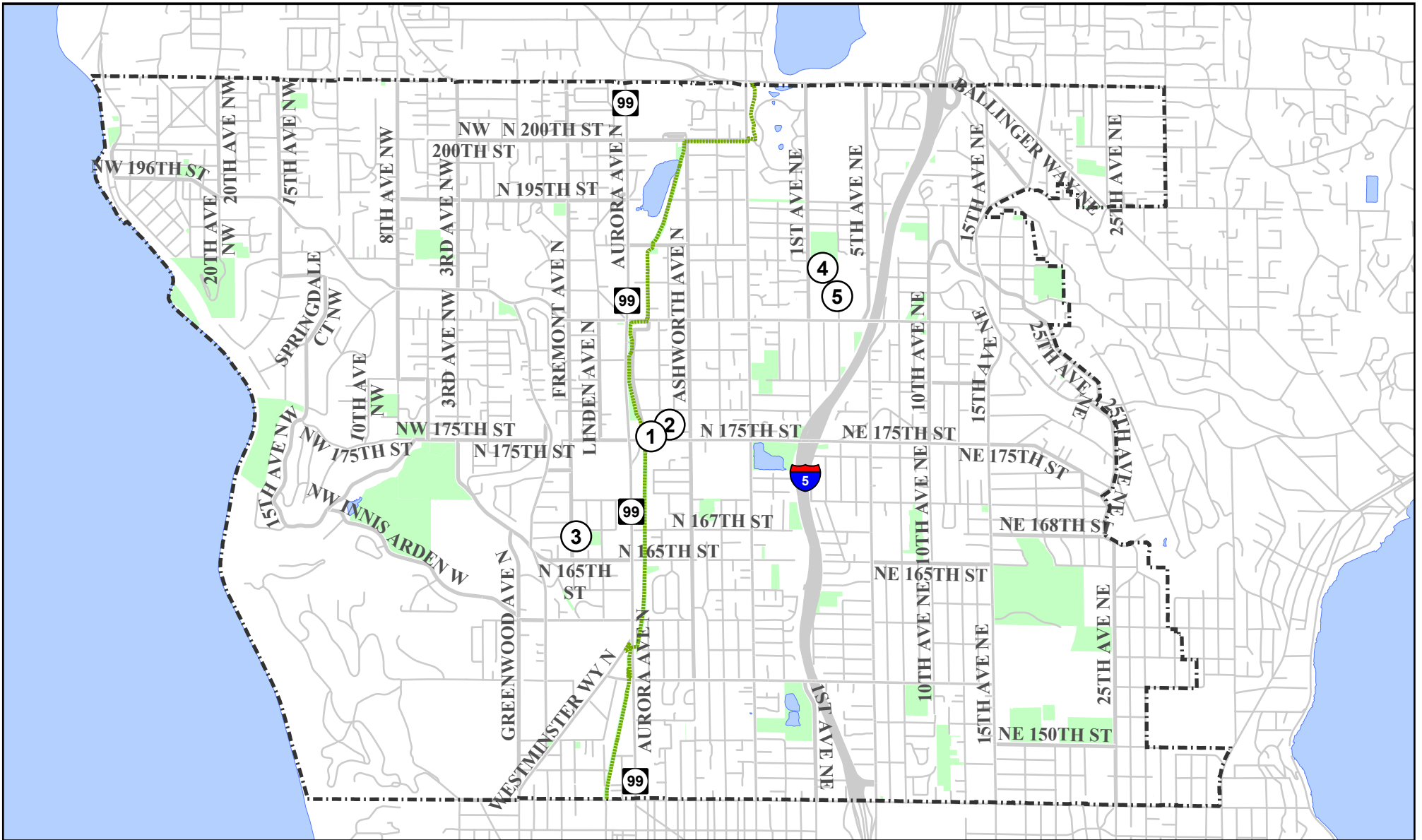
FACILITIES



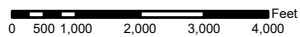
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
FACILITIES – MAJOR MAINTENANCE FUND SUMMARY



City of Shoreline
 2019-2026
 Capital Improvement Plan
 Facilities Major Maintenance



Date: 10/1/2020 | Request# 27130

-  City Project (point)
-  Interurban Trail
-  Park

1. City Hall Long-Term Maintenance
2. City Hall Parking Garage Long-Term Maintenance
3. Richmond Highlands Community Center Long-Term Maintenance
4. Shoreline Pool Long-Term Maintenance
5. Spartan Recreation Center

CITYWIDE IMPROVEMENTS

- Duct Cleaning
- Parks Restrooms Long-Term Maintenance
- Roof Replace & Major Repair

City of Shoreline 2019 - 2026 Capital Improvement Plan
Program Summary
City Facility Major Maintenance Fund

	PRIOR-YRS	2019CB	2019E	2020CB	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES															
GENERAL FACILITIES															
CITY HALL LONG-TERM MAINTENANCE	114,750	77,904	22,147	(30,818)	24,939	47,086	47,086	108,400	40,000	100,000	100,000	226,618	-	622,104	736,854
CITY HALL GARAGE LONG-TERM MAINTENANCE	119,349	-	-	-	-	-	-	-	24,192	-	-	-	-	24,192	143,541
DUCT CLEANING	10,000	4,000	-	13,350	-	17,350	-	10,000	13,350	10,000	-	-	-	33,350	43,350
PARKS FACILITIES															
PARKS RESTROOMS LONG-TERM MAINTENANCE	73,779	30,000	29,119	-	-	30,000	29,119	-	-	-	-	-	-	29,119	102,898
RICHMOND HIGHLANDS COMMUNITY CENTER LONG-TERM MAINTENANCE	289,201	35,000	45	530,000	44,955	565,000	45,000	490,000	23,284	-	-	-	-	558,284	847,485
SHORELINE POOL LONG-TERM MAINTENANCE	1,172,949	20,000	35,905	20,000	-	40,000	35,905	-	-	-	-	-	-	35,905	1,208,854
SPARTAN RECREATION CENTER	19,254	-	-	4,500	-	4,500	-	-	-	-	-	-	-	-	19,254
TOTAL EXPENDITURES	1,888,952	166,904	87,216	537,032	69,894	703,936	157,110	608,400	100,826	110,000	100,000	226,618	-	1,302,954	3,191,906
REVENUES															
GENERAL FUND OPERATING TRANSFER		124,032	124,032	49,032	49,032	173,064	173,064	127,753	131,586	135,534	139,600	143,788	148,102	999,427	
DEPARTMENT OF COMMERCE		-	-	490,000	-	490,000	-	490,000	-	-	-	-	-	490,000	
INVESTMENT INTEREST		883	883	192	766	1,075	1,649	170	883	1,175	1,771	2,728	1,046	9,423	
TOTAL REVENUES		124,915	124,915	539,224	49,798	664,139	174,713	617,923	132,469	136,709	141,371	146,516	149,148	1,498,850	
BEGINNING FUND BALANCE															
TOTAL REVENUES			124,915		49,798	664,139	174,713	617,923	132,469	136,709	141,371	146,516	149,148	1,498,850	
TOTAL EXPENDITURES			87,216		69,894	703,936	157,110	608,400	100,826	110,000	100,000	226,618	-	1,302,954	
LONG-TERM MAJOR MAINTENANCE RESERVES								30,000	25,000				140,000	195,000	
ENDING FUND BALANCE	58,073		95,772		75,676	18,276	75,676	55,199	61,842	88,551	129,922	49,820	58,969	58,969	
IMPACT ON OPERATING BUDGET			-		-	-	-	-	-	-	-	-	-		

CITY FACILITIES – MAJOR MAINTENANCE FUND SUMMARY

Types of Projects

In the City Facilities-Major Maintenance Fund projects are categorized as General Facilities or Parks Facilities. Funding for these projects comes from General Fund contributions.

2019-2026 CIP Summary

The 2019-2026 City Facilities-Major Maintenance CIP totals \$1.303 million.

Project	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
<i>Expenditures:</i>									
General Facilities	\$64,436	\$47,086	\$118,400	\$77,542	\$110,000	\$100,000	\$226,618	\$0	\$679,646
Parks Facilities	\$639,500	\$110,024	\$490,000	\$23,284	\$0	\$0	\$0	\$0	\$623,308
Total Expenditures	\$703,936	\$157,110	\$608,400	\$100,826	\$110,000	\$100,000	\$226,618	\$0	\$1,302,954
<i>Change in Fund Balance:</i>									
Beginning Fund Balance	\$58,073	\$58,073	\$75,676	\$55,199	\$61,842	\$88,551	\$129,922	\$49,820	\$58,073
Total Revenues	\$664,139	\$174,713	\$617,923	\$132,469	\$136,709	\$141,371	\$146,516	\$149,148	\$1,498,850
Total Expenditures	\$703,936	\$157,110	\$608,400	\$100,826	\$110,000	\$100,000	\$226,618	\$0	\$1,302,954
Long-Term Major Maintenance Reserves	\$0	\$0	\$30,000	\$25,000	\$0	\$0	\$0	\$140,000	\$195,000
Ending Fund Balance	\$18,276	\$75,676	\$55,199	\$61,842	\$88,551	\$129,922	\$49,820	\$58,969	\$58,969

Policy Issues

General Fund Support: The six-year CIP includes annual contributions from the General Fund. When this fund was established in 2004, the annual contribution was \$70,000. As part of the long-term financial plan the annual contribution was reduced in 2007 to \$30,000 with the intent to increase the contribution by \$10,000 per year starting in 2010 through 2013 to reach the original contribution amount of \$70,000 in 2014. After the City Hall parking structure was completed, an annual transfer was started to accumulate funds to replace the striping every five years.

Municipal Art Funding: The City Council adopted a Municipal Art Program for capital projects in 2002. Projects that include construction will provide 1% of the construction contract award to the Municipal Art Program. All projects in this fund are considered to be maintenance projects and are therefore ineligible to contribute to the Municipal Art Program.

Underfunded and Unfunded Projects: The following table reflects all the projects that are either underfunded or unfunded and awaiting future funding.

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
UNFUNDED			
Park Restrooms	Implement ongoing repair/replacement program for park restrooms to include installing “tiger” doors, exterior/interior painting, exterior siding and roof maintenance, upgrading fixtures (high priority)	\$95,000	\$150,000
	Full restroom remodel, one restroom per year	\$270,000	\$405,000
Richmond Highlands Recreation Center	Gymnasium Improvements – Lighting and Floor	\$50,000	\$80,000
	Roof Replacement	\$80,000	\$100,000
All Facilities	VAV/TU Units	\$391,000	
	VAV/TU Units Control Upgrades	\$227,000	
City Hall	Roof Top Units 1, 2, 3, 4 & Elevator Split	\$662,000	
	Elevator Equipment Replacement	\$1,000,000	
	Roof Replacement	\$696,000	
	Carpet Replacement	\$296,000	
Police Station	Supply Fan & Split System	\$113,000	
	Roof Replacement	\$312,000	

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
Hamlin Maintenance Facility	Furnace Replacement – Two Split Units	\$50,000	



***Facilities-Major
Maintenance Fund***

Projects

CITY HALL LONG-TERM MAINTENANCE



Project Description: This project allocates funds for major repair and maintenance projects needed in the City Hall building. These projects are intended to keep the building energy efficient, weather tight, address safety issues, reduce ongoing maintenance costs, and maintain a professional looking appearance. Based on the Construction schedule for the police station at City Hall, the building asset emergency needs and project priorities costs have shifted from previous capital improvement plans.

- 2021:** Exterior Envelope and Roof Maintenance
- 2022:** Exterior Envelope and Roof Maintenance
- 2023:** HVAC system major maintenance
- 2024:** Replace Green Roof Components
- 2025:** Replace 2nd & 4th floor carpets

Service Impact: These projects will preserve the function and appearance of the building and will upgrade interior and exterior.

Changes from the 2019-2024 CIP: Increased ongoing funding for annual maintenance

CITY HALL LONG-TERM MAINTENANCE												
ORGKEY: 3119319		J.L.# MA266400										
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	3,047			611			20,000	10,000			30,611	33,658
3-CONSTRUCTION	111,703	24,939	47,086	46,475	108,400	40,000	80,000	90,000	226,618		591,493	703,196
TOTAL PROJECT EXPENDITURES	114,750	24,939	47,086	47,086	108,400	40,000	100,000	100,000	226,618		622,104	736,854
REVENUE SOURCES:												
FACILITIES CAPITAL FUND	114,750	24,939	47,086	47,086	108,400	40,000	100,000	100,000	226,618		622,104	736,854
TOTAL PROJECT REVENUES	114,750	24,939	47,086	47,086	108,400	40,000	100,000	100,000	226,618		622,104	736,854
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N											
PROJECT TIME LINE:												
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4			Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
CONSTRUCTION		Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			

CITY HALL PARKING GARAGE LONG-TERM MAINTENANCE



Project Description: The parking garage requires on-going maintenance to assure the upper level remains watertight. Minor touch ups to the surface are required to maintain the coating on the upper level. The concrete and parking stones also require repairs and replacement.

2022: Surface touch up and repairs to address larger maintenance issues.

Service Impact: This project will preserve the City's parking garage from deteriorating prematurely from water erosion.

Changes from the 2019-2024 CIP: no changes

CITY HALL GARAGE LONG-TERM MAINTENANCE													
ORGKEY: 3119320		J.L.# MA266500											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	304											304	
3-CONSTRUCTION	119,045					24,192					24,192	143,237	
TOTAL PROJECT EXPENDITURES	119,349					24,192					24,192	143,541	
REVENUE SOURCES:													
FACILITIES CAPITAL FUND	119,349					24,192					24,192	143,541	
TOTAL PROJECT REVENUES	119,349					24,192					24,192	143,541	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N												
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION													
CONSTRUCTION	Q2 Q3												

HVAC DUCT CLEANING CITYWIDE



Project Description: This is an on-going program for initial and on-going cleaning of air ducts in the pool, community centers and other buildings to increase the life span of systems, reduce future maintenance, save energy, and improve air quality for staff and users of City facilities. In addition, RGF filters will be installed that contain ultraviolet light tubes. RGF filters minimize and neutralize indoor air pollutants such as bacteria, low grade viruses, mold, gases (VOCs), odors, pollen, dust, and other airborne particles from the air that pass through the Heating, Ventilation and Air Conditioning (HVAC) system. After the initial installation of the RGF filters, bulb replacement is the only maintenance item for this filter system. The long-term net effect for City facilities that serve the public is a better overall air quality especially during cold and flu season.

Service Impact: This project maintains and enhances the air quality of all facilities, improving the program and administrative spaces for users of City Facilities.

Changes from the 2019-2024 CIP: no changes

DUCT CLEANING												
ORGKEY: 3119348		J.L.# MA272100										
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION			1,350			1,350					1,350	1,350
3-CONSTRUCTION	10,000		16,000		10,000	12,000	10,000				32,000	42,000
TOTAL PROJECT EXPENDITURES	10,000		17,350		10,000	13,350	10,000				33,350	43,350
REVENUE SOURCES:												
FACILITIES CAPITAL FUND	10,000		17,350		10,000	13,350	10,000				33,350	43,350
TOTAL PROJECT REVENUES	10,000		17,350		10,000	13,350	10,000				33,350	43,350
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N) N												
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION			Q3			Q3						
CONSTRUCTION			Q3		Q3	Q3	Q3					

PARK RESTROOMS LONG-TERM MAINTENANCE



Project Description: This project continues to provide limited restroom remodels based on the NAC facility assessment and prioritization performed in 2016.

The concrete floors have become porous and are hard to clean and keep odor free. The interior finishes have become worn and hard to maintain. This project provides for epoxy floor overlay, new partitions interior paint, new lighting, accessories and hand dryers. The main fixtures will be reused. All below grade infrastructure is cleaned and serviced.

Service Impact: This project enhances visibility and safety to users of City Facilities.

Changes from the 2019-2024 CIP: no changes- no funding allocated at this time

PARKS RESTROOMS LONG-TERM MAINTENANCE													
ORGKEY: 3121332		J.L.# MA268900											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION												-	
3-CONSTRUCTION	73,779		30,000	29,119							29,119	102,898	
TOTAL PROJECT EXPENDITURES	73,779		30,000	29,119							29,119	102,898	
REVENUE SOURCES:													
FUTURE FUNDING												-	
FACILITIES CAPITAL FUND	73,779		30,000	29,119							29,119	102,898	
TOTAL PROJECT REVENUES	73,779		30,000	29,119							29,119	102,898	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N												
PROJECT TIME LINE:													
		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION													
CONSTRUCTION	Q2 Q3												

RICHMOND HIGHLANDS COMMUNITY CENTER LONG-TERM MAINTENANCE



Project Description: This project is required to keep the facility safe and in proper operating condition.

2021: Design of roof replacement including fire suppression system

2022: Furnace Replacement

Service Impact: This project will preserve the City’s investment in this recreational facility and allow the facility to continue to be open and available to serve the needs of Shoreline’s citizens while the Parks, Recreation and Open Space (PROS) Plan examines and guides the long range recreational planning needs for a Community and Aquatic Center.

Changes from the 2019-2024 CIP: Added \$23,284 to fund the furnace replacement.

RICHMOND HIGHLANDS COMMUNITY CENTER LONG-TERM MAINT													
ORGKEY: 3121220		J.L.# MULTIPLE											
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:													
1-PROJECT ADMINISTRATION	29,195	44,955		44,955							44,955	74,150	
3-CONSTRUCTION	260,006		565,000	45	490,000	23,284					513,329	773,335	
TOTAL PROJECT EXPENDITURES	289,201	44,955	565,000	45,000	490,000	23,284					558,284	847,485	
REVENUE SOURCES:													
DEPARTMENT OF COMMERCE			490,000		490,000						490,000	490,000	
FACILITIES CAPITAL FUND	289,201	44,955	75,000	45,000		23,284					68,284	357,485	
TOTAL PROJECT REVENUES	289,201	44,955	565,000	45,000	490,000	23,284					558,284	847,485	
ELIGIBLE (Y/N)													
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N												
PROJECT TIME LINE:	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E				
PROJECT ADMINISTRATION		Q1 Q2 Q3 Q4	Q4	Q1 Q2 Q3 Q4	Q1								
CONSTRUCTION		Q1 Q2 Q3 Q4	Q4	Q1 Q2 Q3 Q4									

SHORELINE POOL LONG-TERM MAINTENANCE



Project Description: In 2016, this project completed major long-term maintenance needs at the Shoreline Pool required to keep the facility safe and in proper operating condition. Pool Operations have been suspended and the pool is closed.

Service Impact: *Aquatic Programs are not currently funded.*

Changes from the 2019-2024 CIP: Project eliminated due to Pool closed permanently.

SHORELINE POOL LONG-TERM MAINTENANCE												
ORGKEY: 3121180		J.L.# MULTIPLE										
PHASE	PRIOR-YRS	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	145,219			11,110							11,110	156,329
3-CONSTRUCTION	1,027,730		40,000	24,795							24,795	1,052,525
TOTAL PROJECT EXPENDITURES	1,172,949		40,000	35,905							35,905	1,208,854
REVENUE SOURCES:												
SHORELINE SCHOOL DISTRICT	50,000											50,000
GENERAL FUND CONTRIBUTION	600,000											600,000
FACILITIES CAPITAL FUND	522,949		40,000	35,905							35,905	558,854
TOTAL PROJECT REVENUES	1,172,949		40,000	35,905							35,905	1,208,854
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N											
PROJECT TIME LINE:		2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION												
CONSTRUCTION		Q1 Q2		Q1 Q2								



ROADS CAPITAL



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ROADS CAPITAL FUND SUMMARY

City of Shoreline 2019 - 2026 Capital Improvement Plan
Program Summary
Roads Capital Fund

	PRIOR-YRS	2019CB	2019E	2020CB	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES															
REPAIR AND REPLACEMENT															
Pedestrian / Non-Motorized Projects															
SIDEWALK REHABILITATION PROGRAM	(0)	775,017	92,547	982,517	285,000	1,757,534	377,547	400,000	314,000	-	-	-	-	1,091,547	1,091,547
System Preservation Projects															
ANNUAL ROAD SURFACE MAINTENANCE PROGRAM	13,329,444	3,210,925	2,729,189	1,710,000	1,331,913	4,920,925	4,061,102	650,000	1,350,000	530,000	530,000	530,000	530,000	8,181,102	21,510,546
TRAFFIC SIGNAL REHABILITATION PROGRAM	1,746,553	187,628	184,596	134,010	134,010	321,638	318,606	140,711	147,747	152,180	156,745	156,745	156,745	1,229,479	2,976,032
CAPACITY CONSTRUCTION															
Pedestrian / Non-Motorized Projects															
NEW SIDEWALKS PROGRAM	-	581,583	13,154	3,663,417	200,000	4,245,000	213,154	1,200,000	3,500,000	2,800,000	4,000,000	4,500,000	4,500,000	20,713,154	20,713,154
147TH/148TH NON-MOTORIZED BRIDGE	4,016	400,000	226,127	1,683,838	1,400,000	2,083,838	1,626,127	3,326,348	3,925,165	-	-	16,926,523	-	25,804,163	25,808,179
NSP 1ST AVE NE (N 192ND TO N 195TH)	-	-	-	-	240,000	-	240,000	691,792	650,000	-	-	-	-	1,581,792	1,581,792
1ST AVE NE (N 145TH TO N 155TH)	-	400,000	-	2,140,000	1,000	2,540,000	1,000	300,000	399,000	1,300,000	-	-	-	2,000,000	2,000,000
NSP 5TH AVE NE (N 175TH TO N 182ND)	-	-	-	400,000	410,000	400,000	410,000	1,880,011	2,180,000	-	-	-	-	4,470,011	4,470,011
RIDGECREST SAFE ROUTES TO SCHOOL	-	-	-	20,000	20,000	20,000	20,000	147,500	210,800	-	-	-	-	378,300	378,300
N 195TH ST BRIDGE CONNECTOR	-	-	-	50,000	50,000	50,000	50,000	437,500	12,500	-	-	-	-	500,000	500,000
TRAIL ALONG THE RAIL	90,882	329,117	1,500	-	-	329,117	1,500	327,618	-	-	-	-	-	329,118	420,000
Safety / Operations Projects															
145TH CORRIDOR - 99TH TO I5	722,200	977,800	893,149	7,784,000	4,812,206	8,761,800	5,705,355	7,513,071	12,925,303	10,138,108	9,742,555	9,568,555	8,022,243	63,615,190	64,337,390
145TH AND I5 INTERCHANGE	614,575	200,000	200,000	1,500,000	1,500,000	1,700,000	1,700,000	4,161,905	638,095	18,500,000	-	-	-	25,000,000	25,614,575
160TH AND GREENWOOD/INNIS ARDEN INTERSECTION	3,453	101,548	131,139	-	800	101,548	131,939	-	100,000	270,000	1,710,000	-	-	2,211,939	2,215,392
N 175TH ST - STONE AVE N TO I5	10,807	1,239,193	503,158	2,400,000	1,189,560	3,639,193	1,692,718	1,475,000	1,475,000	4,040,000	40,000	9,040,000	4,040,000	21,802,718	21,813,525
MERIDIAN AVE SAFE IMPR	-	-	13,154	50,000	168,100	50,000	181,254	558,200	501,800	-	-	-	-	1,241,254	1,241,254
WESTMINSTER AND 155TH IMPROVEMENTS	509,296	219,284	128,426	5,040,000	4,160,359	5,259,284	4,288,785	11,311	-	-	-	-	-	4,300,096	4,809,392
TRAFFIC SAFETY IMPROVEMENTS	2,013,161	224,382	172,221	167,005	167,005	391,387	339,226	175,355	184,123	193,330	199,130	199,130	199,130	1,489,424	3,502,585
RICHMOND BEACH MDBLK XING/RECT	-	41,700	130	176,000	217,700	217,700	217,830	1,166,600	20,264	-	-	-	-	1,404,694	1,404,694
PROJECTS TO BE COMPLETED IN CURRENT BIENNIUM (2019-2020)															
DRIVEWAY RELOCATION RICHMOND BEACH RD	-	-	-	60,000	85,000	60,000	85,000	-	-	-	-	-	-	85,000	85,000
185TH CORRIDOR STUDY	206,431	375,691	323,307	15,000	36,458	390,691	359,765	-	-	-	-	-	-	359,765	566,196
CURB RAMP, GUTTER AND SIDEWALK MAINTENANCE PROGRAM	2,560,004	13,670	28,504	-	482	13,670	28,986	-	-	-	-	-	-	28,986	2,588,990
WTSC SCHOOL ZONE FLASHERS	1,610	125,878	206,413	-	-	125,878	206,413	-	-	-	-	-	-	206,413	208,023
COMPLETE STREETS- PED/BIKE GAPS	298,229	5,000	3,100	-	-	5,000	3,100	-	-	-	-	-	-	3,100	301,329
MERIDIAN AVE N & N 155TH ST SIGNAL IMPROV	169,797	481,085	942,374	-	10,000	481,085	952,374	-	-	-	-	-	-	952,374	1,122,171
ECHO LAKE SAFE ROUTES TO SCHOOL	602,242	-	1,335	-	-	-	1,335	-	-	-	-	-	-	1,335	603,577
NON-PROJECT SPECIFIC															
ROADS CAPITAL ENGINEERING	2,767,856	409,035	518,455	461,992	544,378	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	4,912,139	7,679,995
TRANSPORTATION MASTER PLAN UPDATE	785,478	130,774	50,555	343,600	125,000	474,374	175,555	351,500	266,500	198,500	-	-	-	992,055	1,777,533
GENERAL FUND COST ALLOCATION OVERHEAD CHARGE	-	192,330	192,330	104,687	104,687	297,017	297,017	107,997	107,997	50,000	50,000	50,000	50,000	713,011	713,011
TOTAL EXPENDITURES	26,436,036	10,621,640	7,554,863	28,886,066	17,193,658	39,507,706	24,748,521	25,562,036	29,550,331	38,814,155	17,089,728	41,652,090	18,181,298	195,598,159	222,034,195
REVENUES															
REAL ESTATE EXCISE TAX	-	1,164,953	1,357,881	1,168,119	1,390,552	2,333,072	2,748,433	1,080,213	1,109,160	1,122,904	1,277,450	1,405,001	1,533,825	10,276,986	
INVESTMENT INTEREST	-	39,364	46,269	46,269	46,269	85,633	85,633	8,467	57,328	32,876	19,949	14,602	10,407	229,260	
GENERAL FUND CONTRIBUTION	-	984,551	668,453	552,486	535,626	1,537,037	1,204,079	480,656	173,910	97,651	97,651	97,651	97,651	2,249,249	
SURFACE WATER UTILITY FUND CONTRIBUTION	-	-	-	-	500,000	-	500,000	-	-	-	-	-	-	500,000	
BOND PROCEEDS FOR NEW SIDEWALKS	-	581,583	13,154	3,663,417	440,000	4,245,000	453,154	2,181,803	5,530,000	2,800,000	4,000,000	4,500,000	4,500,000	23,964,957	
CONNECTING WASHINGTON	-	-	-	6,784,000	3,417,190	6,784,000	3,417,190	9,029,075	6,563,237	3,148,922	174,000	-	-	22,332,424	
FEDERAL - STP	-	3,031,356	1,656,466	5,695,020	5,226,277	8,726,376	6,882,743	4,234,353	1,899,001	5,317,489	-	-	-	18,333,586	
FUTURE FUNDING	-	600,000	-	5,060,000	-	5,660,000	-	-	6,481,975	10,051,448	9,568,555	29,371,734	10,622,243	66,095,955	
HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)	-	411,468	406,126	240,930	364,030	652,398	770,156	1,713,950	438,520	-	-	-	-	2,922,626	
SOUND TRANSIT	-	-	-	-	-	-	-	989,491	2,710,509	10,000,000	-	-	-	13,700,000	
KC TRAIL LEVY FUNDING RENEWAL	-	-	-	-	-	-	-	1,412,000	1,214,656	-	-	2,123,344	-	4,750,000	
LIGHT RAIL ACCESS MITIGATION	-	-	-	411,000	-	411,000	1,890,000	399,000	1,300,000	-	-	-	-	4,000,000	
PRIVATE DONATIONS	-	-	-	2,120,000	487,000	2,120,000	487,000	1,354,000	100,000	270,000	1,710,000	-	-	3,921,000	
SAFE ROUTES TO SCHOOL	-	-	-	20,000	20,000	20,000	20,000	147,500	201,500	-	-	-	-	369,000	
TRANSPORTATION IMPROVEMENT BOARD	-	-	76,641	50,000	3,223,359	50,000	3,300,000	437,500	12,500	-	-	-	-	3,750,000	
TRANSPORTATION BENEFIT DISTRICT	-	1,452,500	2,108,071	-	132,483	1,452,500	2,240,554	323,741	237,741	-	-	-	-	2,802,036	
TRANSPORTATION BENEFIT DISTRICT (*)	-	511,616	-	-	-	511,616	-	-	-	-	-	-	-	-	
TRANSPORTATION IMPACT FEES	-	162,000	66,800	324,000	160,591	486,000	227,391	199,125	668,576	4,040,000	40,000	4,040,000	1,040,000	10,255,092	
WSDOT - PEDESTRIAN & BICYCLE SAFETY PROGRAM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL REVENUES		8,939,391	6,392,956	25,724,241	16,354,377	34,663,632	22,747,333	25,481,874	27,797,613	38,181,290	16,887,605	41,552,332	17,804,126	190,452,172	
BEGINNING FUND BALANCE		5,910,858	4,692,460				3,583,817	3,763,179	3,583,017	1,730,299	997,434	695,311	495,552	5,910,858	
TOTAL REVENUES			6,392,956		16,354,377		22,747,333	25,481,874	27,797,613	38,181,290	16,887,605	41,552,332	17,804,126	190,452,172	
TOTAL EXPENDITURES			7,554,863		17,193,658		24,748,521	25,562,036	29,550,331	38,814,155	17,089,728	41,652,090	18,181,298	195,598,159	
RESTRICTED AMOUNT FOR GRANT MATCHING			56,491		90,000		146,491	100,000	100,000	100,000	100,000	100,000	100,000	746,491	
ENDING FUND BALANCE		5,910,858	4,692,460		3,763,179	349	3,763,179	3,583,017	1,730,299	997,434	695,311	495,552	18,379	18,379	
IMPACT ON OPERATING BUDGET			2,510		2,510		5,020	2,510	2,510	2,510	6,510	2,510	-		

ROADS CAPITAL FUND SUMMARY

Types of Projects

In the Roads Capital Fund projects are categorized as Repair & Replacement or Capacity Construction. Within those two categories they are further categorized as Pedestrian/Non-Motorized Projects, System Preservation Projects, and Safety/Operations Projects. Funding for these projects is primarily a result of monies from real estate excise tax (REET), one-time General Fund revenues, municipal financing, and grants.

2019-2026 CIP Summary

The 2019-2026 Roads Capital CIP totals \$195.598 million.

Project	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
<i>Expenditures:</i>									
Pedestrian / Non-Motorized Projects	\$11,556,367	\$3,150,176	\$8,710,769	\$11,191,465	\$4,100,000	\$4,000,000	\$21,426,523	\$4,500,000	\$57,078,933
System Preservation Projects	\$5,256,233	\$4,408,694	\$790,711	\$1,497,747	\$682,180	\$686,745	\$686,745	\$686,745	\$9,439,567
Safety / Operations Projects	\$21,052,688	\$15,654,246	\$15,061,442	\$15,844,585	\$33,141,438	\$11,691,685	\$18,807,685	\$12,261,373	\$122,462,454
Non-Project Specific	\$1,642,418	\$1,535,405	\$999,114	\$1,016,534	\$890,537	\$711,298	\$731,137	\$733,180	\$6,617,205
Total Expenditures by Year	\$39,507,706	\$24,748,521	\$25,562,036	\$29,550,331	\$38,814,155	\$17,089,728	\$41,652,090	\$18,181,298	\$195,598,159
<i>Change in Fund Balance:</i>									
Beginning Fund Balance	\$0	\$5,910,858	\$3,763,179	\$3,583,017	\$1,730,299	\$997,434	\$695,311	\$495,552	\$5,910,858
Total Revenues	\$0	\$22,747,333	\$25,481,874	\$27,797,613	\$38,181,290	\$16,887,605	\$41,552,332	\$17,804,126	\$190,452,172
Amount Restricted for Grant Matching	\$0	\$146,491	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$746,491
Total Expenditures	\$39,507,706	\$24,748,521	\$25,562,036	\$29,550,331	\$38,814,155	\$17,089,728	\$41,652,090	\$18,181,298	\$195,598,159
Ending Fund Balance	(\$39,507,706)	\$3,763,179	\$3,583,017	\$1,730,299	\$997,434	\$695,311	\$495,552	\$18,379	\$18,379

Policy Issues

Master Plan: This capital improvement plan includes transportation projects included in the Transportation Master Plan.

General Fund Contribution: One of the primary funding resources for the transportation capital projects has been an allocation of General Fund revenues. The level of General Fund contribution has been determined by allocating the amount of gambling tax revenue from card room activities in excess of the 7% of the tax rate for transportation capital purposes. In the 2012-2017 CIP the General Fund gambling tax contribution was reduced by the cost of the Transportation Planning Program move to the City's operating budget. In 2014, the Traffic Services program reallocated a portion of the FTE count to the City's operating budget and the General Fund contribution to the Roads Capital Fund was again reduced. In 2016, the Traffic

Services program reallocated a portion of the FTE count to the Roads Capital Fund and the General Fund contribution to the Roads Capital Fund was increased accordingly. In the proposed CIP the 2018 contribution is \$97,651.

Municipal Art Funding: The City Council adopted a Municipal Art Program for capital projects in 2002. Projects that include construction will provide 1% of the construction contract award to the Municipal Art Program. Maintenance projects are excluded from the Municipal Art Program.

Underfunded and Unfunded Projects: The following table reflects all the projects that are either underfunded or unfunded and awaiting future funding.

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
UNDERFUNDED			
Annual Road Surface Maintenance	This program protects and maintains the street network through pavement management. The program has primarily been funded by Vehicle License Fees that are not available after passage on I976.	\$830,000	\$1,000,000
147th/148th Non-motorized bridge	This project will provide pedestrian connectivity to the 145 th Sound Transit Station. It is currently fully funded for design, property acquisition and partially funded for construction. .	\$14,000,000	\$16,000,000
145th Corridor Improvements	This project is part of the 145 th Corridor strategy and provides pedestrian, intersection and transit improvements from the I-5 interchange to Aurora Ave N. The project will be constructed in phases with phase 1 (I-5 interchange to Corliss Ave N) being fully funded.	\$35,000,000	\$40,000,000
175th Corridor Improvements	This project provides multimodal improvements by improving traffic congestion, installing substandard sidewalks and providing transit and bicycle improvements.	\$30,000,000	\$35,000,000

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
UNFUNDED			
Sidewalk Rehabilitation Program	The ADA transition plan identified over \$180 million in improvements to sidewalks and pedestrian facilities to meet the American Disability Act. In 2018, City Council improved a \$20 vehicle license fee to support sidewalk repair and rehabilitation. With passage of I976 this revenue is not available to improve sidewalks.	\$180,000,000	\$200,000,000
185th and Meridian Intersection	Improvements to this intersection are needed to improve congestion, meet level of service standards and improve pedestrian and bicycle improvements in support of the 185 th Light Rail station. This intersection is part of the 185 th Multimodal Corridor Strategy approved in 2019 but is also identified as a growth project in the 2011 Transportation Master Plan needing improvement to support growth planned in the City	\$10,000,000	\$12,000,000

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED LOW	ESTIMATED HIGH
185th Corridor Improvements	The 185 th Multimodal Corridor Strategy identified roadway, transit, pedestrian and bicycle improvements in support of development and the future light rail station on 185 th .	\$80,000,000	\$85,000,000



Roads Capital Fund Projects

SIDEWALK REHABILITATION PROGRAM



Project Description: The Sidewalk Rehabilitation Program includes:

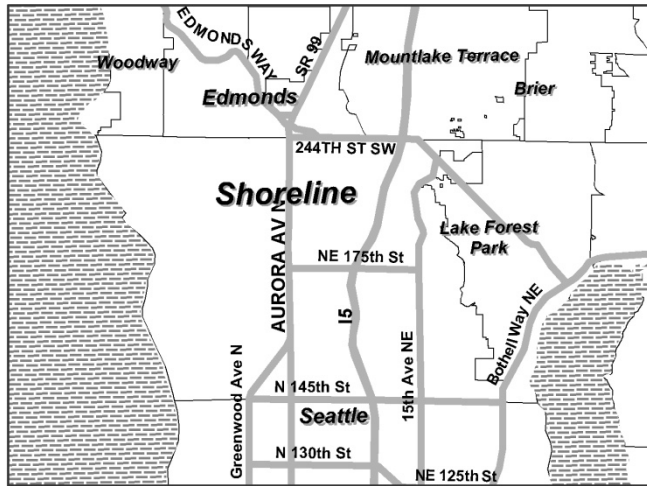
- Repairing and replacing existing cement concrete gutters and sidewalks damaged by tree roots, cracking or settlement.
- Design and construction of curb ramps in compliance with the Americans with Disability Act (ADA) standards

Service Impact: This project addresses locations throughout the City where improvements are needed to increase the accessibility and safety of the users of the City’s sidewalk system:

Changes from the 2019-2024 CIP: Revenue from vehicle license fees has been removed from the program thereby significantly reducing the size of the program.

SIDEWALK REHABILITATION PROGRAM											
ORGKEY: 2913373		J.L.# ST283500									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION		1,757,534	192,547	175,000	114,000					481,547	481,547
2-REAL ESTATE ACQUISITION											-
3-CONSTRUCTION			185,000	225,000	200,000					610,000	610,000
TOTAL PROJECT EXPENDITURES		1,757,534	377,547	400,000	314,000					1,091,547	1,091,547
REVENUE SOURCES:											
TRANSPORTATION BENEFIT DISTRICT		622,500	132,483	323,741	237,741					693,965	693,965
GENERAL FUND CONTRIBUTION		305,034	245,064	76,259	76,259					397,582	397,582
ROADS CAPITAL FUND		830,000									(0)
TOTAL PROJECT REVENUES		1,757,534	377,547	400,000	314,000					1,091,547	1,091,547
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		1,850	2,250	2,000					6,100	
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4						
REAL ESTATE ACQUISITION											
CONSTRUCTION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4						

ANNUAL ROAD SURFACE MAINTENANCE PROGRAM



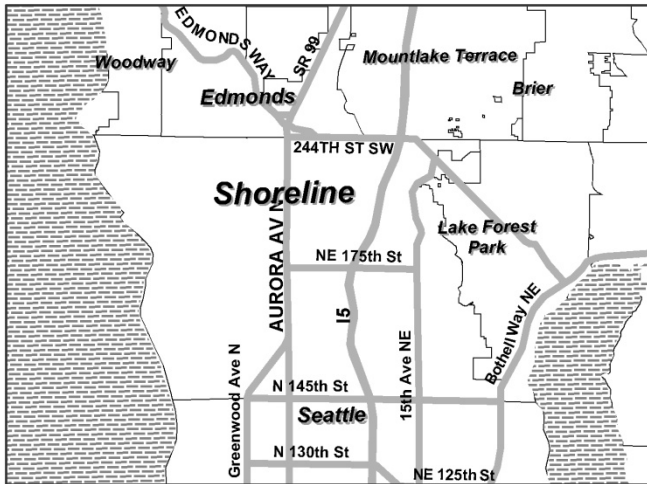
Project Description: The City’s long-term road surface maintenance program is designed to maintain the City’s road system to the highest condition rating with the funds available. The City is continually exploring the utilization of treatment strategies as new technologies are developed that are cost effective and that optimize the overall condition of the pavement network. Currently, the City’s program is using various thicknesses of asphalt overlay and bituminous surface treatments (BST) as pavement treatment technologies.

Service Impact: BST applications typically extend the useful life of local streets by 7 to 10 years, increase skid resistance and improve ride quality. In addition to providing increased skid resistance and improving ride quality, asphalt overlays generally return the street to full structural capacity and can extend the service life of the road by 15 to 20 years. The BST program is implemented in odd-numbered years while the overlay program is implemented in even-numbered years.

Changes from 2019-2024 CIP: Revenue from the Transportation Benefit District/ Vehicle License Fee has been removed and expenditures adjusted accordingly.

ANNUAL ROAD SURFACE MAINTENANCE PROGRAM												
ORGKEY: 2918151		J.L.# Multiple										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	4,935,552	4,920,925	848,847	144,274	300,000	70,000	70,000	70,000	70,000	1,573,121	6,508,673	
2-REAL ESTATE ACQUISITION	1,227										1,227	
3-CONSTRUCTION	8,392,665		3,212,255	505,726	1,050,000	460,000	460,000	460,000	460,000	6,607,981	15,000,646	
TOTAL PROJECT EXPENDITURES	13,329,444	4,920,925	4,061,102	650,000	1,350,000	530,000	530,000	530,000	530,000	8,181,102	21,510,546	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION	500,000										500,000	
TRANSPORTATION BENEFIT DISTRICT	4,454,224	830,000	2,108,071							2,108,071	6,562,295	
TRANSPORTATION BENEFIT DISTRICT (*)		511,616									-	
FEDERAL - STP	987,086	585,309	585,309							585,309	1,572,395	
ROADS CAPITAL FUND	7,388,134	2,994,000	1,367,722	650,000	1,350,000	530,000	530,000	530,000	530,000	5,487,722	12,875,856	
TOTAL PROJECT REVENUES	13,329,444	4,920,925	4,061,102	650,000	1,350,000	530,000	530,000	530,000	530,000	8,181,102	21,510,546	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		9,879	5,057	10,500	4,600	4,600	4,600	4,600		43,836	
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION												
CONSTRUCTION				Q3 Q4	Q3 Q4	Q3 Q4	Q3 Q4	Q3 Q4	Q3 Q4	Q3 Q4		

TRAFFIC SIGNAL REHABILITATION PROGRAM



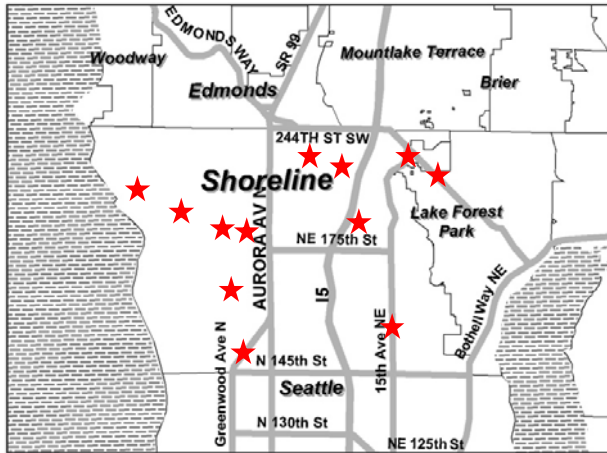
Project Description: Shoreline currently owns and operates 46 traffic signals. The typical life span of the electronic hardware is 20 years. This annual program updates and replaces existing traffic signal controllers, cabinets, detection, and other components. These updates enable implementation of new technology and additional features that improve signal operations such as leading pedestrian intervals, flashing yellow arrow operation, camera detection with automated traffic data collection, backup battery power, emergency response pre-emption, transit signal priority, and phase changes. Planned improvements for 2021/2022 include installation of wireless communication at 4 intersections, camera detection with automated traffic data collection technology at 4 intersections, and other minor equipment upgrades at various locations.

Service Impact: This program reduces annual maintenance costs of each signal. Improved signal operation reduces driver delay and can also improve the level of service.

Changes from 2019-2024 CIP: Includes the addition of funding for projects in 2025 and 2026.

TRAFFIC SIGNAL REHABILITATION PROGRAM												
ORGKEY: 2915228		J.L.# ST111400										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	303,292	187,628	49,524	45,000	47,250	48,668	50,128	50,128	50,128	340,826	644,118	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION	1,443,262	134,010	269,082	95,711	100,497	103,512	106,617	106,617	106,617	888,653	2,331,915	
TOTAL PROJECT EXPENDITURES	1,746,553	321,638	318,606	140,711	147,747	152,180	156,745	156,745	156,745	1,229,479	2,976,032	
REVENUE SOURCES:												
HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)	350,000										350,000	
RESTITUTION - INSURANCE											-	
ROADS CAPITAL FUND	1,396,553	321,638	318,606	140,711	147,747	152,180	156,745	156,745	156,745	1,229,479	2,626,032	
TOTAL PROJECT REVENUES	1,746,553	321,638	318,606	140,711	147,747	152,180	156,745	156,745	156,745	1,229,479	2,976,032	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		1,000	957	1,005	1,035	1,066	1,066	1,066		7,196	
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION												
CONSTRUCTION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q5			

NEW SIDEWALK PROGRAM



Project Description:

In 2018, voters approved funding to support construction of new sidewalks. The new sidewalk program will be funded through the issuance of bonds supported by the Transportation Benefit District .2% sales tax collected over 20 year. The ballot measure included twelve specific locations for construction. It is anticipated construction of these initial projects being completed in the first ten years.

Service Impact:

Provide new sidewalks and pedestrian facilities in support of the 2018 Pedestrian Priority Plan and the 2018 voter approved funding.

NEW SIDEWALKS PROGRAM												
ORGKEY: 2908384		J.L.# ST291500										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		2,128,000	213,154	1,200,000	2,000,000	800,000	1,500,000	1,400,000	1,400,000	8,513,154	8,513,154	
2-REAL ESTATE ACQUISITION								100,000	100,000	200,000	200,000	
3-CONSTRUCTION		2,117,000			1,500,000	2,000,000	2,500,000	3,000,000	3,000,000	12,000,000	12,000,000	
TOTAL PROJECT EXPENDITURES		4,245,000	213,154	1,200,000	3,500,000	2,800,000	4,000,000	4,500,000	4,500,000	20,713,154	20,713,154	
REVENUE SOURCES:												
BOND PROCEEDS FOR NEW SIDEWALKS		4,245,000	213,154	1,200,000	3,500,000	2,800,000	4,000,000	4,500,000	4,500,000	20,713,154	20,713,154	
TOTAL PROJECT REVENUES		4,245,000	213,154	1,200,000	3,500,000	2,800,000	4,000,000	4,500,000	4,500,000	20,713,154	20,713,154	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y			15,000	20,000	25,000	30,000	30,000	120,000		
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4			
REAL ESTATE ACQUISITION								Q1,Q2,Q3,Q5	Q1,Q2,Q3,Q5			
CONSTRUCTION				Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4	Q1,Q2,Q3,Q4			

148TH STREET NON-MOTORIZED BRIDGE



Project Description: Schematic design of N 148th Street non-motorized bridge crossing (based on Council’s selection of a preferred alignment during the feasibility study phase) of Interstate 5 to the N 145th Street Light Rail Station. Schematic design phase will include development of alignment plan, profile, cross sections, and grading plan; agency coordination with WSDOT and Sound Transit, preliminary cost estimate, and environmental clearance.

Service Impact: Supports non-motorized connectivity to future light rail station and redevelopment consistent with the N 145th Street Station Subarea Plan.

Changes from 2018-2023 CIP: Council selected N 148th Street as the preferred

alignment based on the feasibility study.

147TH/148TH NON-MOTORIZED BRIDGE												
ORGKEY: 2914354		J.L.# ST273700										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	4,016	2,083,838	1,626,127	1,914,348	654,194			3,959,158		8,153,827	8,157,843	
2-REAL ESTATE ACQUISITION				1,412,000						1,412,000	1,412,000	
3-CONSTRUCTION					3,270,971			12,967,365		16,238,336	16,238,336	
TOTAL PROJECT EXPENDITURES	4,016	2,083,838	1,626,127	3,326,348	3,925,165			16,926,523		25,804,163	25,808,179	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION	4,016	281,318	240,901	105,082						345,983	349,999	
FEDERAL - STP		1,802,520	1,385,226	669,774						2,055,000	2,055,000	
FUTURE FUNDING								14,803,179		14,803,179	14,803,179	
SOUND TRANSIT				989,491	2,710,509					3,700,000	3,700,000	
KC TRAIL LEVY FUNDING RENEWAL				1,412,000	1,214,656			2,123,344		4,750,000	4,750,000	
ROADS CAPITAL FUND				150,001						150,001	150,001	
TOTAL PROJECT REVENUES	4,016	2,083,838	1,626,127	3,326,348	3,925,165			16,926,523		25,804,163	25,808,179	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y					32,710		129,674		162,383		
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			Q1 Q2 Q3 Q4				
REAL ESTATE ACQUISITION				Q2Q3Q4								
CONSTRUCTION					Q2 Q3 Q4			Q2 Q3 Q4				

NEW SIDEWALK PROGRAM – 1ST Ave NE (N 192nd St to NE 195th St)



Project Description:

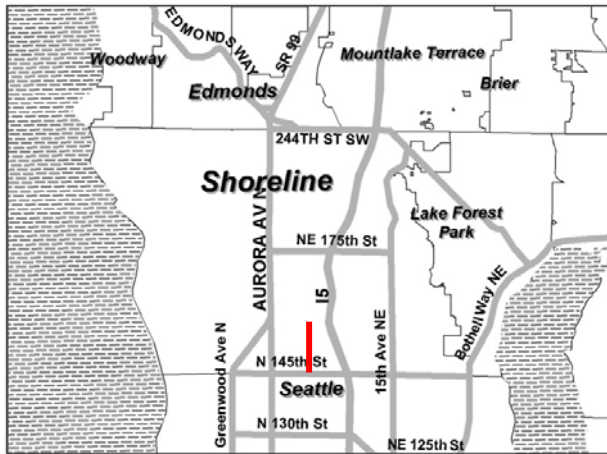
This project is part of the voter approved sidewalk program. Sidewalk will be installed on N 192nd St to N 195th St on one side of the street. This segment of sidewalk completes a gap, providing sidewalk from N 185th St to NE 205th St and ties into the trail connection on NE 195th St.

Service Impact:

Provides new sidewalk in support of the 2018 Pedestrian Priority Plan and the 2018 voter approved sidewalk funding.

NSP 1ST AVE NE (N 192ND TO N 195TH)											
ORGKEY: 2914396		J.L.# ST294464									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION			215,000	191,792	150,000					556,792	556,792
2-REAL ESTATE ACQUISITION			25,000							25,000	25,000
3-CONSTRUCTION				500,000	500,000					1,000,000	1,000,000
TOTAL PROJECT EXPENDITURES			240,000	691,792	650,000					1,581,792	1,581,792
REVENUE SOURCES:											
BOND PROCEEDS FOR NEW SIDEWALKS			240,000	691,792	650,000					1,581,792	1,581,792
TOTAL PROJECT REVENUES			240,000	691,792	650,000					1,581,792	1,581,792
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y		5,000	5,000					10,000	
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1	Q2	Q3	Q4	Q1	Q2		
REAL ESTATE ACQUISITION											
CONSTRUCTION				Q3	Q4	Q1					

1st Ave NE Sidewalks (N145th to N155TH)



Project Description: This project will design and construct sidewalks on 1st Ave NE from N145th to N155th. This route was identified and prioritized as part of the Sound Transit Multimodal Access Improvements to provide pedestrian improvements to the South Shoreline/N 145th Street Station.

Service Impact: Supports pedestrian safety in the 145th station subarea and provides pedestrian connectivity to the Shoreline South/145th light rail station.

Changes from 2019-2024 CIP: Project schedule has been delayed to coordinate with development and other nearby projects

1ST AVE NE (N 145TH TO N 155TH)												
ORGKEY: 2913372 J.L.# ST283300												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		2,540,000	1,000	300,000	199,000	100,000				600,000	600,000	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION					200,000	1,200,000				1,400,000	1,400,000	
TOTAL PROJECT EXPENDITURES		2,540,000	1,000	300,000	399,000	1,300,000				2,000,000	2,000,000	
REVENUE SOURCES:												
FUTURE FUNDING		2,540,000									-	
LIGHT RAIL ACCESS MITIGATION			1,000	300,000	399,000	1,300,000				2,000,000	2,000,000	
TOTAL PROJECT REVENUES		2,540,000	1,000	300,000	399,000	1,300,000				2,000,000	2,000,000	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)			Y		2,000	12,000					14,000	
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1Q2Q3Q4	Q1Q2Q3Q4	Q1Q2Q3Q4						
REAL ESTATE ACQUISITION												
CONSTRUCTION					Q4	Q1Q2Q3						

NEW SIDEWALK PROGRAM- 5TH AVE NE SIDEWALKS (N 175TH ST TO N 182ND ST)



Project Description: This project will design and construct sidewalks on 5th Ave NE from N 175th Street to N 182nd Street where they will connect to roadway and pedestrian improvements being constructed by Sound Transit. This route was identified and prioritized as part of the Sound Transit Multimodal Access Improvements to provide pedestrian improvements to the South Shoreline/N 145th Street Station. This project is also one of the twelve bond funded sidewalk priority projects

Service Impact: Supports pedestrian safety in the 185th station subarea and provides pedestrian connectivity to the Shoreline North/185th St Light rail station. Installs sidewalk in support of Pedestrian Priority Plan

Changes since the 2019-2024 CIP: The schedule and budget have been adjusted.

NSP 5TH AVE NE (N 175TH TO N 182ND)												
ORGKEY: 2914395		J.L. #ST294364										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		400,000	400,000	190,011	280,000					870,011	870,011	
2-REAL ESTATE ACQUISITION			10,000	390,000						400,000	400,000	
3-CONSTRUCTION				1,300,000	1,900,000					3,200,000	3,200,000	
TOTAL PROJECT EXPENDITURES		400,000	410,000	1,880,011	2,180,000					4,470,011	4,470,011	
REVENUE SOURCES:												
FEDERAL - STP											-	
LIGHT RAIL ACCESS MITIGATION			410,000	1,590,000						2,000,000	2,000,000	
FUTURE FUNDING					800,000					800,000	800,000	
BOND PROCEEDS FOR NEW SIDEWALKS				290,011	1,380,000					1,670,011	1,670,011	
ROADS CAPITAL FUND		400,000									-	
TOTAL PROJECT REVENUES		400,000	410,000	1,880,011	2,180,000					4,470,011	4,470,011	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y			13,000	19,000					32,000		
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4							
REAL ESTATE ACQUISITION				Q1								
CONSTRUCTION				Q2,Q3,Q4	Q1 Q2							

RIDGECREST SAFE ROUTES TO SCHOOL



Project Description: This project will help prevent injury collisions on NE 165th Street at Ridgecrest Elementary School by constructing curb bulbs and new sidewalk to shorten the pedestrian crossing at 12th Ave NE and installing pedestrian activated flashing beacons east and west of the crossing.

Service Impact: The segment of NE 165th adjacent to Ridgecrest Elementary was identified speed emphasis area based on data collection, with vehicle speeds 8 mph over the posted speed limit throughout the day and 11 mph over the school zone speed of 20 mph during the hour before school start and the hour after school ends. These are concerning since many school aged children walk to and from school along and across this roadway and speed is a major factor in injury if a collision occurs. The goal

of this project is to prevent injury collisions by reducing driver speeds through the school zone to the intended 20 mph posted speed and to increase safety at a main crossing to the school, at 12th Ave NE and NE 165th Street.

RIDGECREST SAFE ROUTES TO SCHOOL												
ORGKEY: 2914387 J.L.# ST292349												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		20,000	20,000	40,000	2,600					62,600	62,600	
2-REAL ESTATE ACQUISITION				7,500						7,500	7,500	
3-CONSTRUCTION				100,000	208,200					308,200	308,200	
TOTAL PROJECT EXPENDITURES		20,000	20,000	147,500	210,800					378,300	378,300	
REVENUE SOURCES:												
SAFE ROUTES TO SCHOOL		20,000	20,000	147,500	201,500					369,000	369,000	
ROADS CAPITAL FUND					9,300					9,300	9,300	
TOTAL PROJECT REVENUES		20,000	20,000	147,500	210,800					378,300	378,300	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y		1,000	2,082					3,082		
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1Q2Q3Q4	Q1Q2Q3Q4							
REAL ESTATE ACQUISITION				Q3								
CONSTRUCTION				Q4	Q1							

N 195TH BRIDGE CONNECTORS

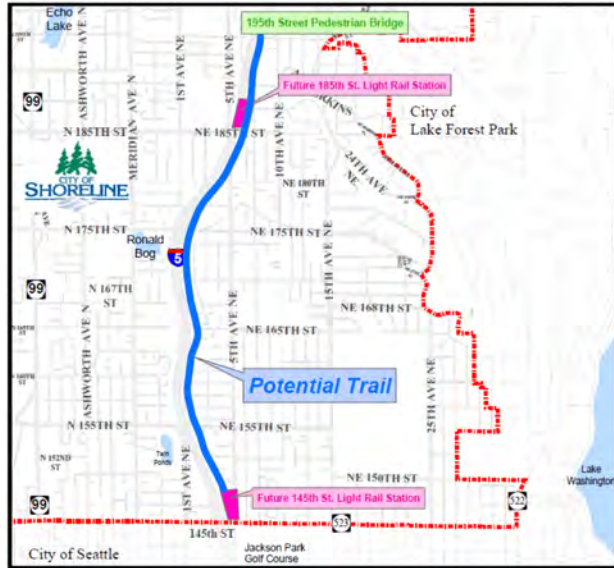


Project Description: Design and construct pedestrian and bike improvements along N 195th Street from 5th Avenue NE to the NE 195th pedestrian bridge across Interstate 5. When completed, this project will close the last remaining gap in the ped/bike facilities on N/NE 195th Street and open a new route between the Interurban and Burke-Gilman trails.

Service Impact: Supports non-motorized connectivity to the future N 185th and NE 145th Street light rail stations and improved connectivity of the Shoreline’s overall Pedestrian and Bicycle System Plans.

N 195TH ST BRIDGE CONNECTOR												
ORGKEY: 2916383 J.L.# ST291427												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		50,000	50,000	20,000	12,500					82,500	82,500	
2-REAL ESTATE ACQUISITION				27,500						27,500	27,500	
3-CONSTRUCTION				390,000						390,000	390,000	
TOTAL PROJECT EXPENDITURES		50,000	50,000	437,500	12,500					500,000	500,000	
REVENUE SOURCES:												
TRANSPORTATION IMPROVEMENT BOARD		50,000	50,000	437,500	12,500					500,000	500,000	
TOTAL PROJECT REVENUES		50,000	50,000	437,500	12,500					500,000	500,000	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
	ELIGIBLE (Y/N)			3,900							3,900	
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1Q2Q3Q4	Q1							
REAL ESTATE ACQUISITION				Q3								
CONSTRUCTION				Q3Q4								

TRAIL ALONG THE RAIL



Project Description: This project will advance engineering and design for construction of a 16-foot wide shared-use path (12-foot path with two-foot shoulders) running roughly parallel to the Lynnwood Link Extension (LLE) light rail project between NE 145th and NE 195th Streets. The proposed trail would be designed and constructed in phases as grant funding and Sound Transit Partnership opportunities arise. The project would connect into the existing NE 195th Street Pedestrian Bridge and separated pedestrian/bicycle trail that is part of the northern connection between Shoreline’s Interurban Trail and the Burke-Gilman Trail in Lake Forest Park.

The construction of the LLE light rail project opens up a travel corridor that provides a unique and rare opportunity to build a parallel, separated shared-use trail. The new trail will enhance access to the City’s future NE 145th and NE 185th Streets light rail stations, existing and future pedestrian and bike facilities. The trail would enhance access to existing and future parks, open space, the Shoreline Library, and schools within the local vicinity of the LLE track alignment. In addition, the shared-use trail could serve as the City of Shoreline’s segment of a potential regional pedestrian/bike network that would connect cities along the LLE alignment.

Service Impact: Improve access and safety for walkers, hikers and bicyclists to the multi-county and multi-jurisdictional trail system network.

Changes from the 2019-2024 CIP: Project funding delayed to 2021-2022 in order to seek grant funding opportunities.

TRAIL ALONG THE RAIL												
ORGKEY: 2914350		J.L.# ST272300										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	90,882	329,117	1,500	327,618						329,118	420,000	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES	90,882	329,117	1,500	327,618						329,118	420,000	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION	71,855	203,144	1,500	201,664						203,164	275,019	
ROADS CAPITAL FUND	19,028	125,973		125,954						125,954	144,981	
TOTAL PROJECT REVENUES	90,882	329,117	1,500	327,618						329,118	420,000	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1Q2Q3Q4								
REAL ESTATE ACQUISITION												
CONSTRUCTION												

145TH CORRIDOR DESIGN AND ENVIRONMENTAL REVIEW – AURORA TO I-5



Project Description: This roadway reconstruction project includes design, environmental, right-of-way and construction of improvements to SR523 (N/NE 145th Street) between Interstate 5 (I-5) and Aurora Ave N (SR 99). The project will enhance safety, operations and mobility and address transit demand associated with the 145th Sound Transit Link Light Rail Station and planned growth within the 145th Street Station Subarea. The project will provide improvements for: 1.) vehicular capacity, safety, operations and mobility; 2.) transit speed, reliability, increased bus service and stops; 3.) Accessibility and multi-modal options; 4) new sidewalks, buffer zones and curb ramps to replace existing substandard, non-ADA compliant walkways; 5) illumination and landscaping; 6) upgrade the existing storm system; and 7.) underground utilities within Shoreline. The project will be delivered in three phases, beginning with the segment between I-5 and Corliss Ave. N.

Service Impact: The project will improve safety and accessibility for all users by reducing modal conflicts, increasing transit use and enhancing active transportation options. The re-construction of N/NE 145th Street from Aurora Ave N to I-5 will provide the facilities and technology that improve the speed and reliability of buses, improve sidewalks and lighting, increase vehicular capacity (where needed), intersection and interchange upgrades and bicycle facilities.

Changes from the 2019-2024 CIP: The prior CIP was for design and environmental only. The current CIP has increased to \$64.4M and also includes ROW and Construction.

145TH CORRIDOR - 99TH TO I5												
ORGKEY: 2916322		J.L.# ST266643										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	722,200	1,977,800	2,306,165	730,791	748,000	582,471	174,000			4,541,427	5,263,627	
2-REAL ESTATE ACQUISITION		6,784,000	3,399,190	6,782,280	6,613,115	3,221,975	3,122,765	3,122,765		26,262,090	26,262,090	
3-CONSTRUCTION					5,564,188	6,333,662	6,445,790	6,445,790	8,022,243	32,811,673	32,811,673	
TOTAL PROJECT EXPENDITURES	722,200	8,761,800	5,705,355	7,513,071	12,925,303	10,138,108	9,742,555	9,568,555	8,022,243	63,615,190	64,337,390	
REVENUE SOURCES:												
FEDERAL - STP	621,308	1,710,797	1,976,381	418,656	540,625	417,489				3,353,151	3,974,459	
CONNECTING WASHINGTON		6,784,000	3,417,190	7,029,075	6,563,237	3,148,922	174,000			20,332,424	20,332,424	
FUTURE FUNDING					5,681,975	6,451,448	9,568,555	9,568,555	7,622,243	38,892,776	38,892,776	
ROADS CAPITAL FUND	100,892	267,003	311,784	65,340	139,466	120,249			400,000	1,036,839	1,137,731	
TOTAL PROJECT REVENUES	722,200	8,761,800	5,705,355	7,513,071	12,925,303	10,138,108	9,742,555	9,568,555	8,022,243	63,615,190	64,337,390	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y					55,642	63,337	64,458	64,458	80,222	328,117	
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
CONSTRUCTION					Q3Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			

145TH AND I-5 INTERCHANGE DESIGN AND ENVIRONMENTAL REVIEW



Project Description: This project will implement the design, engineering and environmental phase of the proposed I-5 and NE 145th Street interchange improvements. The NE 145th Street (SR 523) and I-5 interchange is a critical facility on the corridor. A design concept for the interchange was developed through the 145th Street Corridor RDP and was modified during design development to include multi-lane roundabouts at the intersection of NE 145th and the I-5 southbound offramp and at the 5th Ave. NE intersection. The roundabouts replace the functions of the existing signalized intersections and the left turn lanes on the overpass bridge deck, allowing rechannelization of the bridge deck to include two travel lanes in each direction and a shared-use cycle and pedestrian path across the north side of the bridge deck.

Service Impact: The design and engineering for the re-construction of N/NE 145th Street and I-5 interchange will provide facilities and technology that improve the speed and reliability of buses, pedestrians, bicycles and cars, improve lighting,

and increase vehicular capacity which will result in improved safety, access and mobility for all users.

Changes from 2019-2024 CIP: Reconfiguration of signalized intersections to roundabouts; additional funding commitments from Sound Transit and FHWA/WSDOT. The City will advance design, environmental permitting and right of way acquisition to 30 percent completion, after which the project will be transferred to WSDOT for completion of design, right of way acquisition and construction. City funding of this project will continue through completion of construction.

145TH AND I5 INTERCHANGE												
ORGKEY: 2916351		J.L.# ST272443										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	614,575	1,700,000	1,700,000	2,161,905	638,095					4,500,000	5,114,575	
2-REAL ESTATE ACQUISITION				2,000,000						2,000,000	2,000,000	
3-CONSTRUCTION						18,500,000				18,500,000	18,500,000	
TOTAL PROJECT EXPENDITURES	614,575	1,700,000	1,700,000	4,161,905	638,095	18,500,000				25,000,000	25,614,575	
REVENUE SOURCES:												
FEDERAL - STP	528,538	1,470,500	1,470,500	1,870,048	551,952	4,900,000				8,792,500	9,321,038	
CONNECTING WASHINGTON				2,000,000						2,000,000	2,000,000	
FUTURE FUNDING						3,600,000				3,600,000	3,600,000	
SOUND TRANSIT						10,000,000				10,000,000	10,000,000	
ROADS CAPITAL FUND	86,036	229,500	229,500	291,857	86,143					607,500	693,536	
TOTAL PROJECT REVENUES	614,575	1,700,000	1,700,000	4,161,905	638,095	18,500,000				25,000,000	25,614,575	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
N												
IMPACT ON OPERATING BUDGET												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING							3,000					
UTILITIES							1,000					
TOTAL IMPACT ON OPERATING BUDGET							4,000					
1000												
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1Q2Q3Q4	Q1Q2Q3Q4	Q1Q2Q3Q4						
REAL ESTATE ACQUISITION				Q1Q2Q3								
CONSTRUCTION						Q2Q3Q4						

160th and Greenwood/Innis Arden Intersection



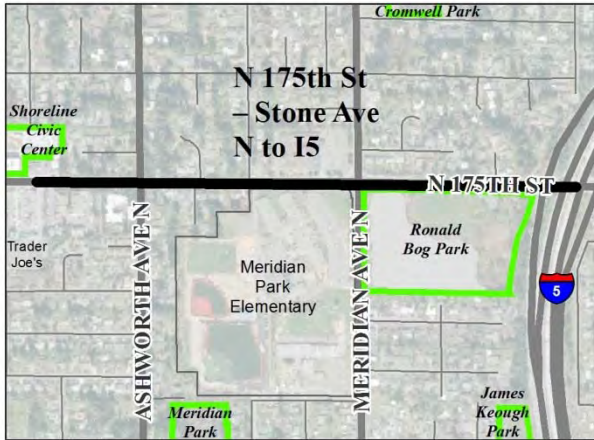
Project Description: A conceptual design to improve operations and safety of this five-way intersection at N 160th Street, Greenwood Ave N and Innis Arden Way was completed in 2019. This project will design and construct a round-about at this intersection as a mitigation requirement for development of the Shoreline Community College. The design will be coordinated with Shoreline Community College, Metro Transit and the Shoreline School District.

Service Impact: This project will improve the operations and safety of pedestrians, bicyclists and drivers.

Changes from the 2019-2024 CIP: The scope of the project was expanded to include the design and construction of the intersection improvements.

160TH AND GREENWOOD/INNIS ARDEN INTERSECTION												
ORGKEY: 2916352		J.L.# ST272500										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	3,453	101,548	131,939		100,000	190,000	200,000			621,939	625,392	
2-REAL ESTATE ACQUISITION						80,000				80,000	80,000	
3-CONSTRUCTION							1,510,000			1,510,000	1,510,000	
CONTINGENCY											-	
TOTAL PROJECT EXPENDITURES	3,453	101,548	131,939		100,000	270,000	1,710,000			2,211,939	2,215,392	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION		101,548	101,547							101,547	101,547	
PRIVATE DONATIONS					100,000	270,000	1,710,000			2,080,000	2,080,000	
ROADS CAPITAL FUND	3,453		30,392							30,392	33,845	
TOTAL PROJECT REVENUES	3,453	101,548	131,939		100,000	270,000	1,710,000			2,211,939	2,215,392	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
		ELIGIBLE (Y/N)					15,100			15,100		
		Y										
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4					
REAL ESTATE ACQUISITION						Q2 Q3						
CONSTRUCTION							Q2 Q3 Q4					

N 175TH STREET (STONE WAY TO I-5)



Project Description: This project will provide mobility and safety improvements to users of the N 175th Street corridor. Planned improvements include reconstruction of the existing street to provide two traffic lanes in each direction, a center lane with two-way left turn areas, medians and turn pockets, bicycle lanes (integrated into the sidewalk), curb, gutter, and sidewalk with planter strip where feasible, illumination, landscaping and retaining walls. Intersections with high accident rates will be improved as part of this as well project. Grant funding of approximately \$3.5 million was awarded in 2016.

Service Impact:

This project will improve the safety and mobility of pedestrians, people with disabilities, transit users and drivers and provide better access to the school, park and ride lot, park and residents located along the corridor.

Changes from the 2019-2024 CIP: Project construction will be phased; Phase 1 will be Stone Ave. N to Wallingford Ave. N

N 175TH ST - STONE AVE N TO I5												
ORGKEY: 2916339 J.L.# ST269600												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	10,807	3,639,193	1,692,718	1,475,000	1,475,000	40,000	40,000	40,000	40,000	4,802,718	4,813,525	
2-REAL ESTATE ACQUISITION						4,000,000			1,000,000	5,000,000	5,000,000	
3-CONSTRUCTION								9,000,000	3,000,000	12,000,000	12,000,000	
TOTAL PROJECT EXPENDITURES	10,807	3,639,193	1,692,718	1,475,000	1,475,000	4,040,000	40,000	9,040,000	4,040,000	21,802,718	21,813,525	
REVENUE SOURCES:												
FEDERAL - STP		3,157,250	1,464,201	1,275,875	806,424					3,546,500	3,546,500	
TRANSPORTATION IMPACT FEES	9,426	486,000	228,517	199,125	668,576	4,040,000	40,000	4,040,000	1,040,000	10,256,218	10,265,644	
FUTURE FUNDING								5,000,000	3,000,000	8,000,000	8,000,000	
ROADS CAPITAL FUND	1,381	(4,057)									1,381	
TOTAL PROJECT REVENUES	10,807	3,639,193	1,692,718	1,475,000	1,475,000	4,040,000	40,000	9,040,000	4,040,000	21,802,718	21,813,525	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
	ELIGIBLE (Y/N)											
	Y										120,000	
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION						Q1Q2Q3Q4			Q2Q3Q4			
CONSTRUCTION								Q3Q4	Q1Q2Q3Q4			

MERIDIAN AVE N SAFETY IMPROVEMENTS – N 155th Street to N 175th Street



Project Description: The project will: Rechannelize Meridian Avenue N to add a center turn lane within the project limits; install a median island at the existing crosswalks at N 163rd Street and at N 170th Street; Install pedestrian – activated flashing beacons at both crosswalks; Install street lights at both intersections; and, update all curb ramps within the project limits to ADA compliance.

Service Impact: The City’s 2018 Traffic Report indicated that 39 percent of the 46 injury and fatal collisions in Shoreline from 2010 to 2016 involved a pedestrian, and that, as a percentage of overall injury collisions the number of non-motorized (pedestrian and bicycle) collisions is rising. These facilities will help reduce the number of pedestrian and bicycle injury collisions on Meridian Ave. N.

MERIDIAN AVE SAFE IMPR												
ORGKEY: 2914391		J.L.# ST292944										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		50,000	175,254	4,200	1,800					181,254	181,254	
2-REAL ESTATE ACQUISITION			6,000	54,000						60,000	60,000	
3-CONSTRUCTION				500,000	500,000					1,000,000	1,000,000	
TOTAL PROJECT EXPENDITURES		50,000	181,254	558,200	501,800					1,241,254	1,241,254	
REVENUE SOURCES:												
HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)		45,000	168,100	552,380	418,520					1,139,000	1,139,000	
ROADS CAPITAL FUND		5,000	13,154	5,820	83,280					102,254	102,254	
TOTAL PROJECT REVENUES		50,000	181,254	558,200	501,800					1,241,254	1,241,254	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y			5,000	5,000					10,000		
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4							
REAL ESTATE ACQUISITION				Q2								
CONSTRUCTION				Q3 Q4	Q1							

WESTMINSTER WAY N AND N 155TH STREET IMPROVEMENTS



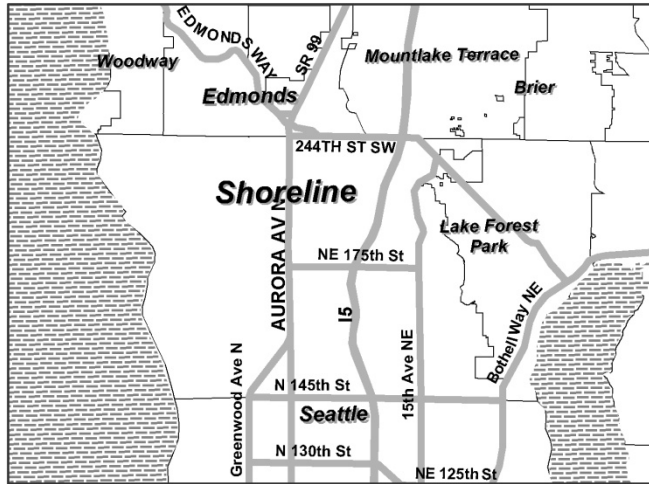
Project Description: This project will design and construct improvements for the intersection of Westminister Way N and N 155th Street. Improvements are needed in order to provide a safer, realigned intersection for all users and to support redevelopment of the Aurora Square Community Renewal Area (CRA) and adjacent properties, as large increases in pedestrian activity are anticipated. The redesign must also support vehicle mobility as this is a designated freight route and well used arterial route. This project will coordinate with the adjacent multifamily and business developments as they complete the design and construction of improvements along Westminister Way N and N 157th St.

Service Impact: This project will improve the safety and mobility of pedestrians, bicyclists and drivers. This also supports economic development potential and enhances the livability and walkability of adjacent neighborhoods and properties, including the Aurora Square CRA.

Changes from 2019-2024 CIP: Construction will be completed in late 2020.

WESTMINSTER AND 155TH IMPROVEMENTS												
ORGKEY: 2916342		J.L.# ST269900										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	506,251	5,259,284	783,171	10,000						793,171	1,299,422	
2-REAL ESTATE ACQUISITION	3,000		136,723							136,723	139,723	
3-CONSTRUCTION	45		3,368,891	1,311						3,370,202	3,370,247	
TOTAL PROJECT EXPENDITURES	509,296	5,259,284	4,288,785	11,311						4,300,096	4,809,392	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION	300,000										300,000	
PRIVATE DONATIONS		2,120,000	487,000	1,354,000						1,841,000	1,841,000	
FUTURE FUNDING		3,120,000									-	
TRANSPORTATION IMPROVEMENT BOARD			3,250,000							3,250,000	3,250,000	
SURFACE WATER UTILITY FUND CONTRIBUTION			500,000							500,000	500,000	
ROADS CAPITAL FUND	209,296	19,284	51,785	(1,342,689)						(1,290,904)	(1,081,608)	
TOTAL PROJECT REVENUES	509,296	5,259,284	4,288,785	11,311						4,300,096	4,809,392	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
	Y		33,689	13							33,702	
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1								
REAL ESTATE ACQUISITION												
CONSTRUCTION												

TRAFFIC SAFETY IMPROVEMENTS



Project Description: The primary purpose of this program is to evaluate and implement low-cost traffic safety improvements responsive to priorities identified by the Annual Traffic Report; the City’s annual review of collision, speed, and traffic volume data citywide. Example low-cost improvements include pedestrian activated flashing beacons, pavement markings, signage, traffic calming devices (i.e. speed humps or traffic circles), and signal phase changes. Improvements implemented by this program address motor vehicle, pedestrian, and bicyclist related collision trends and align with Washington State’s Target Zero Plan to end traffic deaths and serious injuries by 2030. Completed safety projects are described and monitored within the Annual Traffic Report.

Service Impact: Provide the ability to mobilize and address unplanned small projects, make enhancements along principal, minor and collector arterials, and local streets, and manage traffic issues on local streets through coordination and education, as well as minor capital projects that can include speed humps, traffic circles, signing, and channelization.

Changes from 2019-2024 CIP: Includes the addition of funding for projects in 2025 and 2026.

TRAFFIC SAFETY IMPROVEMENTS												
ORGKEY: 2914179		J.L.# ST108500										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	811,404	344,819	52,677	45,000	47,250	49,613	51,101	51,101	51,101	347,843	1,159,247	
2-REAL ESTATE ACQUISITION	9,597										9,597	
3-CONSTRUCTION	1,192,161	46,568	286,549	130,355	136,873	143,717	148,029	148,029	148,029	1,141,581	2,333,742	
TOTAL PROJECT EXPENDITURES	2,013,161	391,387	339,226	175,355	184,123	193,330	199,130	199,130	199,130	1,489,424	3,502,585	
REVENUE SOURCES:												
RESIDENTIAL PARKING ZONE PERMIT	1,453										1,453	
RESTITUTION - INSURANCE	30,252										30,252	
ROADS CAPITAL FUND	1,981,456	391,387	339,226	175,355	184,123	193,330	199,130	199,130	199,130	1,489,424	3,470,880	
TOTAL PROJECT REVENUES	2,013,161	391,387	339,226	175,355	184,123	193,330	199,130	199,130	199,130	1,489,424	3,502,585	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		1,370	1,304	1,369	1,437	1,480	1,480	1,480		9,920	
IMPACT ON OPERATING BUDGET												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
LANDSCAPING				283	283	283	283	283				
UTILITIES												
OTHER				227	227	227	227	227				
TOTAL IMPACT ON OPERATING BUDGET				510	510	510	510	510				
PROJECT TIME LINE:												
				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
REAL ESTATE ACQUISITION												
CONSTRUCTION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				

DRIVEWAY AT RICHMOND BEACH DRIVE & 15th Avenue NW



Project Description: Close an existing driveway on the north side of Richmond Beach Road that interferes with safe operation of the Richmond Beach Road/15th Avenue NW intersection & construct a new driveway located away from the intersection to replace the closed driveway.

Service Impact: This project will enable safe operation of the intersection and a driveway that serves several residences and businesses by relocating the driveway away from a new stop sign that was installed during a recent re-channelization project.

DRIVEWAY RELOCATION RICHMOND BEACH RD											
ORGKEY: 2916397		J.L. ST294500									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION		60,000	15,000							15,000	15,000
2-REAL ESTATE ACQUISITION											-
3-CONSTRUCTION			70,000							70,000	70,000
TOTAL PROJECT EXPENDITURES		60,000	85,000							85,000	85,000
REVENUE SOURCES:											
WSDOT - PEDESTRIAN & BICYCLE SAFETY PROGRAM											-
GENERAL FUND CONTRIBUTION		60,000	60,000							60,000	60,000
ROADS CAPITAL FUND			25,000							25,000	25,000
TOTAL PROJECT REVENUES		60,000	85,000							85,000	85,000
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y		700							700
IMPACT ON OPERATING BUDGET											
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
LANDSCAPING											
UTILITIES											
OTHER				2,000	2,000	2,000	2,000	2,000			
TOTAL IMPACT ON OPERATING BUDGET				2,000	2,000	2,000	2,000	2,000			
PROJECT TIME LINE:											
				2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION											
REAL ESTATE ACQUISITION											
CONSTRUCTION					Q1						

ROADS CAPITAL ENGINEERING



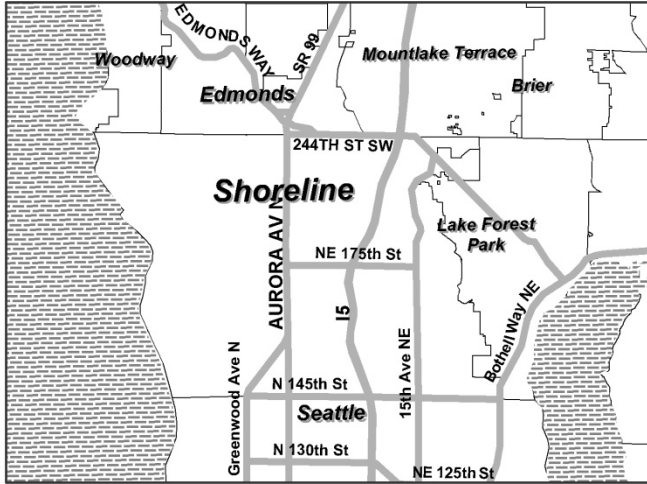
Project Description: This program will support transportation capital projects and respond to engineering related concerns and problems identified throughout the City.

Service Impact: This project will allow internal and external customers to receive faster service with transportation related operations and engineering services.

Changes from 2019-2024 CIP: The new cost estimates include the addition of funding for 2025 and 2026.

ROADS CAPITAL ENGINEERING												
ORGKEY: 2913063		J.L.# N/A										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	2,767,346	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	4,912,139	7,679,485	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION	510										510	
TOTAL PROJECT EXPENDITURES	2,767,856	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	4,912,139	7,679,995	
REVENUE SOURCES:												
ROADS CAPITAL FUND	2,767,856	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	4,912,139	7,679,995	
TOTAL PROJECT REVENUES	2,767,856	871,027	1,062,833	539,617	642,037	642,037	661,298	681,137	683,180	4,912,139	7,679,995	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	N											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION												
CONSTRUCTION												

TRANSPORTATION MASTER PLAN UPDATE



Project Description: This project will review and update of the 2011 Transportation Master Plan. The update will include: updating the transportation model/forecasting system to ensure adequate capacity at intersections; review and update of growth projects utilized for determining Transportation Impact Fees; review and update pedestrian and bicycle system plans including prioritizations; a transit plan for working with Metro, Community Transit and Sound Transit to define and implement a transit system that serves Shoreline residents locally and regionally; review and update the master street and right-of-way plan; review and update all policies in the currently adopted TMP.

Service Impact: This project will improve development review, project design, and maintenance programs.

Changes from 2019-2024 CIP: Project start and finish revised. Budget

increased.

TRANSPORTATION MASTER PLAN UPDATE												
ORGKEY: 2915164		J.L.# ST106100										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	785,478	474,374	175,555	351,500	266,500	198,500				992,055	1,777,533	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES	785,478	474,374	175,555	351,500	266,500	198,500				992,055	1,777,533	
REVENUE SOURCES:												
ROADS CAPITAL FUND	785,478	474,374	175,555	351,500	266,500	198,500				992,055	1,777,533	
TOTAL PROJECT REVENUES	785,478	474,374	175,555	351,500	266,500	198,500				992,055	1,777,533	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N) Y												
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4						
REAL ESTATE ACQUISITION												
CONSTRUCTION												



***Projects to be completed
in 2020***

185TH STREET MULTIMODAL CORRIDOR STRATEGY



Project Description: This project will study the N/NE 185th Street corridor between Fremont Avenue N to Aurora Ave N and 10th Ave NE connecting on 10th Ave NE south to NE 180th Street to support growth associated with both the 185th Street Station Subarea Plan and the future NE 185th Street Light Rail Station. The 185th Street Corridor will be developed in relationship to its surrounding street network and open spaces. We will identify opportunities for

better multimodal connections and enhanced open spaces within the Corridor’s local vicinity. Ideas that are gathered for improvements beyond the Corridor’s boundaries will be coordinated with the Master Street Plan Update.

The process will include traffic analysis, public involvement, and identification and evaluation of alternatives that support multimodal transportation facilities, right-of-way needs, cost estimates and a strategy plan for funding and implementing improvements. This project is within in the 185th Street Station Subarea Plan which is identified as one of Shoreline’s City Centers.

Service Impact: This project will identify and evaluate the future transportation needs for the NE 185th Street corridor to provide a safe, efficient, and effective infrastructure in support of growing and changing needs as a result of the 185th Street Station Subarea plan and Shoreline North/185th Station.

Changes from 2019-2024 CIP: Minor budget increased to complete project

185TH CORRIDOR STUDY												
ORGKEY: 2916337		J.L.# ST269400										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	206,431	390,691	359,765							359,765	566,196	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES	206,431	390,691	359,765							359,765	566,196	
REVENUE SOURCES:												
GENERAL FUND CONTRIBUTION	206,342	390,691	359,765							359,765	566,107	
ROADS CAPITAL FUND	89										89	
TOTAL PROJECT REVENUES	206,431	390,691	359,765							359,765	566,196	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N) Y												
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				_____								
REAL ESTATE ACQUISITION				_____								
CONSTRUCTION				_____								

CURB RAMP, GUTTER AND SIDEWALK MAINTENANCE PROGRAM



Project Description: The ongoing Curb Ramp, Gutter and Sidewalk Program includes:

- Repairing and replacing existing cement concrete gutters and sidewalks damaged by tree roots, cracking or settlement.
- Design and construction of curb ramps in compliance with the Americans with Disabilities Act (ADA) standards.

This program will be given a new name in 2019.

Service Impact: This project addresses locations throughout the City where improvements are needed to increase the accessibility and safety of the users of the City's sidewalk system by:

- Removing barriers and increasing/enhancing accessibility in the community.
- Eliminating damaged sections and completing missing links in the existing system.
- For 2018, repair of sidewalks will be done on N 155th Street from Midvale Avenue N to Burke Avenue N.

Changes from the 2019-2024 CIP: This program was finalized in 2019 and work is now performed under the Sidewalk Rehabilitation program.

CURB RAMP, GUTTER AND SIDEWALK MAINTENANCE PROGRAM												
ORGKEY: 2914096		J.L.# ST100600, ST100612										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	620,139		9,785							9,785	629,924	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION	1,939,866	13,670	19,201							19,201	1,959,067	
TOTAL PROJECT EXPENDITURES	2,560,004	13,670	28,986							28,986	2,588,990	
REVENUE SOURCES:												
COMMUNITY DEVELOPMENT BLOCK GRANT	976,051										976,051	
COMMUNITY DEVELOPMENT BLOCK GRANT - RECOV											-	
CONGESTION MITIGATION & AIR QUALITY (CMAQ)	80,440										80,440	
IN-LIEU PAYMENT	11,063										11,063	
METRO KING COUNTY	6,060										6,060	
GENERAL FUND CONTRIBUTION	610,068										610,068	
ROADS CAPITAL FUND	876,323	13,670	28,986							28,986	905,309	
TOTAL PROJECT REVENUES	2,560,004	13,670	28,986							28,986	2,588,990	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y		5								5	
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

School Zone Flashers and Rectangular Rapid Flashing Beacons



Project Description:

This project will design and install school zone flashers and rectangular rapid flashing beacons around Echo Lake Elementary and Shorewood High School and to increase drivers' awareness of high levels of pedestrian activities. This project is funded through a grant from the Washington Traffic Safety Commission

Service Impact:

This project will reduce 85th percentile speeds on roads surrounding the two schools during peak school hours and increase awareness of high levels of pedestrian activities.

Changes since 2019-2024: No change; project completed.

WTSC SCHOOL ZONE FLASHERS												
ORGKEY: 2914185		J.L.# Multiple										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	1,610	125,878	48,566							48,566	50,176	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION		157,847								157,847	157,847	
TOTAL PROJECT EXPENDITURES	1,610	125,878	206,413							206,413	208,023	
REVENUE SOURCES:												
HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)		107,488	102,146							102,146	102,146	
ROADS CAPITAL FUND	1,610	18,390	104,267							104,267	105,877	
TOTAL PROJECT REVENUES	1,610	125,878	206,413							206,413	208,023	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

COMPLETE STREETS PED-BIKE GAP FILLER



Project Description: Design and implement pedestrian/bike gap filler improvements along N 195th Street from the Echo Lake Elementary School to the Interurban Trail.

Service Impact: Supports non-motorized connectivity to the future N 145th and NE 185th Street light rail stations and improved connectivity of the Shoreline’s overall Pedestrian and Bicycle System Plans.

Changes from 2019-2024 CIP: Project completed.

COMPLETE STREETS- PED/BIKE GAPS												
ORGKEY: 2926355		J.L.# ST274727										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	271,337			3,100						3,100	274,437	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION	26,892	5,000									26,892	
TOTAL PROJECT EXPENDITURES	298,229	5,000	3,100							3,100	301,329	
REVENUE SOURCES:												
TRANSPORTATION IMPROVEMENT BOARD	250,000										250,000	
ROADS CAPITAL FUND	48,229	5,000	3,100							3,100	51,329	
TOTAL PROJECT REVENUES	298,229	5,000	3,100							3,100	301,329	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

MERIDIAN AVE N & N 155TH ST SIGNAL IMPROVEMENTS



Project Description: This project will revise northbound/southbound signal phasing from permissive to flashing yellow arrow operation to address collisions at the intersection of Meridian Ave N and N 155th Street in Shoreline. It will decrease corner radii to lower vehicle turning speeds and reduce pedestrian crossing distance for increased pedestrian safety. This project will also repair and provide vehicle and bicycle detection where needed as well as rebuild intersection sidewalks, curb ramps and pedestrian signal systems for ADA compliance.

Service Impact: This project will enhance pedestrian safety and accessibility near schools, parks, bus lines and residences and will improve driver safety at the intersection.

Changes from the 2019-2024 CIP: Project completed.

MERIDIAN AVE N & N 155TH ST SIGNAL IMPROV												
ORGKEY: 2916338		J.L.# ST269500										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	168,651		129,654							129,654	298,305	
2-REAL ESTATE ACQUISITION	1,050										1,050	
3-CONSTRUCTION	96	481,085	822,720							822,720	822,816	
TOTAL PROJECT EXPENDITURES	169,797	481,085	952,374							952,374	1,122,171	
REVENUE SOURCES:												
HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)	49,350	303,980	303,980							303,980	353,330	
ANNUAL ROAD SURFACE MAINTENANCE PROGRAM											-	
TRAFFIC SIGNAL REHABILITATION PROGRAM											-	
ROADS CAPITAL FUND	120,447	177,105	648,394							648,394	768,841	
TOTAL PROJECT REVENUES	169,797	481,085	952,374							952,374	1,122,171	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

ECHO LAKE SAFE ROUTES TO SCHOOL



Project Description: This project will construct sidewalks, curb, gutter, ADA compliant curb ramps, and crosswalks on N 195 St between Meridian Ave N and Wallingford Ave N, directly adjacent to Echo Lake Elementary School. The new sidewalk will connect to sidewalk already in place in front of the school eastward to the N 195 St Separated Trail, which connects student walkers and bicyclists to the surrounding neighborhoods.

Service Impact: This project will enhance pedestrian safety near schools, residences and the Interurban-Burke Gilman North Connector.

Changes from 2019-2024 CIP: Project close-out completed

ECHO LAKE SAFE ROUTES TO SCHOOL											
ORGKEY: 2914326		J.L.# ST267049									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION	163,226		1,335							1,335	164,561
2-REAL ESTATE ACQUISITION											-
3-CONSTRUCTION	439,016										439,016
TOTAL PROJECT EXPENDITURES	602,242		1,335							1,335	603,577
REVENUE SOURCES:											
SAFE ROUTES TO SCHOOL	518,700										518,700
ROADS CAPITAL FUND	83,542		1,335							1,335	84,877
TOTAL PROJECT REVENUES	602,242		1,335							1,335	603,577
1% FOR PUBLIC ART ELIGIBLE (Y/N)											
ELIGIBLE (Y/N)											
Y											
PROJECT TIME LINE:				2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION											
REAL ESTATE ACQUISITION											
CONSTRUCTION											



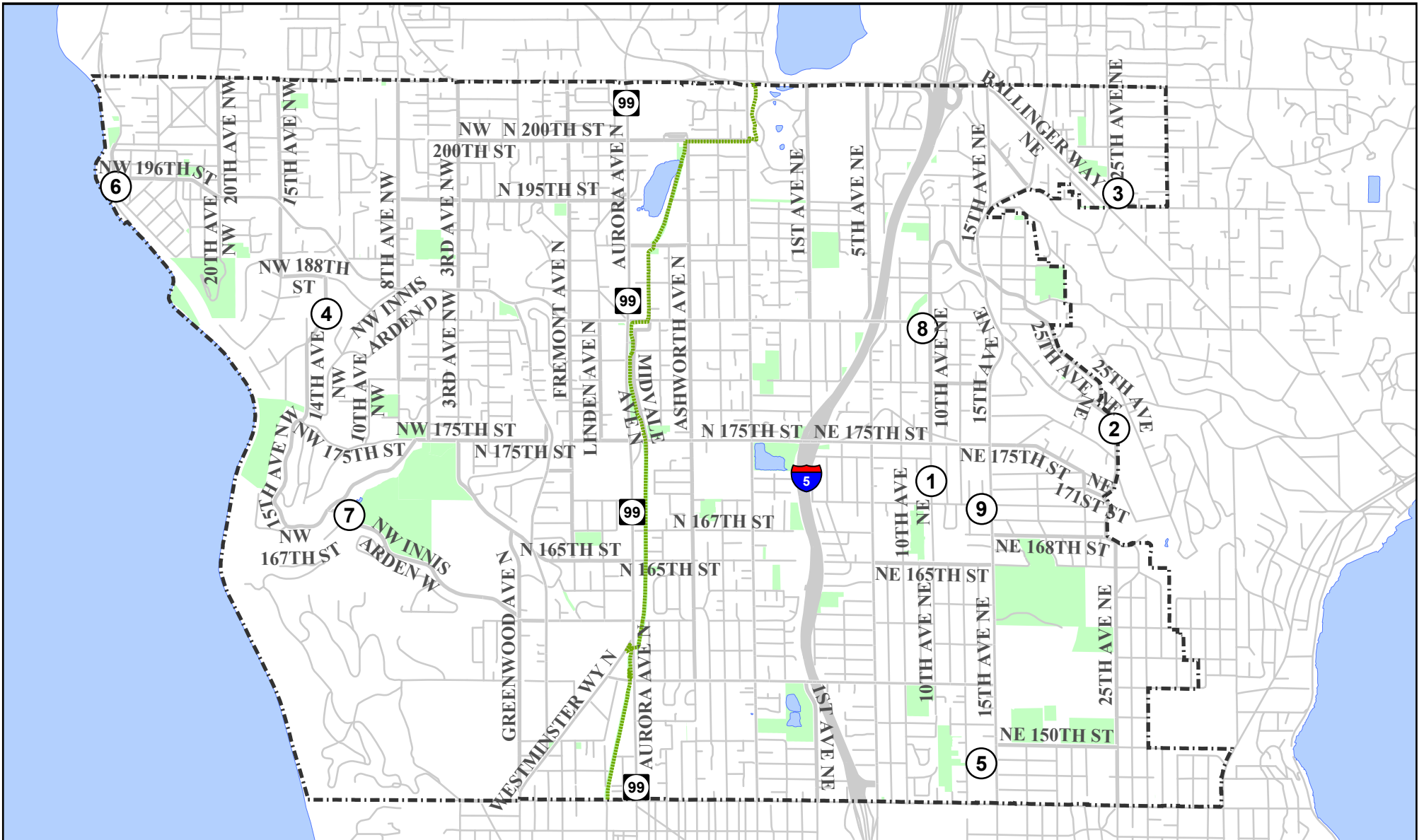
SURFACE WATER UTILITY



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SURFACE WATER UTILITY FUND SUMMARY



City of Shoreline
 2019-2026
 Capital Improvement Plan
 Surface Water Management



0 500 1,000 2,000 3,000 4,000 Feet

Date: 10/1/2020 | Request# 27130

- City Project (point)
- Interurban Trail
- Park

1. 10th Ave NE Drainage Improvements
2. 25th Ave NE Ditch Improv (NE 177th to 178th St)
3. 25th Ave NE Flood Reduction Improvements
4. Heron Creek Culvert Crossing at Springdale Ct NW
5. NE 148th Infiltration Facilities
6. NW 195th Pl and Richmond Beach Dr Flooding
7. Hidden Lake Dam Removal
8. Pump Station 26 Improvements
9. Pump Station 30 Upgrades

CITYWIDE IMPROVEMENTS

- Pump Station Miscellaneous Improvements
- Stormwater Pipe Replacement Program
- Surface Water Small Projects

City of Shoreline 2019 - 2026 Capital Improvement Plan

Program Summary
Surface Water Utility Fund

	PRIOR-YRS	2019CB	2019E	2020CB	2020E	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROPOSED UTILITY RATE INCREASE					10.0%			10.0%	5.0%	5.0%	5.0%	5.0%	5.0%		
SWM RATE RESIDENTIAL SF HOME ANNUAL FEE		\$246.55			\$271.21			\$298.33	\$313.25	\$328.91	\$345.36	\$362.63	\$380.76		
PROJECT EXPENDITURES															
CAPACITY															
10TH AVE NE DRAINAGE IMPROVEMENTS	8,757	281,377	5,347	258,518	405,324	539,895	410,671	12,500	5,000	1,430,000	-	-	-	1,858,171	1,866,928
25TH AVE NE DITCH IMPROV BETWEEN NE 177TH AND 178TH STREET	-	-	-	-	-	-	-	158,697	-	-	-	-	-	158,697	158,697
25TH AVE NE FLOOD REDUCTION IMPROVEMENTS	531,181	579,195	411,703	54,636	54,636	633,831	466,339	56,275	-	-	-	-	-	522,614	1,053,795
HERON CREEK CULVERT CROSSING AT SPRINGDALE CT NW	-	-	-	-	-	-	-	-	446,900	460,307	1,703,990	958,311	-	3,569,508	3,569,508
NE 148TH INFILTRATION FACILITIES	97,567	37,834	9,175	411,070	65,572	448,904	74,747	457,500	10,000	-	-	-	-	542,247	639,814
NW 195TH PLACE AND RICHMOND BEACH DRIVE FLOODING	-	-	-	-	-	-	-	-	432,989	445,978	-	-	-	878,967	878,967
REPAIR AND REPLACEMENT															
HIDDEN LAKE DAM REMOVAL	372,615	582,215	348,324	1,396,989	703,468	1,979,204	1,051,792	242,548	2,252,452	50,000	1,925,000	1,925,000	-	7,446,792	7,819,407
PUMP STATION 26 IMPROVEMENTS	1,785	224,907	31,062	109,273	429,229	334,180	460,291	2,326,000	2,233	-	-	-	-	2,788,524	2,790,309
PUMP STATION 30 UPGRADES	1,443	91,258	7,890	-	2,438	91,258	10,328	-	292,000	1,825,000	-	-	-	2,127,328	2,128,771
PUMP STATION MISCELLANEOUS IMPROVEMENTS	1,352	198,470	31,285	587,887	9,630	786,357	40,915	-	76,000	393,000	-	-	-	509,915	511,267
STORMWATER PIPE REPLACEMENT PROGRAM	1,608,705	477,409	38,212	327,821	746,371	805,230	784,583	925,351	1,078,451	1,459,774	500,000	50,000	1,500,000	6,298,159	7,906,864
SURFACE WATER SMALL PROJECTS	2,739,293	318,270	4,513	327,818	433,789	646,088	438,302	1,067,352	391,907	630,459	772,898	50,000	650,000	4,000,918	6,740,211
PROJECTS TO BE COMPLETED IN CURRENT BIENNIUM (2019-2020)															
BOEING CREEK REGIONAL STORMWATER FACILITY STUDY	222,465	60,704	20,495	-	1,000	60,704	21,495	-	-	-	-	-	-	21,495	243,960
STORM CREEK EROSION MANAGEMENT STUDY	5,274	77,128	4,390	-	72,738	77,128	77,128	-	-	-	-	-	-	77,128	82,402
CLIMATE IMPACTS AND RESILIENCY STUDY	-	84,872	57,735	-	27,137	84,872	84,872	-	-	-	-	-	-	84,872	84,872
SYSTEM CAPACITY MODELING STUDY	-	318,270	318,270	-	100,000	318,270	418,270	-	-	-	-	-	-	418,270	418,270
WESTMINSTER WAY N PIPE REPLACEMENT	-	-	-	-	500,000	-	500,000	-	-	-	-	-	-	500,000	500,000
NON-PROJECT SPECIFIC															
SURFACE WATER MASTER PLAN	997,704	-	-	-	-	-	-	-	289,819	298,513	-	-	-	588,332	1,586,036
SURFACE WATER CAPITAL ENGINEERING	2,465,723	222,895	179,427	198,722	198,722	421,617	378,149	223,270	248,770	258,721	269,070	279,832	291,026	1,948,838	4,414,561
COST ALLOCATION CHARGES	1,206,672	221,814	221,814	173,201	173,201	395,015	395,015	209,357	209,357	238,762	245,925	245,925	245,925	1,790,266	2,996,938
TRANSFERS OUT	-	138,619	47,760	103,952	165,133	242,571	212,893	997,066	-	20,000	-	-	-	1,229,959	1,229,959
TOTAL CAPITAL EXPENDITURES	10,260,534	3,915,237	1,737,402	3,949,887	4,088,388	7,865,124	5,825,790	6,675,916	5,735,878	7,510,514	5,416,883	3,509,068	2,686,951	37,361,000	47,621,533
REVENUES															
INVESTMENT INTEREST	-	14,451	14,451	77,348	77,348	91,799	91,799	16,208	49,234	225,384	134,451	81,741	68,175	666,992	-
DEPARTMENT OF ECOLOGY BIENNIAL STORMWATER CAPACITY GRANT	-	-	-	290,625	-	290,625	-	-	-	-	-	-	-	-	-
DEPARTMENT OF ECOLOGY LOCAL SOURCE CONTROL GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RECREATION & CONSERVATION OFFICE	-	55,451	-	-	175,000	-	230,451	217,548	-	-	-	-	-	447,999	-
DEPARTMENT OF ECOLOGY STORMWATER RETROFIT GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DOE STORMWATER PRE-CONSTRUCTION GRANT	-	125,000	-	125,000	250,000	250,000	250,000	-	-	-	-	-	-	250,000	-
KING COUNTY FLOOD ZONE DISTRICT OPPORTUNITY	-	110,898	110,898	110,898	110,898	221,796	221,796	110,898	110,898	110,898	110,898	110,898	110,898	887,184	-
KING COUNTY FLOOD REDUCTION GRANT	-	623,703	521,949	-	128,468	623,703	650,417	-	-	-	-	-	-	650,417	-
KING COUNTY WASTEWATER	-	-	-	-	25,000	-	25,000	25,000	-	-	-	-	-	50,000	-
KING COUNTY WATERWORKS GRANT	-	-	-	-	20,000	-	20,000	43,203	-	-	-	-	-	63,203	-
WA STATE STORMWATER FINANCIAL ASSISTANCE PROGRAM	-	-	-	-	45,572	-	45,572	247,553	-	-	-	-	-	293,125	-
FUTURE FUNDING - BONDS	-	-	-	-	200,000	-	200,000	3,900,000	11,850,000	-	-	-	-	15,950,000	-
FUTURE FUNDING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUES		874,052	702,749	603,871	1,032,286	1,477,923	1,735,035	4,560,410	12,010,132	336,282	245,349	192,639	179,073	19,258,921	
BEGINNING FUND BALANCE															
TOTAL CAPITAL REVENUES		702,749			1,032,286		1,735,035	4,560,410	12,010,132	336,282	245,349	192,639	179,073	19,258,921	
TOTAL CAPITAL EXPENDITURES		1,737,402			4,088,388		5,825,790	6,675,916	5,735,878	7,510,514	5,416,883	3,509,068	2,686,951	37,361,000	
SURFACE WATER FEES	6,689,119	6,568,385	7,355,474		7,232,449		13,800,834	7,963,649	8,370,193	8,797,492	9,237,366	9,699,234	10,184,196	68,052,964	
OPERATING GRANTS & OTHER REVENUE	33,000	33,000	121,000		67,600	154,000	100,600							100,600	
PUBLIC WORKS DEBT SERVICE PAYMENT	331,372	331,372	329,740		329,740	661,112	661,112	328,107						989,219	
AMOUNT RESTRICTED - LOAN MAINTENANCE FACILITY DEBT SERVICE	119,086	119,086	119,086		119,086	238,172	238,172	119,086		119,086	119,086	119,086	119,086	952,688	
NEW DEBT SERVICE	424,078	424,078	424,079		424,079	848,157	848,157	836,079	510,741	1,375,547	1,375,547	1,375,547	1,375,547	7,697,165	
STORMWATER PIPE REPL DEBT SERVICE PAYMENT	158,352	158,352	158,352		158,352	316,704	316,704	34,112	31,341	158,352	158,352	158,352	158,352	1,015,565	
TOTAL DEBT SERVICE	1,032,888	1,032,888	1,031,257		1,031,257	2,064,145	2,064,145	1,317,384	661,168	1,652,985	1,652,985	1,652,985	1,652,985	10,654,637	
TOTAL OPERATING EXPENDITURES	4,945,849	3,328,058	5,061,768		4,502,492	10,007,617	7,830,550	4,791,230	5,155,154	5,110,401	5,242,958	5,375,867	5,375,867	38,881,667	
UTILITY TAX		394,103			433,947		828,050	477,819	502,212	527,850	554,242	581,954	611,052		
BUSINESS & OCCUPATION TAX		98,526			108,487		207,013	119,455	125,553	131,962	138,560	145,489	152,763		
ENDING FUND BALANCE	3,378,690	4,584,476			3,294,674		3,294,674	3,034,203	11,862,328	6,722,562	3,892,452	3,246,405	3,893,871	3,893,871	
UNRESTRICTED 2016 BOND PROCEEDS		695,128													
RESTRICTED 2018 BOND PROCEEDS FOR CAPITAL		500,000													
MINIMUM REQUIRED RESERVE (20% OF OPERATING REVENUES)			1,320,277		1,446,490		1,446,490	1,592,730	1,674,039	1,759,498	1,847,473	1,939,847	2,036,839		
DEBT SERVICE/FUND BALANCE RATIO (MINIMUM 1.25)					3		2	2	18	4	2	2	2		
VARIANCE ABOVE MINIMUM REQUIRED RESERVE			3,264,199		1,848,184		1,848,184	1,441,473	10,188,289	4,963,064	2,044,979	1,306,558	1,857,031		
SURFACE WATER MASTER PLAN FUND BALANCE TARGETS:															
MINIMUM OPERATING EXPENDITURE TARGET (120 DAYS)			1,094,156		1,480,271		1,480,271	1,575,199	1,694,845	1,680,013	1,723,712	1,767,408	1,767,408		
VALUE OF SURFACE WATER UTILITY ASSETS			21,540,100		25,628,488		25,628,488	32,304,404	38,040,282	45,550,796	50,967,678	49,059,864	53,654,629		
MINIMUM CAPITAL EXPENDITURE TARGET (2% OF ASSETS)			430,802		512,570		512,570	646,088	760,806	911,016	1,019,354	981,197	1,073,093		
MINIMUM DEBT SERVICE TARGET (ONE NEW DEBT SERVICE PAYMENT)			424,078		424,079		424,079	836,079	510,741	1,375,547	1,375,547	1,375,547	1,375,547		
SURFACE WATER MASTER PLAN FUND BALANCE TARGET			1,949,036		2,416,920		2,416,920	3,057,366	2,966,392	3,966,576	4,118,617	4,124,153	4,216,048		
VARIANCE ABOVE/(BELOW) MINIMUM FUND BALANCE TARGET:			2,635,440		877,754		877,754	(23,163)	8,959,936	2,755,986	(226,161)	(877,747)	(322,177)		
IMPACT ON OPERATING BUDGET															

SURFACE WATER UTILITY FUND SUMMARY

Types of Projects

In the Surface Water Utility Fund, projects are categorized as Capacity, Repair and Replacement, or Other. Funding for these projects is provided from an allocation of the surface water fees or grants.

2019-2026 CIP Summary

The 2019-2026 Surface Water CIP totals \$37.361 million.

Project	Current 2019-2020	Estimate 2019-2020	Proposed 2021	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Total 2019-2026
Expenditures:									
Capacity	\$1,622,630	\$951,757	\$684,972	\$894,889	\$2,336,285	\$1,703,990	\$958,311	\$0	\$7,530,204
Repair & replacement	\$4,642,317	\$3,286,211	\$4,561,251	\$4,093,043	\$4,358,233	\$3,197,898	\$2,025,000	\$2,150,000	\$23,671,636
Other	\$540,974	\$601,765	\$0	\$0	\$0	\$0	\$0	\$0	\$601,765
Non-Project Specific	\$1,059,203	\$986,057	\$1,429,693	\$747,946	\$815,996	\$514,995	\$525,757	\$536,951	\$5,557,395
Total Expenditures by Year	\$7,865,124	\$5,825,790	\$6,675,916	\$5,735,878	\$7,510,514	\$5,416,883	\$3,509,068	\$2,686,951	\$37,361,000
Change in Fund Balance:									
Beginning Fund Balance	\$0	\$3,378,690	\$3,294,674	\$3,034,203	\$11,862,328	\$6,722,562	\$3,892,452	\$3,246,405	\$3,378,690
Total Capital Revenues	\$0	\$1,735,035	\$4,560,410	\$12,010,132	\$336,282	\$245,349	\$192,639	\$179,073	\$19,258,921
Total Operating Revenues	\$154,000	\$13,901,434	\$7,963,649	\$8,370,193	\$8,797,492	\$9,237,366	\$9,699,234	\$10,184,196	\$68,153,564
Total Capital Expenditures	\$0	\$5,825,790	\$6,675,916	\$5,735,878	\$7,510,514	\$5,416,883	\$3,509,068	\$2,686,951	\$37,361,000
Total Debt Service	\$2,064,145	\$2,064,145	\$1,317,384	\$661,168	\$1,652,985	\$1,652,985	\$1,652,985	\$1,652,985	\$10,654,637
Total Operating Expenditures	\$10,007,617	\$7,830,550	\$4,791,230	\$5,155,154	\$5,110,041	\$5,242,958	\$5,375,867	\$5,375,867	\$38,881,667
Ending Fund Balance	(\$11,917,762)	\$3,294,674	\$3,034,203	\$11,862,328	\$6,722,562	\$3,892,452	\$3,246,405	\$3,893,871	\$3,893,871

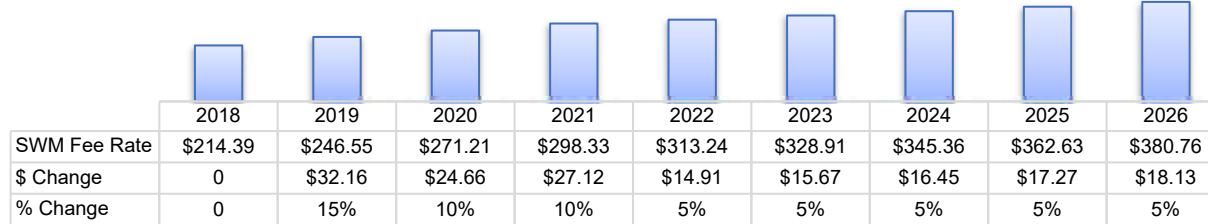
Policy Issues

Minimum Working Capital: The fund balance reserve needs to be maintained at 20% of budgeted operating revenues. The proposed CIP meets that goal.

Master Plan: This capital improvement plan includes surface water projects recommended in the 2018 Surface Water Master Plan based on available funding.

- **Surface Water Fees:** The 2021-2026 CIP assumes that surface water rates will be increased per the recommended Proactive Management Strategy as developed in the Surface Water Master Plan Update. The chart shows annual increases for a single-family residential home.

**Surface Water Management Rate
Single-Family Residence**



Source: City of Shoreline

King County Flood Zone Taxes: In 2008, King County began assessing a \$0.154 per \$1,000 assessed valuation property tax for the purpose of addressing flooding issues throughout the county. Based on the current funding distribution formula, Shoreline anticipates receiving \$110,898 annually.

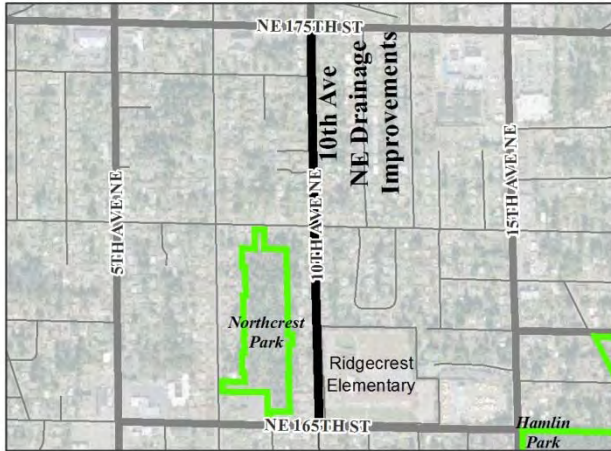
Underfunded and Unfunded Projects: The Surface Water Master Plan Update recently completed a project prioritization and rate study to provide adequate funding for prioritized phases of priority projects for the 2021-2026 CIP.

PROJECT TITLE	PROJECT DESCRIPTION	ESTIMATED
UNDER FUNDED		
BARNACLE CREEK/NW 204TH ST CULVERT REPLACEMENT	This project includes design and construction of a new culvert at NW 204 th Street near 24 th Ave NW. It will address the destabilization of the bank and rockery at a stormwater outfall over Barnacle Creek. Temporary stabilization measures were constructed in 2018 with expedited hydraulic project approval (HPA) from Washington Department of Fish and Wildlife (WDFW). The HPA conditions require the City to apply for a pre-application with WDFW for the final solution by April 30, 2023.	\$1,500,000 - \$2,000,000



Surface Water Utility Fund Projects

10TH AVENUE NE DRAINAGE IMPROVEMENTS



Project Description: This project will reduce flooding and improve water quality along 10th Ave NE between NE 165th Street and NE 175th Street. Improvements will include installation of bioretention and infiltration facilities to provide flow retention and water quality treatment. Additionally, conveyance system capacity will be increased by pipe and culvert replacements.

Service Impact: Decrease flooding and increase the service level to residents, drivers, pedestrians, and bicyclists along 10th Ave NE between NE 165th Street and NE 175th Street.

Changes from the 2019-2024 CIP: Construction scheduled for 2023.

10TH AVE NE DRAINAGE IMPROVEMENTS											
ORGKEY: 3023333		J.L.# SW269000									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION	8,548	539,895	410,671	12,500	5,000	180,000				608,171	616,719
2-REAL ESTATE ACQUISITION	209										209
3-CONSTRUCTION						1,250,000				1,250,000	1,250,000
TOTAL PROJECT EXPENDITURES	8,757	539,895	410,671	12,500	5,000	1,430,000				1,858,171	1,866,928
REVENUE SOURCES:											
DOE STORMWATER PRE-CONSTRUCTION GRANT		250,000	250,000							250,000	250,000
SW CAPITAL FUND	8,757	289,895	160,671	12,500	5,000	1,430,000				1,608,171	1,616,928
TOTAL PROJECT REVENUES	8,757	539,895	410,671	12,500	5,000	1,430,000				1,858,171	1,866,928
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y					12,500					
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
	PROJECT ADMINISTRATION			Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4					
	REAL ESTATE ACQUISITION										
	CONSTRUCTION					Q2 Q3					

25TH AVENUE NE DITCH IMPROVEMENTS BETWEEN NE 177TH AND 178TH STREETS



Project Description: The current ditch and culvert system on 25th Ave NE between NE 177th and 178th Streets is failing and is on the City’s hot-spot list to check before, during, and after heavy rain events. This project involves design and construction of the selected alternative for managing drainage, conveyance, and road and slope stability issues within limited right-of-way on 25th Ave NE at the City’s eastern border with Lake Forest Park.

Service Impact: Erosion control; stabilize drainage system and reduce O&M effort.

Changes from 2019-2024 CIP. No change

25TH AVE NE DITCH IMPROV BETWEEN NE 177TH AND 178TH:												
ORGKEY: 3023404		J.L.# SW295900										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION				158,697						158,697	158,697	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES				158,697						158,697	158,697	
REVENUE SOURCES:												
SW CAPITAL FUND				158,697						158,697	158,697	
TOTAL PROJECT REVENUES				158,697						158,697	158,697	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
Y												
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION			Q1 Q2 Q3 Q4								
	REAL ESTATE ACQUISITION											
	CONSTRUCTION											

25TH AVENUE NE FLOOD REDUCTION



Project Description: This project will address recurring flooding along 25th Ave NE between Brugger’s Bog Park and NE 195th Street. Since 2001 the City has received 16 separate reports of Ballinger Creek flooding this area. Nearby public and private properties have flooded, including public rights-of-way and the City’s North Maintenance Facility site. The project will daylight Ballinger Creek and install fish passable box culvert at roadway and driveway crossings.

Design through 60% level is complete. Construction of improvements downstream of the NMF property will be budgeted in a future year to be determined.

Service Impact: Increase service level to residents, drivers, and others along 25th Ave NE between NE Ballinger Way and Brugger’s Bog Park.

Changes from the 2019-2024 CIP: Awaiting availability of related project Lake Forest Park and additional funding.

25TH AVE. NE FLOOD REDUCTION IMPROVEMENTS												
ORGKEY: 3023334 J.L.# SW269100/SW269155/SW274129												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	529,198	633,831	466,339	56,275						522,614	1,051,812	
2-REAL ESTATE ACQUISITION	1,983										1,983	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES	531,181	633,831	466,339	56,275						522,614	1,053,795	
REVENUE SOURCES:												
FUTURE FUNDING											-	
KING COUNTY FLOOD ZONE DISTRICT OPPORTUNITY	145,375										145,375	
KING COUNTY FLOOD REDUCTION GRANT	109,804	370,469	387,676							387,676	497,480	
SW CAPITAL FUND	276,002	263,362	78,663	56,275						134,938	410,940	
TOTAL PROJECT REVENUES	531,181	633,831	466,339	56,275						522,614	1,053,795	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N) Y												
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4								
REAL ESTATE ACQUISITION												
CONSTRUCTION												

Heron Creek/Springdale/Ridgefield Drainage Improvements



Project Description: This project includes design and construction to address flooding in the Springdale Court/Ridgefield Rd NW area and to replace the broken Heron Creek culvert crossing at Springdale Court NW, which is broken and in danger of collapsing. The project will be delivered in four phases:

Phase 1 - Design and permitting for replacing the existing 18-inch-diameter reinforced concrete culvert with a new fish passable culvert. If fish passage is determined to be unnecessary during permit negotiations, an alternative culvert may be proposed.

Phase 2: Replacement of broken pipes and rehabilitation of the ditch system on Ridgefield Rd NW.

Phase 3: Replacement of existing pipes with larger-diameter pipes to convey higher flows on Springdale Ct NW, and modification of ditches and replacement of connecting structures that are in poor condition.

Phase 4: Installation of new stormwater pipes and connections on Ridgefield Rd NW to convey upstream stormwater flows to the Ridgefield/Springdale drainage system and reduce flows to pipes on private property.

Service Impact: Replacement of failing infrastructure and reduction of flooding impacts.

Changes from the 2021-2026 CIP: Combined Springdale Court & Ridgefield Rd Drainage Project with Heron Creek Culvert Project

HERON CREEK CULVERT CROSSING AT SPRINGDALE CT NW												
ORGKEY: 3018403		J.L.# SW295800										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION					446,900	460,307	224,790	126,455		1,258,452	1,258,452	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION							1,479,200	831,856		2,311,056	2,311,056	
TOTAL PROJECT EXPENDITURES					446,900	460,307	1,703,990	958,311		3,569,508	3,569,508	
REVENUE SOURCES:												
SW CAPITAL FUND					446,900	460,307	1,703,990	958,311		3,569,508	3,569,508	
TOTAL PROJECT REVENUES					446,900	460,307	1,703,990	958,311		3,569,508	3,569,508	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)					Y			14,792	8,319			
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
REAL ESTATE ACQUISITION												
CONSTRUCTION							Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				

NE 148TH STREET INFILTRATION FACILITIES



Project Description: This project will install multiple below-ground infiltration facilities along the NE 148th Street roadside between 12th Ave NE and 15th Ave NE. The infiltration facilities will reduce flooding. 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.

Service Impact: Increase the service level to residents along NE 148th Street between 12th Ave NE and 15th Ave NE; avoid adverse water quality and peak flow impacts to Little’s Creek which could be created by implementation of a conventional stormwater solution.

Changes from the 2019-2024 CIP: Construction scheduled for 2021.

NE 148TH INFILTRATION FACILITIES												
ORGKEY: 3023328		J.L.# SW266015										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	97,567	51,404	74,747	70,000	2,900					147,647	245,214	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION		397,500		387,500	7,100					394,600	394,600	
TOTAL PROJECT EXPENDITURES	97,567	448,904	74,747	457,500	10,000					542,247	639,814	
REVENUE SOURCES:												
DEPARTMENT OF ECOLOGY BIENNIAL STORMWATER CAPACIT	26,458	290,625									26,458	
WA STATE STORMWATER FINANCIAL ASSISTANCE PROGRAM			45,572	247,553						293,125	293,125	
KING COUNTY WATERWORKS GRANT			20,000	43,203						63,203	63,203	
SW CAPITAL FUND	71,109	158,279	9,175	166,744	10,000					185,919	257,028	
TOTAL PROJECT REVENUES	97,567	448,904	74,747	457,500	10,000					542,247	639,814	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	3,975		3,875	71					3,975		
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1							
REAL ESTATE ACQUISITION												
CONSTRUCTION				Q3 Q4	Q1							

NW 195TH PLACE AND RICHMOND BEACH DRIVE FLOODING



Project Description: Frequent flooding is reported at the intersection of NW 195th Place and Richmond Beach Drive NW when water surcharges from the grate of manhole MH-274 during wet weather.

This project involves design and construction of replacement of the 18-inch-diameter system along Richmond Beach Drive with 24-inch-diameter pipes and replace three existing stormwater structures.

Service Impact: Improve existing drainage infrastructure and reducing flooding impacts.

Changes from 2019-2024 CIP. No change

NW 195TH PLACE AND RICHMOND BEACH DRIVE FLOODING												
ORGKEY: 3023402		J.L.# SW295700										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION					222,059	86,509				308,568	308,568	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION					210,930	359,469				570,399	570,399	
TOTAL PROJECT EXPENDITURES					432,989	445,978				878,967	878,967	
REVENUE SOURCES:												
SW CAPITAL FUND					432,989	445,978				878,967	878,967	
TOTAL PROJECT REVENUES					432,989	445,978				878,967	878,967	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y			2,109	3,595						
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q1 Q2 Q3 Q4	Q1 Q2 Q3						
REAL ESTATE ACQUISITION												
CONSTRUCTION					Q3Q4	Q1Q2						

HIDDEN LAKE DAM REMOVAL



Project Description: Hidden Lake is a man-made lake located near the intersection of NW Innis Arden Way and 10th Ave NW, along Boeing Creek partially within Shoreview Park. Following the 2014 City Council direction to cease dredging the lake, the City began to develop an approach to restore Boeing Creek at the Hidden Lake site.

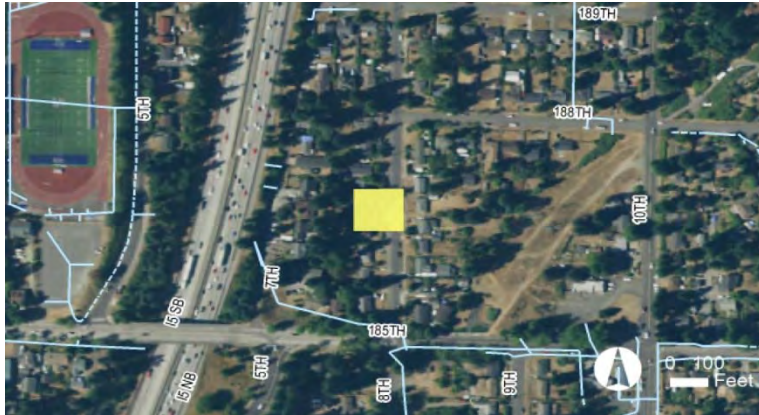
The Hidden Lake Dam Removal (HLDR) Project will remove Hidden Lake Dam and waterbody and restore Boeing Creek within Shoreview Park. In order to address the flood hazard due to sediment loading in a timely manner, construction is scheduled for 2020. Replacement of the Boeing Creek culverts crossing NW Innis Arden Way will be included under HLDR project.

Service Impact: Reduce long term maintenance costs for the Surface Water Utility, reduce long-term flood risk, improve Boeing Creek habitat, restore sediment transport to the Puget Sound nearshore, and remove a fish barrier.

Changes from the 2019-2024 CIP: Easement acquisition and design are continuing.

HIDDEN LAKE DAM REMOVAL											
ORGKEY: 3023327 J.L.#SW267100/SW267155/SW279329											
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION	371,379	582,215	676,792	242,548	73,101	50,000	50,000	50,000		1,142,441	1,513,820
2-REAL ESTATE ACQUISITION	923		375,000							375,000	375,923
3-CONSTRUCTION	313	1,396,989			2,179,351		1,875,000	1,875,000		5,929,351	5,929,664
TOTAL PROJECT EXPENDITURES	372,615	1,979,204	1,051,792	242,548	2,252,452	50,000	1,925,000	1,925,000		7,446,792	7,819,407
REVENUE SOURCES:											
KING COUNTY FLOOD REDUCTION GRANT	46,766	253,234	262,741							262,741	309,507
RECREATION & CONSERVATION OFFICE			230,451	217,548						447,999	447,999
KING COUNTY WASTEWATER			25,000	25,000						50,000	50,000
SW CAPITAL FUND	325,849	1,725,970	533,600		2,252,452	50,000	1,925,000	1,925,000		6,686,052	7,011,900
TOTAL PROJECT REVENUES	372,615	1,979,204	1,051,792	242,548	2,252,452	50,000	1,925,000	1,925,000		7,446,792	7,819,407
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	13,970			21,794		18,750	18,750		13,970	
PROJECT TIME LINE:											
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1Q2Q3Q4			
REAL ESTATE ACQUISITION											
CONSTRUCTION				Q3 Q4			Q3 Q4	Q1Q2Q3Q4			

PUMP STATION 26 IMPROVEMENTS



Project Description: A condition assessment of the City's storm pump stations was completed in June 2016 in which major overhaul of Pump Station 26 was recommended because it is past its useful life. This project will provide design reconstructing the pump station, installing a Supervisory Control And Data Acquisition (SCADA) system, new controls and electrical systems.

Service Impact: Extend life and improve reliability of the system and increase pump station capacity as necessary for additional surface water flow as the contributing drainage basin increases in housing and business density.

Changes from the 2019-2024 CIP: Construction scheduled for 2021.

PUMP STATION 26 IMPROVEMENTS												
ORGKEY: 3023362		J.L.# SW277800										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	1,785	334,180	460,291	64,203	2,233					526,727	528,512	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION				2,261,797						2,261,797	2,261,797	
TOTAL PROJECT EXPENDITURES	1,785	334,180	460,291	2,326,000	2,233					2,788,524	2,790,309	
REVENUE SOURCES:												
SW CAPITAL FUND	1,785	334,180	460,291	2,326,000	2,233					2,788,524	2,790,309	
TOTAL PROJECT REVENUES	1,785	334,180	460,291	2,326,000	2,233					2,788,524	2,790,309	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
		ELIGIBLE (Y/N)										
		Y		22,618								
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION			Q1 Q2 Q3 Q4	Q1							
	REAL ESTATE ACQUISITION											
	CONSTRUCTION			Q2 Q3 Q4								

PUMP STATION 30 UPGRADES



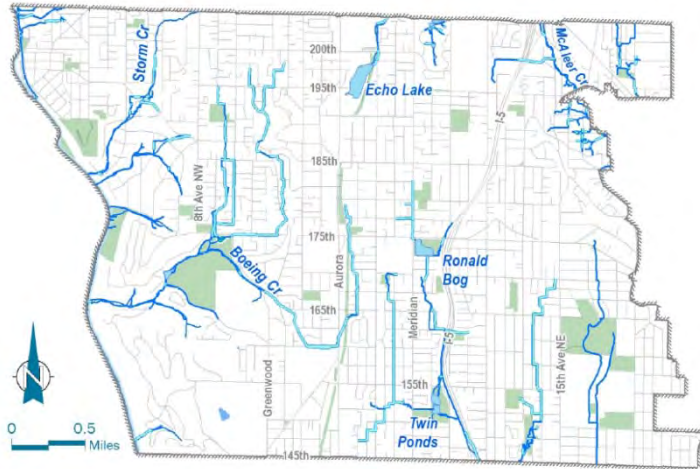
Project Description: A condition assessment of the City's storm pump stations was completed in June 2016 in which major overhaul of Pump Station 30 was recommended because this pump station is past its useful service life. This project will provide design for reconstructing the station, reusing the existing wet well, adding a Supervisory Control and Data Acquisition (SCADA) system, upgrade the electrical service/transformer and install new controls and electrical systems.

Service Impact: Extend life and improved reliability of the system.

Changes from the 2019-2024 CIP: None.

PUMP STATION 30 UPGRADES												
ORGKEY: 3023363		J.L.# SW277900										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	1,443	91,258	10,328		292,000	25,000				327,328	328,771	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION						1,800,000				1,800,000	1,800,000	
TOTAL PROJECT EXPENDITURES	1,443	91,258	10,328		292,000	1,825,000				2,127,328	2,128,771	
REVENUE SOURCES:												
SW CAPITAL FUND	1,443	91,258	10,328		292,000	1,825,000				2,127,328	2,128,771	
TOTAL PROJECT REVENUES	1,443	91,258	10,328		292,000	1,825,000				2,127,328	2,128,771	
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
		ELIGIBLE (Y/N)				Y						18,000
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION				Q3 Q4	Q1 Q2 Q3 Q4						
	REAL ESTATE ACQUISITION											
	CONSTRUCTION					Q1 Q2 Q3						

PUMP STATION MISCELLANEOUS IMPROVEMENTS



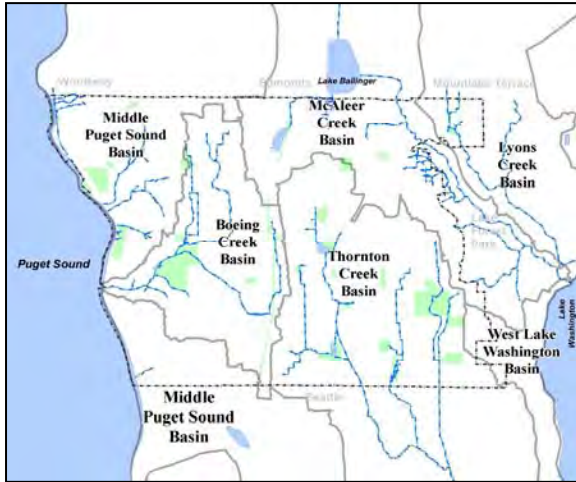
Project Description: Six pump stations that were constructed between 2005 and 2010 have been identified for minor upgrades: Linden Avenue, Palatine, Pan Terra, Pump Station 25, Ronald Bog, and Serpentine. Recommended improvements vary by pump station. This project includes design and constructions of the general upgrades including electrical, Supervisory Control And Data Acquisition (SCADA) systems, signage, access bollards and redundant equipment.

Service Impact: Improved pump station operations and redundancy.

Changes from the 2019-2024 CIP: None.

PUMP STATION MISCELLANEOUS IMPROVEMENTS												
ORGKEY: 3023364		J.L.# SW278000										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	1,352	786,357	40,915		76,000	10,000				126,915	128,267	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION						383,000				383,000	383,000	
TOTAL PROJECT EXPENDITURES	1,352	786,357	40,915		76,000	393,000				509,915	511,267	
REVENUE SOURCES:												
SW CAPITAL FUND	1,352	786,357	40,915		76,000	393,000				509,915	511,267	
TOTAL PROJECT REVENUES	1,352	786,357	40,915		76,000	393,000				509,915	511,267	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y				3,830						
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q2 Q3 Q4	Q1 Q2 Q3						
REAL ESTATE ACQUISITION												
CONSTRUCTION						Q1 Q2 Q3						

STORMWATER PIPE REPAIR/REPLACEMENT (CITYWIDE)



Project Description: A majority of the 140 miles of stormwater pipes that the City owns and maintains have exceeded their service life. To address this issue, the Stormwater Pipe Repair and Replacement Project (SWPRRP) repairs and replaces the failing stormwater pipes identified during the condition assessment video inspections. The SWPRRP proactively ensures public safety, reduces flooding, decreases maintenance demands, and protects critical infrastructure and other public and private property. Pipes are prioritized for repair based upon the estimated probability and potential consequences of failure. The primary repair method is to install a durable composite pipe liner (known as cured-in-place pipe or CIPP); open-cut trench pipe replacement is used for pipes that are too deteriorated to repair with CIPP lining. These methods provide optimal value by extending the lifespan of the City’s existing stormwater infrastructure.

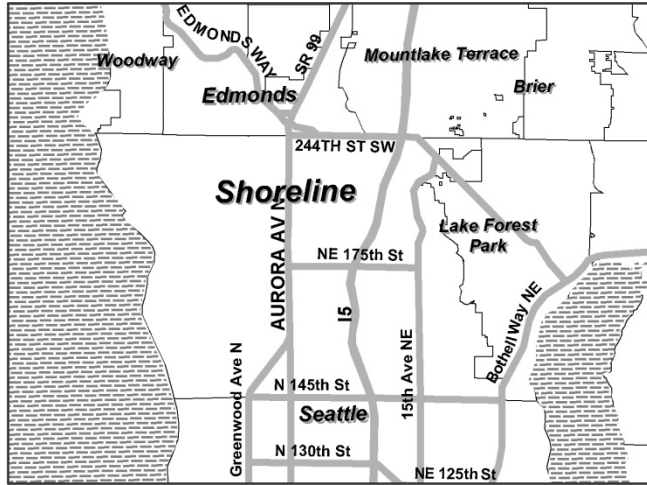
The project schedules design and construction phases in alternating years, while alternating repair methods (2018 CIPP design; 2019 CIPP construction, 2020 open-cut design, 2021 open-cut construction, 2022 CIPP design, 2023 CIPP construction, 2024-open cut design, etc.). This biennial design and construction cycle optimally accommodates staff time and budget availability.

Service Impact: Increase the service level to residents in the drainage basins where condition assessments have been completed.

Changes from the 2019-2024 CIP: None

STORMWATER PIPE REPLACEMENT PROGRAM											
ORGKEY: 3023305		J.L.# SW261200/SW261255									
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL
PROJECT EXPENDITURES:											
1-PROJECT ADMINISTRATION	513,974	487,821	399,583	235,351	150,450	233,884	50,000	50,000	250,000	1,369,268	1,883,242
2-REAL ESTATE ACQUISITION	690										690
3-CONSTRUCTION	1,094,041	317,409	385,000	690,000	928,001	1,225,890	450,000		1,250,000	4,928,891	6,022,932
TOTAL PROJECT EXPENDITURES	1,608,705	805,230	784,583	925,351	1,078,451	1,459,774	500,000	50,000	1,500,000	6,298,159	7,906,864
REVENUE SOURCES:											
KING COUNTY FLOOD ZONE DISTRICT OPPORTUNITY	291,061										291,061
SW CAPITAL FUND	1,317,644	805,230	784,583	925,351	1,078,451	1,459,774	500,000	50,000	1,500,000	6,298,159	7,615,803
TOTAL PROJECT REVENUES	1,608,705	805,230	784,583	925,351	1,078,451	1,459,774	500,000	50,000	1,500,000	6,298,159	7,906,864
ELIGIBLE (Y/N)											
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	3,174	3,850	6,900	9,280	12,259	4,500		12,500		7,043
PROJECT TIME LINE:											
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		
REAL ESTATE ACQUISITION											
CONSTRUCTION				Q2 Q3	Q2 Q3	Q2 Q3	Q2 Q3		Q2 Q3		

SURFACE WATER SMALL DRAINAGE PROJECTS



Project Description: Small works drainage projects, City-wide, will be identified that provide for the construction of minor drainage improvements to reduce localized flooding or surface water-related problems at various locations throughout the city. Projects are identified through the City’s customer request system and issues found in the field by City staff.

Service Impact: This project will alleviate localized flooding of private and public properties by making improvements to storm drainage systems where a small works project can be a cost-effective resolution of the problem. Budgeting generally allows for drainage assessments and design and construction of improvements at several sites each year.

Changes from the 2022-2026 CIP: Extended program into 2025 and 2026

SURFACE WATER SMALL PROJECTS												
ORGKEY: 3017105		J.L.# SW100700/SW100755										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	908,862	200,000	438,302	241,166	11,698	183,433	212,724	50,000	150,000	1,287,323	2,196,185	
2-REAL ESTATE ACQUISITION	639										639	
3-CONSTRUCTION	1,829,791	446,088		826,186	380,209	447,026	560,174		500,000	2,713,595	4,543,386	
TOTAL PROJECT EXPENDITURES	2,739,293	646,088	438,302	1,067,352	391,907	630,459	772,898	50,000	650,000	4,000,918	6,740,211	
REVENUE SOURCES:												
KING COUNTY FLOOD ZONE DISTRICT OPPORTUNITY	136,902										136,902	
SW CAPITAL FUND	2,602,391	646,088	438,302	1,067,352	391,907	630,459	772,898	50,000	650,000	4,000,918	6,603,309	
TOTAL PROJECT REVENUES	2,739,293	646,088	438,302	1,067,352	391,907	630,459	772,898	50,000	650,000	4,000,918	6,740,211	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)	Y	4,461		8,262	3,802	4,470	5,602		5,000		4,478	
PROJECT TIME LINE:												
		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION				Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
REAL ESTATE ACQUISITION												
CONSTRUCTION				Q3 Q4	Q3 Q4	Q3 Q4	Q3 Q4		Q3 Q4			

SURFACE WATER MASTER PLAN UPDATE



Project Description: Project will revise and update the Surface Water Master Plan to reflect the changes in the City and the Surface Water Utility and provide a long term management strategy to ensure the continued financial viability of the Surface Water Utility. The master plan will evaluate the surface water management fees and rate structure, prioritize and incorporate the capital and operational needs identified in the basin plans, and direct the future activities using an asset management strategy.

Service Impact: Deliver defined service levels to the residents of the City of Shoreline with the lowest life cycle cost.

Changes from the 2019-2024: The next update to the master plan has been added starting in 2022

SURFACE WATER MASTER PLAN												
ORGKEY: 3018165		J.L.#SW106000										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	899,938				289,819	298,513				588,332	1,488,270	
2-REAL ESTATE ACQUISITION	45										45	
3-CONSTRUCTION	97,721										97,721	
TOTAL PROJECT EXPENDITURES	997,704				289,819	298,513				588,332	1,586,036	
REVENUE SOURCES:												
SW CAPITAL FUND	997,704				289,819	298,513				588,332	1,586,036	
TOTAL PROJECT REVENUES	997,704				289,819	298,513				588,332	1,586,036	
1% FOR PUBLIC ART ELIGIBLE (Y/N)		ELIGIBLE (Y/N)										
		Y										
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION					Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4						
REAL ESTATE ACQUISITION												
CONSTRUCTION												



***Projects to be completed
in 2020***

BOEING CREEK REGIONAL STORMWATER FACILITY STUDY



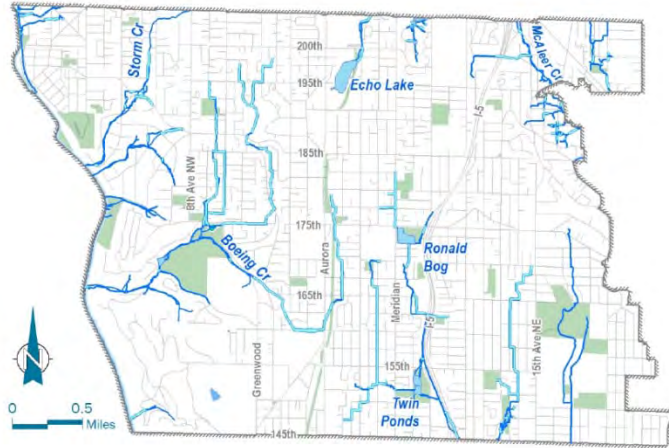
Project Description: This project will conduct a feasibility assessment to construct a City-owned regional surface water detention facility to support redevelopment of properties within the Aurora Square Community Renewal Area (CRA). The feasibility study includes evaluation of design alternatives and financing mechanisms for development to fund facility.

Service Impact: Encourage redevelopment within Aurora Square.

Changes from the 2019-2024 CIP: None. Project completed

BOEING CREEK REGIONAL STORMWATER FACILITY STUDY												
ORGKEY: 3023335		J.L.# SW269200										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	222,111	60,704	21,495							21,495		243,606
2-REAL ESTATE ACQUISITION	164											164
3-CONSTRUCTION	189											189
TOTAL PROJECT EXPENDITURES	222,465	60,704	21,495							21,495		243,960
REVENUE SOURCES:												
SW CAPITAL FUND	222,465	60,704	21,495							21,495		243,960
TOTAL PROJECT REVENUES	222,465	60,704	21,495							21,495		243,960
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
Y												
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

STORM CREEK EROSION MANAGEMENT STUDY



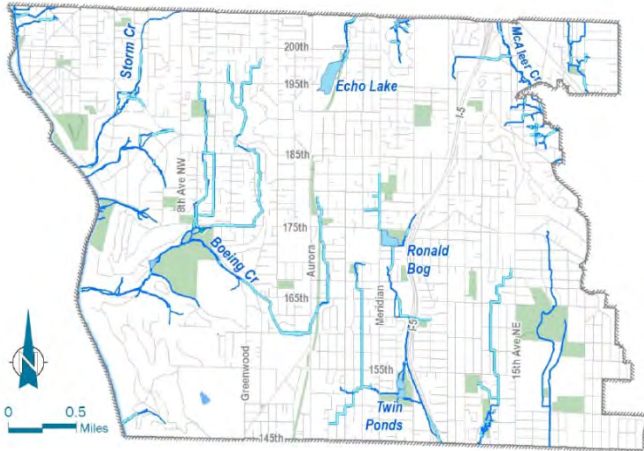
Project Description: This project will investigate alternative solutions to manage ongoing erosion issues within lower Storm Creek.

Service Impact: Manage erosion within lower Storm Creek.

Changes from the 2021-2026 CIP: No change.

STORM CREEK EROSION MANAGEMENT STUDY												
ORGKEY: 3023365 J.L.# SW278100												
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION	5,274	77,128	77,128							77,128	82,402	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES	5,274	77,128	77,128							77,128	82,402	
REVENUE SOURCES:												
SW CAPITAL FUND	5,274	77,128	77,128							77,128	82,402	
TOTAL PROJECT REVENUES	5,274	77,128	77,128							77,128	82,402	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N) Y												
PROJECT TIME LINE:												
	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E				
PROJECT ADMINISTRATION												
REAL ESTATE ACQUISITION												
CONSTRUCTION												

CLIMATE IMPACTS AND RESILIENCY STUDY



Project Description: Pacific Northwest climate is changing and research overwhelmingly asserts that it will continue to do so over the next century. Rising temperatures, shifting precipitation patterns, increasing frequency of extreme events, and rising sea levels are all likely to affect the region, and could potentially cause significant impacts to the Shoreline community such as exacerbated urban flooding or an increase in the frequency of landslides. While the latest global climate models (GCMs) have been downscaled to regional scales, these forecasts are highly uncertain. The City's infrastructure and natural systems can best serve customers by being flexible and resilient to a variety of conditions. This study will investigate methods to adaptively manage surface water systems and evaluate processes to cost effectively meet levels of service for drainage, water quality, and flood management with an uncertain future.

The Climate Impacts and Resiliency Study will evaluate approaches to reducing vulnerabilities and incorporating resiliency measures into capital improvements and operational practices.

Service Impact: Improved planning, design, and operational practices will provide a better understanding of future risks and reduce vulnerabilities over the long-term.

Changes from the 2021-2026 CIP. Project complete

CLIMATE IMPACTS AND RESILIENCY STUDY												
ORGKEY: 3013376		J.L.# SW284700										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION		84,872	84,872							84,872	84,872	
2-REAL ESTATE ACQUISITION											-	
3-CONSTRUCTION											-	
TOTAL PROJECT EXPENDITURES		84,872	84,872							84,872	84,872	
REVENUE SOURCES:												
SW CAPITAL FUND		84,872	84,872							84,872	84,872	
TOTAL PROJECT REVENUES		84,872	84,872							84,872	84,872	
ELIGIBLE (Y/N)												
1% FOR PUBLIC ART ELIGIBLE (Y/N)		Y										
PROJECT TIME LINE:		19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E			
	PROJECT ADMINISTRATION											
	REAL ESTATE ACQUISITION											
	CONSTRUCTION											

WESTMINSTER WAY N PIPE REPLACEMENT



Project Description:

An existing stormwater pipe was located on private property in the area to be redeveloped as part of Shoreline Place. This stormwater pipe needs to be relocated into the Right of Way. The work is being performed as part of the Westminster and 155th intersection project.

Service Impact:

Improving existing infrastructure and supporting re-development.

WESTMINSTER WAY N PIPE REPLACEMENT												
ORGKEY: NEW		J.L.# NEW										
PHASE	PRIOR-YRS	19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E	CIP TOTAL	PROJECT TOTAL	
PROJECT EXPENDITURES:												
1-PROJECT ADMINISTRATION												-
2-REAL ESTATE ACQUISITION												-
3-CONSTRUCTION			500,000							500,000		500,000
TOTAL PROJECT EXPENDITURES			500,000							500,000		500,000
REVENUE SOURCES:												
SW CAPITAL FUND			500,000							500,000		500,000
TOTAL PROJECT REVENUES			500,000							500,000		500,000
1% FOR PUBLIC ART ELIGIBLE (Y/N)												
		ELIGIBLE (Y/N)										
		Y	5,000							5,000		
PROJECT TIME LINE:												
			19-20CB	19-20E	2021E	2022E	2023E	2024E	2025E	2026E		
		PROJECT ADMINISTRATION										
		REAL ESTATE ACQUISITION										
		CONSTRUCTION										



APPENDIX



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Financial Policies

As Adopted by the Shoreline City Council

- I. Financial Planning Policies
- II. General Budget Policies
 - A. No Operating Deficit
 - B. Resources Greater than Estimates
 - C. Budget Adoption Level
 - D. Necessary to Implement City Council Goals Identified in Workplan
 - E. Public Safety Protection
 - F. Degradation of Current Service Levels
 - G. Investments that are Primarily funded by Additional Fees or Grants
 - H. Investments that delay Future Cost Increases
 - I. Investments that Forestall Adding Permanent Staff
 - J. Commitments that can Reasonably be Maintained over the Long Term
 - K. Overhead and Full Cost Allocation
 - L. Maintenance of Quality Service Programs
 - M. Distinguished Budget Presentation
- III. Formulation and Approval of Budgets
- IV. Budget Adjustment and Amendment Process
 - A. Adjustment
 - B. Amendment
- V. Reserve and Contingency Fund Policies
 - A. General Policy
 - B. Revenue Stabilization Fund
 - C. General Fund Operating Reserves
 - D. Equipment and Vehicle Replacement Reserves
 - E. City Street Fund Reserve
 - F. Surface Water Utility Fund Reserve
- VI. Capital Improvement Program Plan Policies
 - A. Relationship of Long-Range Plans to the CIP
 - B. Capital Improvement Plan Coordination Team
 - C. Establishing CIP Priorities
 - D. Types of Projects Included in the CIP
 - E. Scoping and Costing Based on Predesign Study
 - F. Required Project Features and Financial Responsibility
 - G. Predictability of Project Timing, Cost and Scope
 - H. CIP Maintenance and Operating Costs
 - I. Local Improvement Districts (LID)
 - J. Preserve Existing Capital Infrastructure Before Building New Facilities
 - K. New Facilities Should be of High Quality, Low Maintenance, Least Cost
 - L. Public Input at All Phases of Projects
 - M. Basis for Project Appropriations
 - N. Balanced CIP Plan
 - O. Use of Debt in the CIP
 - P. Finance Director's Authority to Borrow
 - Q. CIP Plan Update and Amendment
 - R. Formalization of Monetary Agreements
 - S. Applicable Project Charges
- VII. Debt Policy

I. FINANCIAL PLANNING POLICY

The City shall develop and maintain a 6-year financial forecast that estimates resource and expenditure behavior for the five years beyond the current budget period. This forecast will provide the City's decision makers with an indication of the long-term fiscal impact of current policy and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

II. GENERAL BUDGET POLICIES

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

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

- M. Distinguished Budget Presentation: The City will seek to comply with the suggested criteria of the Government Finance Officers Association in producing a budget document that meets the Distinguished Budget Presentation program criteria as policy document, as an operations guide, as a financial plan, and as a communication device.

III. FORMULATION AND APPROVAL OF BUDGETS

In accordance with RCW 35A.33, departments shall be requested by the Finance Director to prepare detailed estimates of revenues and expenditures for the next fiscal year by no later than the second Monday of September. Responses will be due by no later than the fourth Monday in September, and by no later than the first business day in October, the Finance Director will present to the City Manager a proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each program is proposed to be financed.

Although the schedule outlined above meets the requirements of the Revised Code of Washington, the Shoreline budget process usually follows an accelerated time schedule. The Finance Director typically requests departments to prepare their detailed estimates of revenues and expenditures for the next fiscal year in July, with those responses due in August.

By no later than the first Monday in October, the City Manager will provide the City Council with current information on estimates of revenues from all sources as adopted in the budget for the current year. The City complies with this requirement by providing the City Council with a quarterly report and a comprehensive overview of the City's current financial position at a summer Budget Retreat.

The administration will analyze program priorities and needs and recommend funding levels for each program in a proposed operating budget and six-year capital improvement program, which will be submitted to the Council by no later than 60 days prior to the end of the fiscal year. The City Manager typically presents the proposed budget to the City Council in late October.

As part of the budget document, a budget message will be prepared that contains the following:

- An explanation of the budget document.
- An outline of the recommended financial policies and programs of the City for the ensuing fiscal year.
- A statement of the relation of the recommended appropriation to such policies and programs.
- A statement of the reason for salient changes from the previous year in appropriation and revenue items.
- An explanation of any recommended major changes in financial policy.

The operating budget proposal for the general fund will include a financial plan that shows projected revenues and expenditures for at least the next five fiscal years. The financial plan will provide an explanation of the assumptions used in projecting future year expenditure and revenue levels, such as growth in tax revenues, inflation, cost of services, and other factors that may impact the financial condition of the City.

The operating budget will be classified and segregated according to a standard classification of accounts as prescribed by the State Auditor.

The Council will hold public hearings as required and approve operating and capital budgets prior to the end of the fiscal year in accordance with State law.

IV. BUDGET ADJUSTMENT & AMENDMENT PROCESSES

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line." Amendment of the budget involves an addition to or reduction of existing appropriations.

A. Adjustment

The City departmental expenditures and program goals are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments may unexpectedly not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits and within the City Council and Departmental goals as provided in the budget. Necessary adjustments are then reviewed with the affected department and/or fund managers. When an adjustment is needed, the Finance staff will look first to savings within the department and then consider budget transfers between departments. The Finance Director, in conjunction with the Department Directors and the City Manager, reviews and decides if any specific budget reductions are needed. No City Council action is needed as State law allows budget adjustments to be done administratively and approved by the City Manager. As a matter of practice, staff will include any adjustments made between departments with the quarterly financial information provided to the City Council.

B. Amendment

Amending the City's budget occurs whenever the requested changes from departments and/or funds will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

V. RESERVE AND CONTINGENCY FUND POLICIES

Adequate fund balance and reserve levels are a necessary component of the City's overall financial management strategy and a key factor in external agencies' measurement of the City's financial strength.

Maintenance of fund balance for each accounting fund assures adequate resources for cash flow and to mitigate short-term effects of revenue shortages. Reserve funds are necessary to enable the City to deal with unforeseen emergencies or changes in condition.

A. General Policy

The City shall maintain reserves required by law, ordinance and/or bond covenants.

All expenditures drawn from reserve accounts shall require prior Council approval unless previously authorized by the City Council for expenditure within the City's biennial budget.

If reserves and/or fund balances fall below required levels as set by this policy, the City shall include within its biennial budget a plan to restore reserves and/or fund balance to the required levels.

All reserves will be presented in the City's biennial budget.

- B. Revenue Stabilization Fund
The City will establish a Revenue Stabilization Fund and shall accumulate a reserve equal to thirty percent (30%) of annual economically sensitive revenues within the City's operating budget to cover revenue shortfalls resulting from unexpected economic changes or recessionary periods.
- C. General Fund Operating Reserves
The City shall maintain a General Fund Operating Reserve to provide for adequate cash flow, budget contingencies, and insurance reserves. The General Fund Operating Reserves will be determined as follows:
 1. Cash Flow Reserve: The City shall maintain a cash flow reserve within the General Fund in an amount equal to \$3,000,000. This is approximately equal to 1.5 months of operating expenditures. The City will review biennially the required cash flow reserve level that is necessary to meet the City's cash flow needs. If it is determined that \$3,000,000 is not adequate, the Finance Director shall propose an amendment to these policies.
 2. Budget Contingency: The City shall maintain a budget contingency reserve within the General Fund equal to 2% of budgeted operating revenues.
 3. Insurance Deductible Reserve: The City shall maintain an insurance reserve within the General Fund to be used for potential substantial events that cause damage to the City's fixed assets and/or infrastructure.
- D. Equipment and Vehicle Replacement Reserves
The City will maintain fully funded reserves for the replacement of vehicles, computer equipment, and equipment identified on the City's fixed asset listing. Contributions will be made through assessments to the using funds and maintained on a per asset basis.
- E. City Street Fund Reserve
The City shall maintain an operating reserve within the City's Street Fund an amount equal to 20% of annually budgeted operating revenues.
- F. Surface Water Utility Fund Reserve
The City shall maintain an operating reserve within the Surface Water Utility Fund an amount equal to no less than 20% of budgeted operating revenues.

VI. CAPITAL IMPROVEMENT PROGRAM PLAN POLICIES

A number of important policy considerations are the basis for the Capital Improvement Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

- A. Relationship of Long-Range Plans to the CIP
The CIP will be updated annually but the City Council may amend the CIP Plan at any time as required.

Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Improvement Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan, Council work goals, and supporting documents. Examples of these supporting documents: Pavement Management System Plan and the Parks and Open Space and Recreation Services Plan. There are

exceptions, but they are relatively small when compared to the other major areas of expenditure noted above.

B. CIP Coordination Team

A CIP Coordination Team is a cross-departmental team which participates in the review and recommendation of the CIP program to the City Manager. The Team will review proposed capital projects in regards to accurate costing (design, capital, and operating), congruence with City objectives, and prioritize projects by a set of deterministic criteria. The Finance Director, or his/her designee, will serve as the lead for the team.

C. Establishing CIP Priorities

The City uses the following basic CIP project prioritization and selection process:

1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed by staff in conjunction with City Council priorities and input from citizens, associated City boards and commissions. The criteria are identified in the City's budget document. The City has divided its CIP projects into the following program areas: General Facilities & Parks Capital Projects, Roads Capital Projects, and Surface Water Capital Projects.
2. Designated personnel within City departments recommend project expenditure plans to the Finance Department. The project expenditure plans include all capital costs and any applicable maintenance and operation expenditures along with a recommended funding source.
3. The CIP Coordination Team evaluates the various CIP projects and selects those with the highest priority based on input from citizens, project stakeholders, appropriate advisory committees, and City Council goals.
4. A Preliminary CIP Plan is developed by the Finance Department and is recommended to the City Council by the City Manager.
5. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) on the plan, makes their desired alterations, and then officially adopts the CIP and establishes related appropriations as a part of the City's budget.
6. Within the available funding, the highest priority projects are then selected and funded in the CIP.

D. Types of Projects Included in the CIP Plan

The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. It is difficult to define precisely what characteristics a project should have before it is included in the CIP Plan for the public's and City Council's review and approval. While the following criteria may be used as a general guide to distinguish among projects which should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment. Therefore, the City Manager has the administrative authority to determine which projects should be included in the CIP Plan and which projects are more appropriately contained in the City's operating budget.

For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:

1. Exceeds an estimated cost of \$10,000;
2. Involves totally new physical construction, reconstruction designed to gradually and systematically replace an existing system on a piecemeal basis, replacement of a major component of an existing facility, or acquisition of land or structures; and
3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100% grant-funded project or 100% Local Improvement District funded project.

4. Involves the skills and construction needs beyond those needed for a general repair and maintenance project.

These should be considered general guidelines. Any project in excess of \$25,000 meeting the criteria of (2), (3) and (4) above, or various miscellaneous improvements of a like nature whose cumulative total exceeds \$25,000 (i.e., street overlays) should be considered as part of the CIP process.

Program area managers are responsible for the cost estimates of their proposed programs, including future maintenance and operations costs related to the implementation of completed projects.

E. Scoping and Costing Based on Predesign Study

For some projects it is difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. Future project costs are refined through the predesign study process.

- F. Required Project Features and Financial Responsibility: If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.

- G. Predictability of Project Timing, Cost and Scope: The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.

The City Council authorizes the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished within budgeted and any allowable contingency expenditures, with the understanding that all controversial issues will be brought before the City Council. All project additions or deletions must be approved by the City Council.

- H. CIP Maintenance and Operating Costs: CIP projects, as approved by the City Council, shall have a funding plan for maintenance and operating costs identified in the project description. These costs will be included in the City's long-term financial planning.

I. Local Improvement Districts (LID)

Examples of when future LIDs may be formed are as follows: 1) where old agreements exist, committing property owners to LID participation on future projects; 2) when a group of property owners wish to accelerate development of a certain improvement; 3) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 4) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The

Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event that the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution, if any, will be determined based on a recommendation from the Public Works Department and a financial analysis of the impact of completing the project prior to the City's original timeline.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100% LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

The City will recapture direct administrative costs incurred by the City for the LID project by including these in the preliminary and final assessment roles.

- J. Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources toward building new facilities that also have maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program which, together with the existing facilities, the City cannot afford to adequately maintain.
- K. New Facilities Should Be of High Quality, Low Maintenance, Least Cost: The intent of this policy is to guide the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.
- L. Public Input at All Phases of Projects: The City makes a serious commitment to public involvement. The City's long-range plans are developed through an extensive citizen involvement program.
- M. Basis for Project Appropriations: During the City Council's CIP Plan review, the City Council will appropriate the full estimated project cost for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.
- N. Balanced CIP Plan: The CIP Plan is a balanced six-year plan. This means that for the entire six-year period, revenues will be equal to project expenditures in the plan. It is anticipated that the plan will have more expenditures than revenues in single years of the plan, but this imbalance will be corrected through the use of interim financing, if actually needed. Over the life of the six-year plan, however, all planned interim debt will be repaid and all plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current six-year plan, must have specific City Council approval.
- O. Use of Debt in the CIP: The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt

should be minimized, allowing the City to put money into actual projects that benefit Shoreline residents and businesses rather than into interest payments to financial institutions. There may be exceptions to this policy for extraordinary circumstances, where voted or non-voted long-term debt must be issued to achieve major City goals that otherwise could not be achieved, or would have to wait an unacceptably long time. Issuance of long-term debt must receive City Council authorization.

Staff monitors CIP cash flow regularly and utilizes fund balances to minimize the amount of borrowing required. Funds borrowed for cash flow purposes are limited to short-term obligations. Projected financing costs are included within a project in the administrative program area.

- P. Finance Director's Authority to Borrow: The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the CIP Plan and approved by the City Council.
- Q. CIP Plan Update and Amendment: The CIP Plan will be updated at least annually. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. All project additions or deletions must be approved by the City Council.
- R. Formalization of Monetary Agreements: All agreements between the City and outside jurisdictions, where resources are exchanged shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments (i.e., Joint CIP projects where the City is the lead agency, grant funded projects, etc.). Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.
- S. Applicable Project Charges: CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

VII. DEBT POLICY

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

- A. To limit the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.
- B. To raise capital at the lowest cost, consistent with the need to borrow. This will be accomplished by:
 - 1. Keeping a high credit rating (while making attempts to strengthen credit rating).
 - 2. Maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the biennial budget responsibly.
 - 3. Institute and maintain procedures that ensure full and timely repayment of City obligations.

General Debt Policies

Before issuing any debt, the City will consider the impacts of such debt on the operating budget, the effect on the City's credit rating, the debt capacity remaining under constitutional

and statutory limitations, the most cost-effective term, structure, and type of debt, and the impact on taxpayers.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position. These include printed copies of:

- A. Annual reports
- B. Operating budget and Capital Facilities Plan
- C. Official Statements

Debt issues will be sold on a competitive basis (except when conditions make a negotiated sale preferable) and awarded to the bidder who produces the lowest true interest cost.

Debt issues may be sold on a negotiated basis if the issue is unusually large or small, the project is complex, the issue is a refunding, flexibility is desired in the structure, the market is volatile, or other conditions make it in the City's best interest to conduct a negotiated sale.

Long Term Debt: Long term debt will be used to maintain and develop the municipal infrastructure when the economic life of a fixed asset exceeds five years.

Revenue bonds will generally be used for projects which are financially self-sustaining.

General Obligation bonds can be used to finance public works projects which benefit the community and where there are sufficient dedicated revenues to amortize the debt.

General Obligation pledges can be used to back self-sustaining projects financed through revenue bonds when costs can be reduced and the municipal credit rating is not put in jeopardy by this action.

The City may rely on a local improvement district program for certain local or neighborhood street improvements.

The City will use interfund borrowing where such borrowing is cost effective to both the borrowing and the lending fund. Such borrowing shall implement Council directed policy in a simplified manner, such as borrowing associated with interim financing for local improvement district projects.



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City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
1			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage
2			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage
3			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.92 28,945
4			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.72 28,528	14.26 29,669
5			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.06 29,241	14.62 30,411
6			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.86 28,819	14.41 29,972	14.99 31,171
7			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.66 28,404	14.20 29,540	14.77 30,722	15.36 31,950
8			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.00 29,114	14.56 30,278	15.14 31,490	15.74 32,749
9			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.80 28,694	14.35 29,842	14.92 31,035	15.52 32,277	16.14 33,568
10			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.14 29,411	14.71 30,588	15.29 31,811	15.91 33,084	16.54 34,407

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11			n/a due to changes in WA State Min Wage	13.94 28,987	14.49 30,147	15.07 31,352	15.68 32,607	16.30 33,911	16.96 35,267
12			13.71 28,523	14.28 29,712	14.86 30,900	15.45 32,136	16.07 33,422	16.71 34,759	17.38 36,149
13			14.06 29,236	14.64 30,455	15.23 31,673	15.84 32,940	16.47 34,257	17.13 35,628	17.81 37,053
14			14.41 29,967	15.01 31,216	15.61 32,465	16.23 33,763	16.88 35,114	17.56 36,518	18.26 37,979
15			14.77 30,717	15.38 31,996	16.00 33,276	16.64 34,607	17.30 35,992	18.00 37,431	18.72 38,928
16			15.14 31,484	15.77 32,796	16.40 34,108	17.05 35,472	17.74 36,891	18.45 38,367	19.18 39,902
17			15.52 32,272	16.16 33,616	16.81 34,961	17.48 36,359	18.18 37,814	18.91 39,326	19.66 40,899
18			15.90 33,078	16.57 34,457	17.23 35,835	17.92 37,268	18.63 38,759	19.38 40,309	20.15 41,922
19			16.30 33,905	16.98 35,318	17.66 36,731	18.37 38,200	19.10 39,728	19.86 41,317	20.66 42,970
20			16.71 34,753	17.40 36,201	18.10 37,649	18.82 39,155	19.58 40,721	20.36 42,350	21.17 44,044

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21			17.13 35,622	17.84 37,106	18.55 38,590	19.30 40,134	20.07 41,739	20.87 43,409	21.70 45,145
22			17.55 36,512	18.29 38,034	19.02 39,555	19.78 41,137	20.57 42,783	21.39 44,494	22.25 46,274
23			17.99 37,425	18.74 38,984	19.49 40,544	20.27 42,166	21.08 43,852	21.93 45,606	22.80 47,431
24			18.44 38,361	19.21 39,959	19.98 41,557	20.78 43,220	21.61 44,949	22.47 46,746	23.37 48,616
25			18.90 39,320	19.69 40,958	20.48 42,596	21.30 44,300	22.15 46,072	23.04 47,915	23.96 49,832
26			19.38 40,303	20.18 41,982	20.99 43,661	21.83 45,408	22.70 47,224	23.61 49,113	24.56 51,078
27			19.86 41,310	20.69 43,032	21.52 44,753	22.38 46,543	23.27 48,405	24.20 50,341	25.17 52,354
28			20.36 42,343	21.21 44,107	22.05 45,872	22.94 47,706	23.85 49,615	24.81 51,599	25.80 53,663
29			20.87 43,402	21.74 45,210	22.61 47,018	23.51 48,899	24.45 50,855	25.43 52,889	26.44 55,005
30			21.39 44,487	22.28 46,340	23.17 48,194	24.10 50,122	25.06 52,127	26.06 54,212	27.11 56,380

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31			21.92 45,599	22.84 47,499	23.75 49,399	24.70 51,375	25.69 53,430	26.71 55,567	27.78 57,790
32			22.47 46,739	23.41 48,686	24.34 50,634	25.32 52,659	26.33 54,765	27.38 56,956	28.48 59,234
33			23.03 47,907	23.99 49,903	24.95 51,900	25.95 53,976	26.99 56,135	28.07 58,380	29.19 60,715
34	Administrative Assistant I Grounds Maintenance Worker I Public Disclosure Specialist Senior Lifeguard WW Utility Administrative Assist I WW Utility Customer Service Rep	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	23.61 49,105	24.59 51,151	25.58 53,197	26.60 55,325	27.66 57,538	28.77 59,839	29.92 62,233
35			24.20 50,333	25.21 52,430	26.21 54,527	27.26 56,708	28.35 58,976	29.49 61,335	30.67 63,789
36	Parks Maintenance Worker I PW Maintenance Worker I WW Utility Maintenance Worker I	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	24.80 51,591	25.84 53,741	26.87 55,890	27.95 58,126	29.06 60,451	30.23 62,869	31.43 65,384
37	Finance Technician Recreation Specialist I WW Utility Accounting Technician	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	25.42 52,881	26.48 55,084	27.54 57,287	28.64 59,579	29.79 61,962	30.98 64,441	32.22 67,018
38	Administrative Assistant II Facilities Maintenance Worker I Grounds Maintenance Worker II	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	26.06 54,203	27.14 56,461	28.23 58,720	29.36 61,068	30.53 63,511	31.76 66,052	33.03 68,694

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39			26.71 55,558	27.82 57,873	28.94 60,188	30.09 62,595	31.30 65,099	32.55 67,703	33.85 70,411
40	Parks Maintenance Worker II Permit Technician <u>Public Disclosure Specialist</u> PW Maintenance Worker II <u>WW Utility Maintenance Worker</u> <u>WW Utility Maintenance Worker II</u>	Non-Exempt, Hourly Non-Exempt, Hourly <u>Non-Exempt, Hourly</u> Non-Exempt, Hourly <u>Non-Exempt, Hourly</u> <u>Non-Exempt, Hourly</u>	27.38 56,947	28.52 59,319	29.66 61,692	30.85 64,160	32.08 66,726	33.36 69,395	34.70 72,171
41	Public Art Coordinator Recreation Specialist II Senior Finance Technician Special Events Coordinator	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	28.06 58,370	29.23 60,802	30.40 63,235	31.62 65,764	32.88 68,395	34.20 71,130	35.57 73,976
42	Administrative Assistant III Communication Specialist <u>Environmental Program Specialist</u> Facilities Maintenance Worker II Human Resources Technician Legal Assistant Records Coordinator Transportation Specialist Surface Water Program Specialist	Non-Exempt, Hourly Non-Exempt, Hourly <u>Non-Exempt, Hourly</u> Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	28.76 59,830	29.96 62,323	31.16 64,815	32.41 67,408	33.70 70,104	35.05 72,909	36.45 75,825
43	<u>Environmental Program Specialist</u> Payroll Officer Purchasing Coordinator	<u>Non-Exempt, Hourly</u> Non-Exempt, Hourly Non-Exempt, Hourly	29.48 61,325	30.71 63,881	31.94 66,436	33.22 69,093	34.55 71,857	35.93 74,731	37.37 77,721
44	<u>Assistant Planner</u> Engineering Technician Senior Grounds Maintenance Worker	<u>EXEMPT, Annual</u> Non-Exempt, Hourly Non-Exempt, Hourly	30.22 62,859	31.48 65,478	32.74 68,097	34.05 70,821	35.41 73,653	36.83 76,600	38.30 79,664

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
45	Assistant Planner	EXEMPT, Annual	30.98	32.27	33.56	34.90	36.30	37.75	39.26
	CRT Representative	Non-Exempt, Hourly	64,430	67,115	69,799	72,591	75,495	78,515	81,655
	PRCS Rental & System Coordinator Recreation Specialist III – Aquatics	Non-Exempt, Hourly Non-Exempt, Hourly							
46	Deputy City Clerk	Non-Exempt, Hourly	31.75	33.07	34.40	35.77	37.20	38.69	40.24
	GIS Technician	Non-Exempt, Hourly	66,041	68,792	71,544	74,406	77,382	80,477	83,697
	IT Specialist	Non-Exempt, Hourly							
	Plans Examiner I	Non-Exempt, Hourly							
	Senior Facilities Maintenance Worker	Non-Exempt, Hourly							
	Senior PW Maintenance Worker	Non-Exempt, Hourly							
	Senior Parks Maintenance Worker-General Maintenance	Non-Exempt, Hourly							
	Senior Parks Maintenance Worker-Urban Forestry Senior Surface Water Program Specialist Senior WW Utility Maintenance Worker Staff Accountant	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly EXEMPT, Annual							
47	Code Enforcement Officer	Non-Exempt, Hourly	32.54	33.90	35.26	36.67	38.13	39.66	41.24
	Construction Inspector	Non-Exempt, Hourly	67,692	70,512	73,333	76,266	79,317	82,489	85,789
	Executive Assistant to City Manager Plans Examiner I	EXEMPT, Annual Non-Exempt, Hourly							
48	Associate Planner	EXEMPT, Annual	33.36	34.75	36.14	37.58	39.09	40.65	42.28
			69,384	72,275	75,166	78,173	81,300	84,552	87,934
49	Associate Planner	EXEMPT, Annual	34.19	35.62	37.04	38.52	40.06	41.67	43.33
	Grounds Maintenance Supervisor	EXEMPT, Annual	71,119	74,082	77,045	80,127	83,332	86,665	90,132
	IT Functional Analyst PRCS Supervisor I - Recreation	EXEMPT, Annual EXEMPT, Annual							

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
50	B&O Tax Analyst	EXEMPT, Annual	35.05	36.51	37.97	39.49	41.07	42.71	44.42	
	Budget Analyst	EXEMPT, Annual	72,897	75,934	78,971	82,130	85,415	88,832	92,385	
	Combination Inspector	Non-Exempt, Hourly								
	Diversity and Inclusion Coordinator	EXEMPT, Annual								
	Emergency Management Coordinator	EXEMPT, Annual								
	Environmental Services Coordinator	EXEMPT, Annual								
	Housing & Human Services Coordinator	EXEMPT, Annual								
	Limited Term Light Rail Project Coordinator	EXEMPT, Annual								
	Management Analyst	EXEMPT, Annual								
	Neighborhoods Coordinator	EXEMPT, Annual								
Senior Accounting Analyst	EXEMPT, Annual									
Plans Examiner II	Non-Exempt, Hourly									
Utility Operations Specialist	Non-Exempt, Hourly									
WW Utility Specialist	Non-Exempt, Hourly									
51	B&O Tax Analyst	EXEMPT, Annual	35.92	37.42	38.92	40.47	42.09	43.78	45.53	
	Budget Analyst	EXEMPT, Annual	74,719	77,832	80,946	84,183	87,551	91,053	94,695	
	Emergency Management Coordinator	EXEMPT, Annual								
	Environmental Services Coordinator	EXEMPT, Annual								
	Management Analyst	EXEMPT, Annual								
	Plans Examiner II	Non-Exempt, Hourly								
Senior Accounting Analyst	EXEMPT, Annual									
52	Senior Human Resources Analyst	EXEMPT, Annual	36.82	38.35	39.89	41.48	43.14	44.87	46.66	
	Web Developer	EXEMPT, Annual	76,587	79,778	82,969	86,288	89,740	93,329	97,062	
53	Communications Program Manager	EXEMPT, Annual	37.74	39.31	40.89	42.52	44.22	45.99	47.83	
	PRCS Supervisor II - Aquatics	EXEMPT, Annual	78,502	81,773	85,043	88,445	91,983	95,662	99,489	
	PRCS Supervisor II - Recreation	EXEMPT, Annual								
	Senior Human Resources Analyst	EXEMPT, Annual								
Web Systems Analyst	EXEMPT, Annual									

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54	CMO Management Analyst	EXEMPT, Annual	38.68	40.30	41.91	43.58	45.33	47.14	49.03
	Grants Administrator	EXEMPT, Annual	80,464	83,817	87,170	90,656	94,283	98,054	101,976
	Code Enforcement and CRT Supervisor	EXEMPT, Annual							
	Plans Examiner III	Non-Exempt, Hourly							
55	PW Maintenance Superintendent	EXEMPT, Annual							
	Senior Management Analyst	EXEMPT, Annual							
	Senior Planner	EXEMPT, Annual							
	CMO Management Analyst	EXEMPT, Annual	39.65	41.30	42.96	44.67	46.46	48.32	50.25
56	Engineer I - Capital Projects	EXEMPT, Annual	82,476	85,912	89,349	92,923	96,640	100,505	104,525
	Engineer I - Development Review	EXEMPT, Annual							
	Engineer I - Surface Water	EXEMPT, Annual							
	Engineer I - Traffic	EXEMPT, Annual							
	Grants Administrator	EXEMPT, Annual							
	Plans Examiner III	Non-Exempt, Hourly							
57	Senior Management Analyst	EXEMPT, Annual							
	City Clerk	EXEMPT, Annual	40.64	42.34	44.03	45.79	47.62	49.53	51.51
58	Parks Superintendent	EXEMPT, Annual	84,538	88,060	91,583	95,246	99,056	103,018	107,139
	IT Projects Manager	EXEMPT, Annual	41.66	43.40	45.13	46.94	48.81	50.77	52.80
59	Network Administrator	EXEMPT, Annual	86,651	90,262	93,872	97,627	101,532	105,593	109,817
	City Clerk	EXEMPT, Annual	42.70	44.48	46.26	48.11	50.03	52.04	54.12
	IT Projects Manager	EXEMPT, Annual	88,817	92,518	96,219	100,068	104,070	108,233	112,563
	Network Administrator	EXEMPT, Annual							

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Range	Title	FLSA Status	Training Step 0	Min						Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
59	Budget and Tax Manager	EXEMPT, Annual	43.77	45.59	47.42	49.31	51.28	53.34	55.47	
	Engineer II - Capital Projects	EXEMPT, Annual	91,038	94,831	98,624	102,569	106,672	110,939	115,377	
	Engineer II - Development Review	EXEMPT, Annual								
	Engineer II - Surface Water	EXEMPT, Annual								
	Engineer II - Traffic	EXEMPT, Annual								
	IT Systems Analyst	EXEMPT, Annual								
	Lynnwood Link Extension Light Rail Project Manager	EXEMPT, Annual								
	Structural Plans Examiner	EXEMPT, Annual								
Wastewater Manager	EXEMPT, Annual									
60	Community Services Manager	EXEMPT, Annual	44.86	46.73	48.60	50.55	52.57	54.67	56.86	
	IT Systems Analyst	EXEMPT, Annual	93,314	97,202	101,090	105,134	109,339	113,712	118,261	
	Recreation Superintendent	EXEMPT, Annual								
	Permit Services Manager	EXEMPT, Annual								
61			45.98	47.90	49.82	51.81	53.88	56.04	58.28	
			95,647	99,632	103,617	107,762	112,072	116,555	121,218	
62	Fleet and Facilities Manager	EXEMPT, Annual	47.13	49.10	51.06	53.10	55.23	57.44	59.73	
	Engineer III - Lead Project Manager	EXEMPT, Annual	98,038	102,123	106,208	110,456	114,874	119,469	124,248	
63	Building Official	EXEMPT, Annual	48.31	50.32	52.34	54.43	56.61	58.87	61.23	
	City Traffic Engineer	EXEMPT, Annual	100,489	104,676	108,863	113,217	117,746	122,456	127,354	
	Economic Development Program Manager	EXEMPT, Annual								
	Intergovernmental / CMO Program Manager	EXEMPT, Annual								
	Planning Manager	EXEMPT, Annual								
	SW Utility Manager	EXEMPT, Annual								
64	Finance Manager	EXEMPT, Annual	49.52	51.58	53.65	55.79	58.02	60.34	62.76	
			103,001	107,293	111,584	116,048	120,690	125,517	130,538	

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

June '18 cpi-U 278.631
 June '19 cpi-U 281.055
 Estimated % Change 0.87%
 100% of % Change: 0.87%

Mkt Adj: 0.87%
 Effective: January 1, 2021

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
65	Assistant City Attorney	EXEMPT, Annual	50.76	52.87	54.99	57.19	59.47	61.85	64.33
	Development Review and Construction Manager	EXEMPT, Annual	105,576	109,975	114,374	118,949	123,707	128,655	133,802
	Engineering Manager	EXEMPT, Annual							
	Transportation Services Manager	EXEMPT, Annual							
66			52.03	54.19	56.36	58.62	60.96	63.40	65.94
			108,215	112,724	117,233	121,923	126,800	131,872	137,147
67	Information Technology Manager	EXEMPT, Annual	53.33	55.55	57.77	60.08	62.49	64.98	67.58
	Utility & Operations Manager	EXEMPT, Annual	110,921	115,543	120,164	124,971	129,970	135,169	140,575
68			54.66	56.94	59.22	61.58	64.05	66.61	69.27
			113,694	118,431	123,168	128,095	133,219	138,548	144,090
69	City Engineer	EXEMPT, Annual	56.03	58.36	60.70	63.12	65.65	68.27	71.01
			116,536	121,392	126,248	131,298	136,549	142,011	147,692
70			57.43	59.82	62.21	64.70	67.29	69.98	72.78
			119,450	124,427	129,404	134,580	139,963	145,562	151,384
71			58.86	61.32	63.77	66.32	68.97	71.73	74.60
			122,436	127,537	132,639	137,944	143,462	149,201	155,169
72			60.33	62.85	65.36	67.98	70.70	73.52	76.47
			125,497	130,726	135,955	141,393	147,049	152,931	159,048
73	Human Resource and Org. Development Director	EXEMPT, Annual	61.84	64.42	67.00	69.68	72.46	75.36	78.38
			128,634	133,994	139,354	144,928	150,725	156,754	163,024
74				66.03	68.67	71.42	74.28	77.25	80.34
				137,344	142,838	148,551	154,493	160,673	167,100

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

June '18 cpi-U 278.631
 June '19 cpi-U 281.055
 Estimated % Change 0.87%
 100% of % Change: 0.87%

Mkt Adj: **0.87%**
 Effective: January 1, 2021

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
75	Administrative Services Director	EXEMPT, Annual	64.97	67.68	70.39	73.20	76.13	79.18	82.34
	Parks, Rec & Cultural Svcs Director	EXEMPT, Annual	135,146	140,777	146,409	152,265	158,355	164,690	171,277
	Planning & Community Development Director	EXEMPT, Annual							
76	City Attorney	EXEMPT, Annual	66.60	69.37	72.15	75.03	78.04	81.16	84.40
	Public Works Director	EXEMPT, Annual	138,525	144,297	150,069	156,072	162,314	168,807	175,559
77	Assistant City Manager	EXEMPT, Annual	68.26	71.11	73.95	76.91	79.99	83.19	86.51
		EXEMPT, Annual	141,988	147,904	153,820	159,973	166,372	173,027	179,948

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**City of Shoreline
Extra Help Range Placement Table
2021**

COLA: 0.87%
Effective: January 1, 2021

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
1	Day Camp Leader Special Events Attendant Youth Outreach Leader	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$13.79	\$14.90
2	Building Monitor Indoor Playground Attendant Sr. Day Camp Leader Swim Instructor	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$14.03	\$15.21
3	Special Events Assistant Special Events Monitor Teen Program Leader Assistant	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$14.26	\$15.53
4	Records Clerk	Non-Exempt, Hourly	\$14.51	\$15.87
5	Lifeguard/Swim Instructor Undergraduate Intern Teen Program Leader	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
6			\$0.00	\$0.00
7			\$15.51	\$17.26
8			\$0.00	\$0.00
9	CIT Camp Director Front Desk Attendant Specialized Recreation Specialist	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$16.05	\$18.00
10			\$0.00	\$0.00
11	Out of School Time Program Director Assistant Camp Director	Non-Exempt, Hourly Non-Exempt, Hourly	\$17.18	\$19.57
12			\$17.47	\$20.00
13			\$0.00	\$0.00
14	Camp Excel Specialist Camp Director	Non-Exempt, Hourly Non-Exempt, Hourly	\$18.37	\$21.27
15			\$19.00	\$22.18
16			\$0.00	\$0.00

City of Shoreline
Extra Help Range Placement Table
2021

COLA: 0.87%
Effective: January 1, 2021

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
17			\$0.00	\$0.00
18			\$20.31	\$24.09
19			\$0.00	\$0.00
20			\$21.37	\$25.64
21	Engineering Support Senior Lifeguard	Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
22			\$0.00	\$0.00
23			\$0.00	\$0.00
24			\$0.00	\$0.00
25			\$24.00	\$29.18
26			\$0.00	\$0.00
27			\$25.83	\$31.43
28	Finance Assistant Permitting Assistant	Non-Exempt, Hourly	\$0.00	\$0.00
29			\$27.82	\$33.85
30	Grounds Maintenance Laborer Parks Laborer		\$0.00	\$0.00
31	Computer Support GIS Support	Non-Exempt, Hourly Non-Exempt, Hourly	\$29.96	\$36.45
32	PW Seasonal Laborer	Non-Exempt, Hourly	\$0.00	\$0.00
33		Non-Exempt, Hourly	\$32.27	\$39.26
34		Non-Exempt, Hourly	\$0.00	\$0.00
35	CMO Fellowship	Non-Exempt, Hourly	\$0.00	\$0.00
36	Facilities Maintenance	Non-Exempt, Hourly	\$0.00	\$0.00

**City of Shoreline
Extra Help Range Placement Table
2021**

COLA: 0.87%
Effective: January 1, 2021

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
37			\$0.00	\$0.00
38			\$0.00	\$0.00
39			\$0.00	\$0.00
40			\$0.00	\$0.00
41			\$0.00	\$0.00
42			\$0.00	\$0.00
43			\$0.00	\$0.00
44			\$0.00	\$0.00
45			\$0.00	\$0.00
46	Videographer	Non-Exempt, Hourly	\$0.00	\$0.00
	Expert Professional Inspector Instructor	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00

Table Maintenance: The 2020 Extra Help table has been structured to blend in substantial change in WA State minimum wage occurring in 2020. In 2020, the minimum wage will be \$13.50. In 2020, apply a COLA to the extra help rates on the same basis as the regular rates. Then, in 2020, if any rates fall below \$13.50 adjust them to \$13.50. From then on, apply a COLA as usual and if any rates fall below WA State Minimum Wage, adjust them to the WA State Minimum Wage.

Approval of Position Placement within the Table: Human Resources recommends and the City Manager approves placement of a position within the pay table.

Approval of the Table Rates: The City Manager recommends and the City Council approves the table rates when adopting the budget.



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City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Estimated % Change 1.73%
 100% of % Change: 1.73%

Estimated Mkt Adj: 1.73%
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
1			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage
2			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage
3			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.16 29,446
4			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.95 29,021	14.51 30,182
5			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.30 29,747	14.87 30,937
6			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.10 29,318	14.66 30,491	15.25 31,710
7			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	13.89 28,895	14.45 30,051	15.03 31,253	15.63 32,503
8			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.24 29,618	14.81 30,802	15.40 32,034	16.02 33,316
9			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.03 29,190	14.60 30,358	15.18 31,572	15.79 32,835	16.42 34,149
10			n/a due to changes in WA State Min Wage	n/a due to changes in WA State Min Wage	14.38 29,920	14.96 31,117	15.56 32,362	16.18 33,656	16.83 35,002

**City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps**

Estimated % Change 1.73%
100% of % Change: 1.73%

Estimated Mkt Adj: 1.73%
Effective: January 1, 2022

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
11			n/a due to changes in WA State Min Wage	14.18 29,489	14.74 30,668	15.33 31,895	15.95 33,171	16.59 34,497	17.25 35,877
12			13.95 29,017	14.53 30,226	15.11 31,435	15.72 32,692	16.35 34,000	17.00 35,360	17.68 36,774
13			14.30 29,742	14.89 30,981	15.49 32,221	16.11 33,510	16.75 34,850	17.42 36,244	18.12 37,694
14			14.66 30,486	15.27 31,756	15.88 33,026	16.51 34,347	17.17 35,721	17.86 37,150	18.58 38,636
15			15.02 31,248	15.65 32,550	16.27 33,852	16.93 35,206	17.60 36,614	18.31 38,079	19.04 39,602
16			15.40 32,029	16.04 33,364	16.68 34,698	17.35 36,086	18.04 37,530	18.76 39,031	19.52 40,592
17			15.78 32,830	16.44 34,198	17.10 35,566	17.78 36,988	18.49 38,468	19.23 40,007	20.00 41,607
18			16.18 33,651	16.85 35,053	17.53 36,455	18.23 37,913	18.96 39,429	19.71 41,007	20.50 42,647
19			16.58 34,492	17.27 35,929	17.96 37,366	18.68 38,861	19.43 40,415	20.21 42,032	21.02 43,713
20			17.00 35,354	17.71 36,827	18.41 38,300	19.15 39,832	19.92 41,426	20.71 43,083	21.54 44,806

**City of Shoreline
Range Placement Table**

2.5% Between Ranges; 4% Between Steps

Estimated % Change 1.73%
100% of % Change: 1.73%

Estimated Mkt Adj:
Effective:

1.73%
January 1, 2022

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
21			17.42 36,238	18.15 37,748	18.87 39,258	19.63 40,828	20.41 42,461	21.23 44,160	22.08 45,926
22			17.86 37,144	18.60 38,692	19.35 40,239	20.12 41,849	20.92 43,523	21.76 45,264	22.63 47,074
23			18.30 38,073	19.07 39,659	19.83 41,245	20.62 42,895	21.45 44,611	22.31 46,395	23.20 48,251
24			18.76 39,024	19.54 40,650	20.33 42,276	21.14 43,967	21.98 45,726	22.86 47,555	23.78 49,457
25			19.23 40,000	20.03 41,667	20.83 43,333	21.67 45,067	22.53 46,869	23.43 48,744	24.37 50,694
26			19.71 41,000	20.53 42,708	21.35 44,417	22.21 46,193	23.10 48,041	24.02 49,963	24.98 51,961
27			20.20 42,025	21.05 43,776	21.89 45,527	22.76 47,348	23.67 49,242	24.62 51,212	25.61 53,260
28			20.71 43,076	21.57 44,870	22.44 46,665	23.33 48,532	24.27 50,473	25.24 52,492	26.25 54,592
29			21.23 44,152	22.11 45,992	23.00 47,832	23.92 49,745	24.87 51,735	25.87 53,804	26.90 55,956
30			21.76 45,256	22.66 47,142	23.57 49,028	24.51 50,989	25.49 53,028	26.51 55,149	27.57 57,355

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
31			22.30 46,388	23.23 48,321	24.16 50,253	25.13 52,263	26.13 54,354	27.18 56,528	28.26 58,789
32			22.86 47,547	23.81 49,529	24.76 51,510	25.75 53,570	26.79 55,713	27.86 57,941	28.97 60,259
33			23.43 48,736	24.41 50,767	25.38 52,797	26.40 54,909	27.45 57,106	28.55 59,390	29.69 61,766
34	Administrative Assistant I Grounds Maintenance Worker I WW Utility Administrative Assist I WW Utility Customer Service Rep	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	24.02 49,954	25.02 52,036	26.02 54,117	27.06 56,282	28.14 58,533	29.27 60,875	30.44 63,310
35			24.62 51,203	25.64 53,337	26.67 55,470	27.74 57,689	28.84 59,997	30.00 62,396	31.20 64,892
36	Parks Maintenance Worker I PW Maintenance Worker I WW Utility Maintenance Worker I	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	25.23 52,483	26.28 54,670	27.34 56,857	28.43 59,131	29.57 61,497	30.75 63,956	31.98 66,515
37	Finance Technician Recreation Specialist I WW Utility Accounting Technician	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	25.86 53,795	26.94 56,037	28.02 58,278	29.14 60,610	30.30 63,034	31.52 65,555	32.78 68,178
38	Administrative Assistant II Facilities Maintenance Worker I Grounds Maintenance Worker II	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	26.51 55,140	27.61 57,438	28.72 59,735	29.87 62,125	31.06 64,610	32.30 67,194	33.60 69,882

City of Shoreline
Range Placement Table
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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
39			27.17 56,519	28.30 58,874	29.44 61,229	30.61 63,678	31.84 66,225	33.11 68,874	34.44 71,629
40	Parks Maintenance Worker II Permit Technician Public Disclosure Specialist PW Maintenance Worker II WW Utility Maintenance Worker II	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	27.85 57,932	29.01 60,346	30.17 62,760	31.38 65,270	32.63 67,881	33.94 70,596	35.30 73,420
41	Public Art Coordinator Recreation Specialist II Senior Finance Technician Special Events Coordinator	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	28.55 59,380	29.74 61,854	30.93 64,329	32.16 66,902	33.45 69,578	34.79 72,361	36.18 75,255
42	Administrative Assistant III Communication Specialist Facilities Maintenance Worker II Human Resources Technician Legal Assistant Records Coordinator Transportation Specialist Surface Water Program Specialist	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	29.26 60,865	30.48 63,401	31.70 65,937	32.97 68,574	34.29 71,317	35.66 74,170	37.08 77,137
43	Environmental Program Specialist Payroll Officer Purchasing Coordinator	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	29.99 62,386	31.24 64,986	32.49 67,585	33.79 70,289	35.14 73,100	36.55 76,024	38.01 79,065
44	Engineering Technician Senior Grounds Maintenance Worker	Non-Exempt, Hourly Non-Exempt, Hourly	30.74 63,946	32.02 66,610	33.31 69,275	34.64 72,046	36.02 74,928	37.46 77,925	38.96 81,042

City of Shoreline
Range Placement Table
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Range	Title	FLSA Status	Training Step 0	Min						Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
45	Assistant Planner	EXEMPT, Annual	31.51	32.82	34.14	35.50	36.92	38.40	39.94	
	CRT Representative	Non-Exempt, Hourly	65,545	68,276	71,007	73,847	76,801	79,873	83,068	
	PRCS Rental & System Coordinator	Non-Exempt, Hourly								
46	Deputy City Clerk	Non-Exempt, Hourly	32.30	33.65	34.99	36.39	37.85	39.36	40.93	
	GIS Technician	Non-Exempt, Hourly	67,183	69,983	72,782	75,693	78,721	81,870	85,144	
	IT Specialist	Non-Exempt, Hourly								
	Senior Facilities Maintenance Worker	Non-Exempt, Hourly								
	Senior PW Maintenance Worker	Non-Exempt, Hourly								
	Senior Parks Maintenance Worker-General Mntenance	Non-Exempt, Hourly								
	Senior Parks Maintenance Worker-Urban Forestry	Non-Exempt, Hourly								
	Senior Surface Water Program Specialist	Non-Exempt, Hourly								
	Senior WW Utility Maintenance Worker	Non-Exempt, Hourly								
	Staff Accountant	EXEMPT, Annual								
47	Code Enforcement Officer	Non-Exempt, Hourly	33.11	34.49	35.87	37.30	38.79	40.34	41.96	
	Construction Inspector	Non-Exempt, Hourly	68,863	71,732	74,601	77,585	80,689	83,916	87,273	
	Executive Assistant to City Manager	EXEMPT, Annual								
	Plans Examiner I	Non-Exempt, Hourly								
48			33.93	35.35	36.76	38.23	39.76	41.35	43.01	
			70,584	73,525	76,466	79,525	82,706	86,014	89,455	
49	Associate Planner	EXEMPT, Annual	34.78	36.23	37.68	39.19	40.76	42.39	44.08	
	Grounds Maintenance Supervisor	EXEMPT, Annual	72,349	75,363	78,378	81,513	84,774	88,165	91,691	
	IT Functional Analyst	EXEMPT, Annual								
	PRCS Supervisor I - Recreation	EXEMPT, Annual								

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

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Range	Title	FLSA Status	Training Step 0	Min						Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
50	Combination Inspector	Non-Exempt, Hourly	35.65	37.14	38.62	40.17	41.78	43.45	45.18	
	Diversity and Inclusion Coordinator	EXEMPT, Annual	74,158	77,248	80,338	83,551	86,893	90,369	93,984	
	Housing & Human Services Coordinator	EXEMPT, Annual								
	Limited Term Light Rail Project Coordinator	EXEMPT, Annual								
	Neighborhoods Coordinator	EXEMPT, Annual								
	Utility Operations Specialist	Non-Exempt, Hourly								
	WW Utility Specialist	Non-Exempt, Hourly								
51	B&O Tax Analyst	EXEMPT, Annual	36.54	38.07	39.59	41.17	42.82	44.53	46.31	
	Budget Analyst	EXEMPT, Annual	76,012	79,179	82,346	85,640	89,065	92,628	96,333	
	Emergency Management Coordinator	EXEMPT, Annual								
	Environmental Services Coordinator	EXEMPT, Annual								
	Management Analyst	EXEMPT, Annual								
	Plans Examiner II	Non-Exempt, Hourly								
	Senior Accounting Analyst	EXEMPT, Annual								
52			37.46	39.02	40.58	42.20	43.89	45.65	47.47	
			77,912	81,158	84,405	87,781	91,292	94,944	98,742	
53	Communications Program Manager	EXEMPT, Annual	38.39	39.99	41.59	43.26	44.99	46.79	48.66	
	PRCS Supervisor II - Recreation	EXEMPT, Annual	79,860	83,187	86,515	89,975	93,574	97,317	101,210	
	Senior Human Resources Analyst	EXEMPT, Annual								
	Web Systems Analyst	EXEMPT, Annual								
54	Code Enforcement and CRT Supervisor	EXEMPT, Annual	39.35	40.99	42.63	44.34	46.11	47.96	49.88	
	PW Maintenance Superintendent	EXEMPT, Annual	81,856	85,267	88,678	92,225	95,914	99,750	103,740	
	Senior Planner	EXEMPT, Annual								

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Estimated % Change 1.73%
 100% of % Change: 1.73%

Estimated Mkt Adj: 1.73%
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min						Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
55	CMO Management Analyst	EXEMPT, Annual	40.34	42.02	43.70	45.45	47.27	49.16	51.12	
	Engineer I - Capital Projects	EXEMPT, Annual	83,903	87,399	90,895	94,530	98,312	102,244	106,334	
	Engineer I - Development Review	EXEMPT, Annual								
	Engineer I - Surface Water	EXEMPT, Annual								
	Engineer I - Traffic	EXEMPT, Annual								
	Grants Administrator	EXEMPT, Annual								
	Plans Examiner III	Non-Exempt, Hourly								
	Senior Management Analyst	EXEMPT, Annual								
	Senior Planner	EXEMPT, Annual								
56	Parks Superintendent	EXEMPT, Annual	41.35	43.07	44.79	46.58	48.45	50.38	52.40	
			86,000	89,584	93,167	96,894	100,769	104,800	108,992	
57			42.38	44.15	45.91	47.75	49.66	51.64	53.71	
			88,150	91,823	95,496	99,316	103,289	107,420	111,717	
58	City Clerk	EXEMPT, Annual	43.44	45.25	47.06	48.94	50.90	52.94	55.05	
	IT Projects Manager	EXEMPT, Annual	90,354	94,119	97,883	101,799	105,871	110,106	114,510	
	Network Administrator	EXEMPT, Annual								
59	Budget and Tax Manager	EXEMPT, Annual	44.53	46.38	48.24	50.17	52.17	54.26	56.43	
	Engineer II - Capital Projects	EXEMPT, Annual	92,613	96,472	100,331	104,344	108,518	112,858	117,373	
	Engineer II - Development Review	EXEMPT, Annual								
	Engineer II - Surface Water	EXEMPT, Annual								
	Engineer II - Traffic	EXEMPT, Annual								
	Lynnwood Link Extension Light Rail Project Manager	EXEMPT, Annual								
	Structural Plans Examiner	EXEMPT, Annual								
	Wastewater Manager	EXEMPT, Annual								

**City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps**

Estimated % Change 1.73%
100% of % Change: 1.73%

Estimated Mkt Adj: 1.73%
Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
60	Community Services Manager	EXEMPT, Annual	45.64	47.54	49.44	51.42	53.48	55.62	57.84
	IT Systems Analyst	EXEMPT, Annual	94,928	98,883	102,839	106,952	111,231	115,680	120,307
	Recreation Superintendent	EXEMPT, Annual							
	Permit Services Manager	EXEMPT, Annual							
61			46.78	48.73	50.68	52.70	54.81	57.01	59.29
			97,301	101,356	105,410	109,626	114,011	118,572	123,315
62	Fleet and Facilities Manager	EXEMPT, Annual	47.95	49.95	51.94	54.02	56.18	58.43	60.77
	Engineer III - Lead Project Manager	EXEMPT, Annual	99,734	103,890	108,045	112,367	116,862	121,536	126,398
63	Building Official	EXEMPT, Annual	49.15	51.20	53.24	55.37	57.59	59.89	62.29
	City Traffic Engineer	EXEMPT, Annual	102,227	106,487	110,746	115,176	119,783	124,574	129,557
	Economic Development Program Manager	EXEMPT, Annual							
	Intergovernmental / CMO Program Manager	EXEMPT, Annual							
	Planning Manager	EXEMPT, Annual							
	SW Utility Manager	EXEMPT, Annual							
64	Finance Manager	EXEMPT, Annual	50.38	52.48	54.57	56.76	59.03	61.39	63.84
			104,783	109,149	113,515	118,055	122,778	127,689	132,796
65	Assistant City Attorney	EXEMPT, Annual	51.64	53.79	55.94	58.18	60.50	62.92	65.44
	Development Review and Construction Manager	EXEMPT, Annual	107,403	111,878	116,353	121,007	125,847	130,881	136,116
	Engineering Manager	EXEMPT, Annual							
	Transportation Services Manager	EXEMPT, Annual							
66			52.93	55.13	57.34	59.63	62.02	64.50	67.08
			110,088	114,675	119,262	124,032	128,993	134,153	139,519
67	Information Technology Manager	EXEMPT, Annual	54.25	56.51	58.77	61.12	63.57	66.11	68.75
	Utility & Operations Manager	EXEMPT, Annual	112,840	117,541	122,243	127,133	132,218	137,507	143,007

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Estimated % Change 1.73%
 100% of % Change: 1.73%

Estimated Mkt Adj: 1.73%
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
68			55.61 115,661	57.92 120,480	60.24 125,299	62.65 130,311	65.16 135,524	67.76 140,945	70.47 146,582
69	City Engineer	EXEMPT, Annual	57.00 118,552	59.37 123,492	61.75 128,432	64.22 133,569	66.78 138,912	69.46 144,468	72.23 150,247
70			58.42 121,516	60.86 126,579	63.29 131,642	65.82 136,908	68.45 142,385	71.19 148,080	74.04 154,003
71			59.88 124,554	62.38 129,744	64.87 134,934	67.47 140,331	70.17 145,944	72.97 151,782	75.89 157,853
72			61.38 127,668	63.94 132,987	66.49 138,307	69.15 143,839	71.92 149,593	74.80 155,576	77.79 161,800
73	Human Resource and Org. Development Director	EXEMPT, Annual	62.91 130,860	65.53 136,312	68.16 141,765	70.88 147,435	73.72 153,333	76.67 159,466	79.73 165,844
74				67.17 139,720	69.86 145,309	72.65 151,121	75.56 157,166	78.58 163,453	81.73 169,991
75	Administrative Services Director Parks, Rec & Cultural Svcs Director Planning & Community Development Director	EXEMPT, Annual EXEMPT, Annual EXEMPT, Annual	66.10 137,484	68.85 143,213	71.61 148,941	74.47 154,899	77.45 161,095	80.55 167,539	83.77 174,240
76	City Attorney Public Works Director	EXEMPT, Annual	67.75 140,921	70.57 146,793	73.40 152,665	76.33 158,772	79.39 165,122	82.56 171,727	85.86 178,596
77	Assistant City Manager	EXEMPT, Annual EXEMPT, Annual	69.44 144,444	72.34 150,463	75.23 156,482	78.24 162,741	81.37 169,250	84.63 176,020	88.01 183,061

City of Shoreline
Extra Help Range Placement Table
2022

Estimated COLA: 1.73%
Effective: January 1, 2022

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
1	Day Camp Leader Special Events Attendant Youth Outreach Leader	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$14.03	\$15.16
2	Building Monitor Indoor Playground Attendant Sr. Day Camp Leader	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$14.27	\$15.47
3	Special Events Assistant Special Events Monitor Teen Program Leader Assistant	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$14.51	\$15.80
4	Records Clerk	Non-Exempt, Hourly	\$14.76	\$16.14
5	Undergraduate Intern Teen Program Leader	Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
6			\$0.00	\$0.00
7			\$0.00	\$0.00
8			\$0.00	\$0.00
9	CIT Camp Director Front Desk Attendant Specialized Recreation Specialist	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
10			\$0.00	\$0.00
11	Out of School Time Program Director Assistant Camp Director	Non-Exempt, Hourly Non-Exempt, Hourly	\$18.69	\$21.64
12			\$19.33	\$22.56
13			\$0.00	\$0.00
14	Camp Excel Specialist Camp Director	Non-Exempt, Hourly Non-Exempt, Hourly	\$20.66	\$24.51
15			\$21.74	\$26.08
16			\$0.00	\$0.00
17			\$0.00	\$0.00

City of Shoreline
Extra Help Range Placement Table
2022

Estimated COLA: 1.73%
Effective: January 1, 2022

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
18			\$0.00	\$0.00
19			\$0.00	\$0.00
20			\$26.28	\$31.97
21	Engineering Support	Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
22			\$0.00	\$0.00
23			\$0.00	\$0.00
24			\$0.00	\$0.00
25			\$32.83	\$39.94
26			\$0.00	\$0.00
27			\$0.00	\$0.00
28	Finance Assistant Permitting Assistant	Non-Exempt, Hourly	\$0.00	\$0.00
29			\$0.00	\$0.00
30	Grounds Maintenance Laborer Parks Laborer		\$0.00	\$0.00
31	Computer Support GIS Support	Non-Exempt, Hourly Non-Exempt, Hourly	\$0.00	\$0.00
32	PW Seasonal Laborer	Non-Exempt, Hourly	\$0.00	\$0.00
33		Non-Exempt, Hourly	\$0.00	\$0.00
34		Non-Exempt, Hourly	\$0.00	\$0.00
35	CMO Fellowship	Non-Exempt, Hourly	\$0.00	\$0.00
36	Facilities Maintenance	Non-Exempt, Hourly	\$0.00	\$0.00
37			\$0.00	\$0.00

**City of Shoreline
Extra Help Range Placement Table
2022**

Estimated COLA: 1.73%
Effective: January 1, 2022

Range	Title	FLSA Status	Pay Band	
			Minimum	Maximum
38			\$0.00	\$0.00
39			\$0.00	\$0.00
40			\$0.00	\$0.00
41			\$0.00	\$0.00
42			\$0.00	\$0.00
43			\$0.00	\$0.00
44			\$0.00	\$0.00
45			\$0.00	\$0.00
46	Videographer	Non-Exempt, Hourly	\$0.00	\$0.00
	Expert Professional	Non-Exempt, Hourly	\$0.00	\$0.00
	Inspector	Non-Exempt, Hourly		
	Instructor	Non-Exempt, Hourly		

Table Maintenance: The 2020 Extra Help table has been structured to blend in substantial change in WA State minimum wage occurring in 2020. In 2020, the minimum wage will be \$13.50. In 2020, apply a COLA to the extra help rates on the same basis as the regular rates. Then, in 2020, if any rates fall below \$13.50 adjust them to \$13.50. From then on, apply a COLA as usual and if any rates fall below WA State Minimum Wage, adjust them to the WA State Minimum Wage.

Approval of Position Placement within the Table: Human Resources recommends and the City Manager approves placement of a position within the pay table.

Approval of the Table Rates: The City Manager recommends and the City Council approves the table rates when adopting the budget.

The tables below provide the details on the City’s personnel compliment as included in the proposed budget by Department and fund with a comparison to the prior biennium:

2021 FTEs by Fund and Department

Department	General Fund	Street Fund	Public Arts Fund	General Capital Fund	City Facilities				Wastewater Utility	Vehicle Operations Fund	Total
					Major Main. Fund	Roads Capital Fund	Surface Water Utility	Wastewater Utility			
City Council	7.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.000	
City Manager	22.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.250	
Recreation, Cultural & Community Services	26.980	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	27.230	
City Attorney	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000	
Administrative Services	34.425	0.000	0.000	0.500	0.000	0.000	0.000	4.050	0.000	38.975	
Human Resources	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000	
Planning & Community Development	22.820	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.820	
Public Works	15.730	9.320	0.000	0.680	0.000	13.380	17.010	10.180	0.000	66.300	
2021 TOTAL	135.205	9.320	0.250	1.180	0.000	13.380	17.010	14.230	0.000	190.575	
2020 TOTAL	138.525	9.300	0.250	2.110	0.000	11.270	17.020	14.150	2.150	194.775	
Difference between 2020 and 2021	-3.320	0.020	0.000	-0.930	0.000	2.110	-0.010	0.080	-2.150	-4.200	

2022 FTEs by Fund and Department

Department	General Fund	Street Fund	Public Arts Fund	General Capital Fund	City Facilities				Wastewater Utility	Vehicle Operations Fund	Total
					Major Main. Fund	Roads Capital Fund	Surface Water Utility	Wastewater Utility			
City Council	7.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.000	
City Manager	22.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.250	
Recreation, Cultural & Community Services	26.980	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	27.230	
City Attorney	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000	
Administrative Services	34.425	0.000	0.000	0.500	0.000	0.000	0.000	4.050	0.000	38.975	
Human Resources	3.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000	
Planning & Community Development	22.820	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.820	
Public Works	15.730	9.320	0.000	0.418	0.000	13.581	17.071	10.180	0.000	66.300	
2022 TOTAL	135.205	9.320	0.250	0.918	0.000	13.581	17.071	14.230	0.000	190.575	
2021 TOTAL	135.205	9.320	0.250	1.180	0.000	13.380	17.010	14.230	0.000	190.575	
Difference between 2021 and 2022	0.000	0.000	0.000	-0.262	0.000	0.201	0.061	0.000	0.000	0.000	

City of Shoreline Budgeted Positions and FTEs

Department	Job Title	2019		2020		2021		2022	
		Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count
City Council	Mayor	1	1.000	1	1.000	1	1.000	1	1.000
City Council	Deputy Mayor	1	1.000	1	1.000	1	1.000	1	1.000
City Council	Councilmember	5	5.000	5	5.000	5	5.000	5	5.000
Department Total		7	7.000	7	7.000	7	7.000	7	7.000
City Manager	Administrative Assistant II	3	2.500	3	2.500	3	2.250	3	2.250
City Manager	Administrative Assistant III	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Assistant City Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	City Clerk	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	City Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	CMO Management Analyst	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Code Enforcement Officer	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Communication Specialist	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Communications Program Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Construction Inspector	1	1.000	1	1.000	1	1.000	2	1.000
City Manager	Customer Response Team Representative	2	2.000	2	2.000	2	2.000	2	2.000
City Manager	Code Enforcement and Customer Response Team Supervisor	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Deputy City Clerk	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Economic Development Program Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Engineer II: Development Review	1	1.000	0	0.000	0	0.000	0	0.000
City Manager	Executive Assistant to the City Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Intergovernmental Program Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Light Rail Project Coordinator	0	0.000	1	1.000	1	1.000	1	1.000
City Manager	Lynnwood Link Extension Light Rail Project Manager	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Public Disclosure Specialist	1	0.500	1	0.500	1	0.500	1	0.500
City Manager	Records Coordinator	1	1.000	1	1.000	1	1.000	1	1.000
City Manager	Senior Planner	2	1.125	1	0.500	0	0.000	0	0.000
City Manager	WW Administrative Assistant I	0	0.500	0	0.500	0	0.500	1	0.500
Department Total		25	23.625	24	23.000	23	22.250	25	22.250
Recreation & Community Services	Administrative Assistant I	0	0.000	0	0.000	1	0.600	1	0.600
Recreation & Community Services	Administrative Assistant II	1	1.000	1	1.000	4	4.000	3	4.000
Recreation & Community Services	Administrative Assistant III	0	0.000	0	0.000	1	1.000	1	1.000
Recreation & Community Services	Diversity & Inclusion Coordinator	1	0.600	1	0.600	1	0.600	0	0.600
Recreation & Community Services	Community Services Manager	1	1.000	1	1.000	1	1.000	0	1.000
Recreation & Community Services	Emergency Management Coordinator	1	1.000	1	1.000	1	1.000	0	1.000
Recreation & Community Services	Environmental Program Specialist	0	0.000	1	1.000	1	1.000	0	1.000
Recreation & Community Services	Environmental Services Coordinator	0	0.000	1	1.000	1	1.000	0	1.000
Recreation & Community Services	Grants Administrator	0	0.180	0	0.180	1	0.880	1	0.880
Recreation & Community Services	Housing Human Services Coordinator	0	0.000	0	0.000	1	0.500	0	0.500
Recreation & Community Services	Neighborhoods Coordinator	1	1.000	1	1.000	1	1.000	0	1.000
Recreation & Community Services	PRCS Supervisor 1 - Recreation	0	0.000	0	0.000	2	1.900	2	1.900
Recreation & Community Services	PRCS Supervisor 2 - Recreation	0	0.000	0	0.000	1	1.000	1	1.000
Recreation & Community Services	Public Art Coordinator	0	0.000	0	0.000	1	0.500	1	0.500
Recreation & Community Services	Recreation and Community Services Director	0	0.000	0	0.000	1	1.000	1	1.000
Recreation & Community Services	Recreation Specialist I	0	0.000	0	0.000	5	2.950	5	2.950
Recreation & Community Services	Recreation Specialist II	0	0.000	0	0.000	5	4.400	5	4.400
Recreation & Community Services	Recreation Superintendent	0	0.000	0	0.000	1	1.000	1	1.000
Recreation & Community Services	Rental & System Coordinator	0	0.000	0	0.000	0	0.300	1	0.300
Recreation & Community Services	Senior Management Analyst	0	0.000	0	0.000	1	0.600	1	0.600
Recreation & Community Services	Special Events Coordinator	0	0.000	0	0.000	1	1.000	1	1.000
Department Total		5	4.780	7	6.780	32	27.230	25	27.230
City Attorney	Assistant City Attorney	1	1.000	1	1.000	1	1.000	1	1.000
City Attorney	City Attorney	1	1.000	1	1.000	1	1.000	1	1.000
City Attorney	Legal Assistant	1	1.000	1	1.000	1	1.000	1	1.000
Department Total		3	3.000	3	3.000	3	3.000	3	3.000

City of Shoreline Budgeted Positions and FTEs

Department	Job Title	2019		2020		2021		2022	
		Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count
Administrative Services	Administrative Assistant II	1	1.250	1	1.250	2	1.250	2	1.250
Administrative Services	Administrative Assistant III	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Administrative Services Director	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	B&O Tax Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Budget Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Budget & Tax Manager	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Fleet & Facilities Manager	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Facilities Maintenance Worker II	2	2.000	2	2.000	2	2.000	2	2.000
Administrative Services	Finance Manager	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Finance Technician	1	1.000	1	1.000	1	0.625	1	0.625
Administrative Services	GIS Technician	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Grants Administrator	1	0.700	1	0.700	0	0.000	0	0.000
Administrative Services	Information Technology Manager	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	IT Functional Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	IT Projects Manager	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	IT Specialist	2	1.500	2	1.500	2	1.500	2	1.500
Administrative Services	IT Systems Analyst	2	2.000	2	2.000	2	2.000	2	2.000
Administrative Services	Management Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Network Administrator	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Parks Maintenance Worker I	0	0.000	0	0.000	2	2.000	2	2.000
Administrative Services	Parks Maintenance Worker II	0	0.000	0	0.000	4	4.000	4	4.000
Administrative Services	Parks Superintendent	0	0.000	0	0.000	1	1.000	1	1.000
Administrative Services	Rental & System Coordinator	0	0.000	0	0.000	1	0.700	1	0.700
Administrative Services	Payroll Officer	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Purchasing Coordinator	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Senior Finance Technician	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	Senior Accounting Analyst	2	2.000	1	1.000	1	1.000	1	1.000
Recreation & Community Services	Senior Management Analyst	0	0.000	0	0.000	0	0.400	1	0.400
Administrative Services	Senior Parks Maintenance Worker	0	0.000	0	0.000	2	2.000	2	2.000
Administrative Services	Web Systems Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Administrative Services	WW Administrative Assistant I	1	0.500	1	0.500	1	0.500	1	0.500
Administrative Services	WW Utility Accounting Technician	2	2.000	2	2.000	2	2.000	2	2.000
Administrative Services	WW Utility Customer Service Representative	1	1.000	1	1.000	1	1.000	1	1.000
Department Total		32	30.950	31	29.950	41	38.975	42	38.975
Human Resources	Human Resources Technician	1	1.000	1	1.000	1	1.000	1	1.000
Human Resources	Human Resource and Organizational Development Director	1	1.000	1	1.000	1	1.000	1	1.000
Human Resources	Senior Human Resources Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Department Total		3	3.000	3	3.000	3	3.000	3	3.000
Parks & Recreation	Administrative Assistant I	1	0.600	1	0.600	0	0.000	0	0.000
Parks & Recreation	Administrative Assistant II	3	3.000	3	3.000	0	0.000	0	0.000
Parks & Recreation	Administrative Assistant III	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Engineer I: Capital Projects	0	0.020	0	0.050	0	0.000	0	0.000
Parks & Recreation	Engineer II: Capital Projects	0	0.050	0	0.050	0	0.000	0	0.000
Parks & Recreation	Management Analyst	0	0.000	0	0.000	0	0.000	0	0.000
Parks & Recreation	Parks Director	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Parks Maintenance Worker I	2	2.000	2	2.000	0	0.000	0	0.000
Parks & Recreation	Parks Maintenance Worker II	4	4.000	4	4.000	0	0.000	0	0.000
Parks & Recreation	Parks Superintendent	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	PRCS Rental & System Coordinator	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	PRCS Supervisor 2 - Aquatics	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	PRCS Supervisor 1 - Recreation	2	1.900	2	1.900	0	0.000	0	0.000
Parks & Recreation	PRCS Supervisor 2 - Recreation	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Public Art Coordinator	1	0.500	1	0.500	0	0.000	0	0.000
Parks & Recreation	Recreation Specialist I	5	2.950	5	2.950	0	0.000	0	0.000
Parks & Recreation	Recreation Specialist II	5	4.400	5	4.400	0	0.000	0	0.000
Parks & Recreation	Recreation Specialist III - Aquatics	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Recreation Superintendent	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Senior Lifeguard	4	3.075	4	3.075	0	0.000	0	0.000
Parks & Recreation	Senior Management Analyst	1	1.000	1	1.000	0	0.000	0	0.000
Parks & Recreation	Senior Parks Maintenance Worker	2	2.000	2	2.000	0	0.000	0	0.000
Parks & Recreation	Special Events Coordinator	1	1.000	1	1.000	0	0.000	0	0.000
Department Total		39	34.495	39	34.525	0	0.000	0	0.000
Planning & Community Development	Administrative Assistant II	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Administrative Assistant III	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Assistant Planner	1	1.000	1	1.000	0	0.000	0	0.000
Planning & Community Development	Associate Planner	3	3.000	3	3.000	4	4.000	4	4.000
Planning & Community Development	Building Official	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Combination Inspector	3	3.000	3	3.000	3	3.000	3	3.000
Planning & Community Development	Management Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Permit Services Manager	1	0.820	1	0.820	1	0.820	1	0.820
Planning & Community Development	Permit Technician	3	3.000	3	3.000	3	3.000	3	3.000
Planning & Community Development	Planning & Community Development Director	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Planning Manager	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Plans Examiner II	2	2.000	2	2.000	2	2.000	2	2.000
Planning & Community Development	Plans Examiner III	1	1.000	1	1.000	1	1.000	1	1.000
Planning & Community Development	Senior Planner	2	2.250	3	2.500	2	2.000	2	2.000
Planning & Community Development	Structural Review Plans Examiner	1	1.000	1	1.000	1	1.000	1	1.000
Department Total		23	23.070	24	23.320	23	22.820	23	22.820

City of Shoreline Budgeted Positions and FTEs

Department	Job Title	2019		2020		2021		2022	
		Position	FTE Count	Position	FTE Count	Position	FTE Count	Position	FTE Count
		Count		Count		Count		Count	
Public Works	Administrative Assistant II	2	2.000	2	2.000	2	2.000	2	2.000
Public Works	Administrative Assistant III	1	1.000	2	2.000	2	2.000	2	2.000
Public Works	City Engineer	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	City Traffic Engineer	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Construction Inspector	2	2.000	2	2.000	2	2.000	3	2.000
Public Works	Development Review and Construction Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Engineer I: Capital Projects	2	1.980	2	1.950	3	3.000	3	3.000
Public Works	Engineer I: Development Review	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Engineer I: Surface Water	1	1.000	1	1.000	0	0.000	0	0.000
Public Works	Engineer II: Capital Projects	4	3.950	4	3.950	6	6.000	7	6.000
Public Works	Engineer II: Development Review	2	2.000	2	2.000	2	2.000	2	2.000
Public Works	Engineer II: Surface Water	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Engineer II: Traffic	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Engineer III: Capital Projects	0	0.000	0	0.000	1	1.000	7	1.000
Public Works	Engineering Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Engineering Technician	4	4.000	4	4.000	3	3.000	3	3.000
Public Works	Environmental Program Specialist	1	1.000	0	0.000	0	0.000	0	0.000
Public Works	Environmental Services Analyst	1	1.000	0	0.000	0	0.000	0	0.000
Administrative Services	Grants Administrator	0	0.120	0	0.120	0	0.120	0	0.120
Public Works	Grounds Maintenance Worker I	3	3.000	3	3.000	3	3.000	3	3.000
Public Works	Grounds Maintenance Worker II	2	2.000	2	2.000	2	2.000	2	2.000
Public Works	Grounds Maintenance Supervisor	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Permit Services Manager	0	0.180	0	0.180	0	0.180	1	0.180
Public Works	Public Works Director	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	PW Maintenance Superintendent	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	PW Maintenance Worker I	1	1.000	1	1.000	2	2.000	2	2.000
Public Works	PW Maintenance Worker II	7	7.000	7	7.000	6	6.000	6	6.000
Public Works	Senior Grounds Maintenance Worker	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Senior Management Analyst	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Senior Planner	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Senior PW Maintenance Worker	2	2.000	2	2.000	2	2.000	2	2.000
Public Works	Senior Surface Water Program Specialist	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Senior WW Utility Maintenance Worker	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Surface Water Utility Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Surface Water Program Specialist	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Surface Water Quality Specialist	1	1.000	1	1.000	0	0.000	0	0.000
Public Works	Transportation Services Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Transportation Specialist	1	1.000	1	1.000	2	2.000	2	2.000
Public Works	Utility & Operations Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Utility Operations Specialist	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	Wastewater Manager	1	1.000	1	1.000	1	1.000	1	1.000
Public Works	WW Utility Maintenance Worker	5	5.000	5	5.000	5	5.000	5	5.000
Public Works	WW Utility Specialist	2	2.000	2	2.000	2	2.000	2	2.000
	Department Total	65	65.230	64	64.200	66	66.300	75	66.300
	Total City Personnel	202	195.150	202	194.775	198	190.575	203	190.575



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**City of Shoreline
Fee Schedules**

3.01.010 Planning and Community Development

Type of Permit Application	2020 Adopted	2021 Proposed	2022 Proposed
A. BUILDING			
Valuation (The Total Valuation is the "Building permit valuations" as delineated in section R108.3 of the International Residential Code and section 108.3 of the International Building Code. The hourly rate referenced throughout SMC 3.01.010 is calculated by multiplying the minimum number of hours noted for each fee by the fee established in SMC 3.01.010(A)(1).)			
1. \$0 - \$11,000.00	\$204.00	\$206.00	\$208.00
2. \$11,000.01 - \$25,000.00	\$75 for the first \$2,000.00 + \$14.00 for each additional 1,000.00, or fraction thereof, to and including \$25,000.00.	\$75 for the first \$2,000.00 + \$14.00 for each additional 1,000.00, or fraction thereof, to and including \$25,000.00.	\$75 for the first \$2,000.00 + \$14.00 for each additional 1,000.00, or fraction thereof, to and including \$25,000.00.
3. \$25,000.01 - \$50,000.00	\$397 for the first \$25,000.00 + \$11.00 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00.	\$397 for the first \$25,000.00 + \$11.00 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00.	\$397 for the first \$25,000.00 + \$11.00 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00.
4. \$50,000.01 - \$100,000.00	\$672 for the first \$50,000.00 + \$9.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00.	\$672 for the first \$50,000.00 + \$9.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00.	\$672 for the first \$50,000.00 + \$9.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00.
5. \$100,000.01 - \$500,000.00	\$1,122 for the first \$100,000.00 + \$7 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00.	\$1,122 for the first \$100,000.00 + \$7 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00.	\$1,122 for the first \$100,000.00 + \$7 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00.
6. \$500,000.01 - \$1,000,000.00	\$3,922 for the first \$500,000.00 + \$5 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00.	\$3,922 for the first \$500,000.00 + \$5 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00.	\$3,922 for the first \$500,000.00 + \$5 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00.
7. \$1,000,000.01 +	\$6,422 for the first \$1,000,000.00 + \$4 for each additional \$1,000.00, or fraction thereof.	\$6,422 for the first \$1,000,000.00 + \$4 for each additional \$1,000.00, or fraction thereof.	\$6,422 for the first \$1,000,000.00 + \$4 for each additional \$1,000.00, or fraction thereof.
8. Building/Structure Plan Review	65% of the building permit fee	65% of the building permit fee	65% of the building permit fee
9. Civil Plan Review, Commercial (if applicable)	Hourly rate, 12 Hour Minimum	Hourly rate, 12 Hour Minimum	Hourly rate, 12 Hour Minimum
10. Civil Plan Review, Residential (if applicable)	Hourly rate, 4 Hour Minimum	Hourly rate, 4 Hour Minimum	Hourly rate, 4 Hour Minimum
11. Civil Plan Review, Residential, up to 1,000 square	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
12. Floodplain Permit	\$218.00	\$220.00	\$222.00
13. Floodplain Variance	\$612.00	\$618.00	\$624.00
14. Demolition, Commercial	\$1,741.00	\$1,756.00	\$1,771.00
15. Demolition, Residential	\$653.00	\$659.00	\$665.00
16. Zoning Review	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
17. Affordable Housing Review	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum
18. Temporary Certificate of Occupancy (TCO)- Single-	\$204.00	\$206.00	\$208.00
19. Temporary Certificate of Occupancy (TCO)- Other	\$612.00	\$618.00	\$624.00
B. ELECTRICAL			
1. Electrical Permit	Permit fee described in WAC 296-46B-905, plus	Permit fee described in WAC 296-46B-905, plus	Permit fee described in WAC 296-46B-905, plus
C. FIRE - CONSTRUCTION			
1. Automatic Fire Alarm System:			
a. Existing System			
New or relocated devices up to 5	\$204.00	\$206.00	\$208.00
New or relocated devices 6 up to 12	\$612.00	\$618.00	\$624.00
Each additional new or relocated device over	\$7.00 per device	\$7.00 per device	\$7.00 per device
b. New System	\$816.00	\$824.00	\$832.00
c. Each additional new or relocated device over	\$7.00 per device	\$7.00 per device	\$7.00 per device
2. Fire Extinguishing Systems:			
a. Commercial Cooking Hoods			
1 to 12 flow points	\$612.00	\$618.00	\$624.00
More than 12	\$816.00	\$824.00	\$832.00
b. Other Fixed System Locations	\$816.00	\$824.00	\$832.00
3. Fire Pumps:			
a. Commercial Systems	\$816.00	\$824.00	\$832.00
4. Commercial Flammable/Combustible Liquids:			
a. Aboveground Tank Installations			
First tank	\$408.00	\$412.00	\$416.00
Additional	\$204.00	\$206.00	\$208.00
b. Underground Tank Installations			
First tank	\$408.00	\$412.00	\$416.00
Additional	\$204.00	\$206.00	\$208.00
c. Underground Tank Piping (with new tank)	\$408.00	\$412.00	\$416.00
d. Underground Tank Piping Only (vapor	\$612.00	\$618.00	\$624.00
e. Underground Tank Removal			
First tank	\$408.00	\$412.00	\$416.00
Additional Tank	\$102.00 per additional tank	\$103.00 per additional tank	\$104.00 per additional tank
5. Compressed Gas Systems (exception: medical gas systems require a plumbing permit):			
a. Excess of quantities in IFC Table 105.6.9	\$408.00	\$412.00	\$416.00
6. High-Piled Storage:			
a. Class I - IV Commodities:			
501 - 2,500 square feet	\$408.00	\$412.00	\$416.00
2,501 - 12,000 square feet	\$612.00	\$618.00	\$624.00
Over 12,000 square feet	\$816.00	\$824.00	\$832.00
b. High Hazard Commodities:			
501 - 2,500 square feet	\$612.00	\$618.00	\$624.00
Over 2,501 square feet	\$1,020.00	\$1,030.00	\$1,040.00

**City of Shoreline
Fee Schedules**

3.01.010 Planning and Community Development

Type of Permit Application	2020 Adopted	2021 Proposed	2022 Proposed
7. Underground Fire Mains and Hydrants	\$612.00	\$618.00	\$624.00
8. Industrial Ovens:			
Class A or B Furnaces	\$408.00	\$412.00	\$416.00
Class C or D Furnaces	\$816.00	\$824.00	\$832.00
9. LPG (Propane) Tanks:			
Commercial, less than 500-Gallon Capacity	\$408.00	\$412.00	\$416.00
Commercial, 500-Gallon+ Capacity	\$612.00	\$618.00	\$624.00
Residential 0 – 500-Gallon Capacity	\$204.00	\$206.00	\$208.00
Spray Booth	\$816.00	\$824.00	\$832.00
10. Sprinkler Systems (each riser):			
a. New Systems	\$1,020.00 plus \$3.00 per head	\$1,030.00 plus \$3.00 per head	\$1,040.00 plus \$3.00 per head
b. Existing Systems			
1 – 10 heads	\$612.00	\$618.00	\$624.00
11 – 20 heads	\$816.00	\$824.00	\$832.00
More than 20 heads	\$1,020.00 plus \$3.00 per head	\$1,030.00 plus \$3.00 per head	\$1,040.00 plus \$3.00 per head
c. Residential (R-3) 13-D System			
1 – 30 heads	\$612.00	\$618.00	\$624.00
More than 30 heads	\$612.00 plus \$3.00 per head	\$618.00 plus \$3.00 per head	\$624.00 plus \$3.00 per head
Voluntary 13-D Systems in residences when	\$204.00	\$206.00	\$208.00
11. Standpipe Systems	\$816.00	\$824.00	\$832.00
12. Emergency Power Supply Systems:			
10 kW - 50 kW	\$612.00	\$618.00	\$624.00
> 50 kW	\$1,020.00	\$1,030.00	\$1,040.00
13. Temporary Tents and Canopies	\$204.00	\$206.00	\$208.00
14. Fire Review -Single-Family	\$102.00	\$103.00	\$104.00
15. Fire Review -Subdivision	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
16. Fire Review -Other	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
17. Emergency Responder Radio Coverage System	\$612.00	\$618.00	\$624.00
18. Smoke Control Systems - Mechanical or Passive	\$816.00	\$824.00	\$832.00
D. MECHANICAL			
1. Residential Mechanical System	\$204.00 (including 4 pieces of equipment), \$12.00 per	\$206.00 (including 4 pieces of equipment), \$12.00 per	\$208.00 (including 4 pieces of equipment), \$12.00 per
2. Commercial Mechanical System	\$545.00 (including 4 pieces of equipment), \$12.00 per	\$550.00 (including 4 pieces of equipment), \$12.00 per	\$555.00 (including 4 pieces of equipment), \$12.00 per
3. All Other Mechanical Plan Review (Residential and	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
E. PLUMBING			
1. Plumbing System	\$204.00 (including 4 fixtures), \$12.00 per fixture over 4	\$206.00 (including 4 fixtures), \$12.00 per fixture over 4	\$208.00 (including 4 fixtures), \$12.00 per fixture over 4
2. Gas Piping System standalone permit	\$204.00 (including 4 outlets), \$12.00 per outlet over 4	\$206.00 (including 4 outlets), \$12.00 per outlet over 4	\$208.00 (including 4 outlets), \$12.00 per outlet over 4
3. Gas Piping as part of a plumbing or mechanical	\$12.00 per outlet (when included in outlet count)	\$12.00 per outlet (when included in outlet count)	\$12.00 per outlet (when included in outlet count)
4. Backflow Prevention Device - standalone permit	\$204.00 (including 4 devices), \$12.00 per devices over 4	\$206.00 (including 4 devices), \$12.00 per devices over 4	\$208.00 (including 4 devices), \$12.00 per devices over 4
5. Backflow Prevention Device as part of a plumbing	\$12.00 per device (when included in fixture count)	\$12.00 per device (when included in fixture count)	\$12.00 per device (when included in fixture count)
6. All Other Plumbing Plan Review (Residential and	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
F. ENVIRONMENTAL REVIEW			
1. Single-Family SEPA Checklist	\$3,264.00	\$3,296.00	\$3,328.00
2. Multifamily/Commercial SEPA Checklist	\$4,896.00	\$4,944.00	\$4,992.00
3. Planned Action Determination	Hourly rate, 5-hour minimum	Hourly rate, 5-hour minimum	Hourly rate, 5-hour minimum
4. Environmental Impact Statement Review	\$8,486.00	\$8,560.00	\$8,634.00
G. LAND USE			
1. Accessory Dwelling Unit	\$871.00	\$879.00	\$887.00
2. Administrative Design Review	\$1,632.00	\$1,648.00	\$1,664.00
3. Adult Family Home	\$489.00	\$493.00	\$497.00
4. Comprehensive Plan Amendment – Site Specific (Note: may be combined with Rezone public hearing.)	\$17,952.00 , plus public hearing (\$3876.00)	\$18,128.00 , plus public hearing (\$3914.00)	\$18,304.00 , plus public hearing (\$3952.00)
5. Conditional Use Permit (CUP)	\$7,617.00	\$7,683.00	\$7,750.00
6. Historic Landmark Review	\$408.00	\$412.00	\$416.00
7. Interpretation of Development Code	\$763.00	\$770.00	\$777.00
8. Master Development Plan	\$27,202.00 , plus public hearing (\$3876.00)	\$27,438.00 , plus public hearing (\$3914.00)	\$27,678.00 , plus public hearing (\$3952.00)
9. Changes to a Master Development Plan	\$13,601.00 , plus public hearing (\$3876.00)	\$13,719.00 , plus public hearing (\$3914.00)	\$13,838.00 , plus public hearing (\$3952.00)
10. Rezone	\$17,626.00 , plus public hearing (\$3876.00)	\$17,779.00 , plus public hearing (\$3914.00)	\$17,934.00 , plus public hearing (\$3952.00)
11. SCTF Special Use Permit (SUP)	\$15,886.00 , plus public hearing (\$3876.00)	\$16,024.00 , plus public hearing (\$3914.00)	\$16,163.00 , plus public hearing (\$3952.00)
12. Sign Permit - Building Mounted, Awning, Driveway	\$436.00	\$440.00	\$444.00
13. Sign Permit - Monument/Pole Signs	\$871.00	\$879.00	\$887.00
14. Special Use Permit	\$15,886.00 , plus public hearing (\$3876.00)	\$16,024.00 , plus public hearing (\$3914.00)	\$16,163.00 , plus public hearing (\$3952.00)
15. Street Vacation	\$11,207.00 , plus public hearing (\$3876.00)	\$11,305.00 , plus public hearing (\$3914.00)	\$11,403.00 , plus public hearing (\$3952.00)
16. Temporary Use Permit (TUP) EXCEPT fee is waived as provided in SMC 20.30.295(D)(2) for Transitional Encampments and Emergency Temporary Shelters	\$1,632.00	\$1,648.00	\$1,664.00
17. Deviation from Engineering Standards	Hourly rate, 8-hour minimum	Hourly rate, 8-hour minimum	Hourly rate, 8-hour minimum
18. Variances - Zoning	\$9,249.00	\$9,329.00	\$9,410.00

**City of Shoreline
Fee Schedules**

3.01.010 Planning and Community Development

Type of Permit Application	2020 Adopted	2021 Proposed	2022 Proposed
19. Lot Line Adjustment	\$1,632.00	\$1,648.00	\$1,664.00
20. Lot Merger	\$408.00	\$412.00	\$416.00
21. Development Agreement	Hourly rate, 125-hour minimum , plus public hearing (\$3876.00)	Hourly rate, 125-hour minimum , plus public hearing (\$3914.00)	Hourly rate, 125-hour minimum , plus public hearing (\$3952.00)
H. CRITICAL AREAS FEES			
1. Critical Area Field Signs	\$7.00 per sign	\$7.00 per sign	\$7.00 per sign
2. Critical Areas Review	Hourly rate, 2-hour minimum	Hourly rate, 2-hour minimum	Hourly rate, 2-hour minimum
3. Critical Areas Monitoring Inspections (Review of	\$1,959.00	\$1,976.00	\$1,993.00
4. Critical Areas Reasonable Use Permit (CARUP)	\$14,689.00 , plus public hearing (\$3876.00)	\$14,817.00 , plus public hearing (\$3914.00)	\$14,946.00 , plus public hearing (\$3952.00)
5. Critical Areas Special Use Permit (CASUP)	\$14,689.00 , plus public hearing (\$3876.00)	\$14,817.00 , plus public hearing (\$3914.00)	\$14,946.00 , plus public hearing (\$3952.00)
I. MISCELLANEOUS FEES			
1. Permit Fee for Work Commenced Without a	Twice the Applicable Permit Fee	Twice the Applicable Permit Fee	Twice the Applicable Permit Fee
2. Expedited Review – Building or Site Development	Twice the applicable permit review fee(s)	Twice the applicable permit review fee(s)	Twice the applicable permit review fee(s)
3. All Other Fees Per Hour	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
4. Multiple Family Tax Exemption Application Fee	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum
5. Extension of the Conditional Certificate for the	\$204.00	\$206.00	\$208.00
6. Multiple Family Tax Exemption or Affordable	\$408.00	\$412.00	\$416.00
7. Pre-application Meeting	\$479.00 Mandatory pre-application meeting \$204.00 Optional pre-application meeting	\$483.00 Mandatory pre-application meeting \$206.00 Optional pre-application meeting	\$487.00 Mandatory pre-application meeting \$208.00 Optional pre-application meeting
8. Transportation Impact Analysis (TIA) Review (less	\$204.00	\$206.00	\$208.00
9. Transportation Impact Analysis (TIA) Review (20 or	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
10. Noise Variance	\$408.00	\$412.00	\$416.00
J. RIGHT-OF-WAY			
1. Right-of-Way Utility Blanket Permits	\$204.00	\$206.00	\$208.00
2. Right-of-Way Use Limited	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
3. Right-of-Way Use	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum
4. Right-of-Way Use Full Utility Permit	Hourly rate, 4-hour minimum	Hourly rate, 4-hour minimum	Hourly rate, 4-hour minimum
4-5. Right-of-Way Site	Hourly rate, 4-hour minimum	Hourly rate, 4-hour minimum	Hourly rate, 4-hour minimum
6. Right-of-Way Special Events	\$1,020.00	\$1,030.00	\$1,040.00
7. Residential Parking Zone Permit	\$20.00	\$20.00	\$20.00
7-8. Right-of-Way Extension	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
K. SHORELINE SUBSTANTIAL DEVELOPMENT			
1. Shoreline Conditional Permit Use	\$7,834.00	\$7,902.00	\$7,971.00
2. Shoreline Exemption	\$512.00	\$516.00	\$520.00
3. Shoreline Variance	\$10,881.00 , plus public hearing (\$3876.00)	\$10,976.00 , plus public hearing (\$3914.00)	\$11,071.00 , plus public hearing (\$3952.00)
Substantial Development Permit (based on valuation):			
4. up to \$10,000	\$2,720.00	\$2,744.00	\$2,768.00
5. \$10,000 to \$500,000	\$6,529.00	\$6,586.00	\$6,643.00
6. over \$500,000	\$10,881.00	\$10,976.00	\$11,071.00
L. SITE DEVELOPMENT			
1. Clearing and/or Grading Permit	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum	Hourly rate, 3-hour minimum
2. Subdivision Construction	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum
3. Multiple Buildings	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum
4. Clearing and Grading Inspection - Sum of Cut and Fill Yardage:			
5. 50-500 CY without drainage conveyance	\$204.00	\$206.00	\$208.00
6. 50-500 CY with drainage conveyance	\$436.00	\$440.00	\$444.00
7. 501-5,000 CY	\$871.00	\$879.00	\$887.00
8. 5001-15,000 CY	\$1,741.00	\$1,756.00	\$1,771.00
9. More than 15,000 CY	\$4,571.00	\$4,611.00	\$4,651.00
10. Tree Removal	\$204.00	\$206.00	\$208.00
M. SUBDIVISIONS			
1. Binding Site Plan	\$6,202.00	\$6,256.00	\$6,310.00
2. Preliminary Short Subdivision	\$7,073.00 for two-lot short subdivision, plus (\$544.00) for	\$7,135.00 for two-lot short subdivision, plus (\$549.00) for	\$7,197.00 for two-lot short subdivision, plus (\$554.00) for
3. Final Short Subdivision	\$2,068.00	\$2,086.00	\$2,104.00
4. Preliminary Subdivision	\$16,322.00 for ten-lot subdivision, plus \$763.00 for each additional lot and \$3,876.00 for public hearing	\$16,464.00 for ten-lot subdivision, plus \$770.00 for each additional lot and \$3,914.00 for public hearing	\$16,607.00 for ten-lot subdivision, plus \$777.00 for each additional lot and \$3,952.00 for public hearing
5. Final Subdivision	\$7,956.00	\$5,618.00	\$5,667.00
6. Changes to Preliminary Short or Formal	\$4,027.00	\$4,062.00	\$4,097.00
7. Plat alteration	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum	Hourly rate, 10-hour minimum
8. Plat alteration with public hearing	Hourly rate, 10-hour minimum , plus public hearing (\$3876.00)	Hourly rate, 10-hour minimum , plus public hearing (\$3914.00)	Hourly rate, 10-hour minimum , plus public hearing (\$3952.00)
N. SUPPLEMENTAL FEES			
1. Supplemental permit fees	Additional review fees may be assessed if plan revisions are incomplete, corrections not completed,	Additional review fees may be assessed if plan revisions are incomplete, corrections not completed,	Additional review fees may be assessed if plan revisions are incomplete, corrections not completed,
2. Reinspection fees	\$272.00 Reinspection fees may be assessed if work is	\$274.00 Reinspection fees may be assessed if work is	\$276.00 Reinspection fees may be assessed if work is
3. Additional Inspection fees	Additional inspection fees may be assessed for phased construction work or if more inspections are	Additional inspection fees may be assessed for phased construction work or if more inspections are	Additional inspection fees may be assessed for phased construction work or if more inspections are
4. Investigation inspection	\$272.00	\$274.00	\$276.00

**City of Shoreline
Fee Schedules**

3.01.010 Planning and Community Development

Type of Permit Application	2020 Adopted	2021 Proposed	2022 Proposed
5. Consultant Services	Additional outside consultant services fee may be assessed if the scope of the permit application	Additional outside consultant services fee may be assessed if the scope of the permit application	Additional outside consultant services fee may be assessed if the scope of the permit application
O. FEE REFUNDS			
The city manager or designee may authorize the refunding of:			
P. FEE WAIVER			
1. The City Manager or designee may authorize the waiver of the double fee for work commenced without a permit for property owners not responsible for initiating the work without a permit. Any fee waiver request must be submitted in writing by the current property owner prior to permit issuance and detail the unpermitted work related to the dates of property			
Q. IMPACT FEE ADMINISTRATIVE FEES			
1. Administrative Fee - All applicable projects per	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
2. Administrative Fee - Impact fee	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
3. Administrative Fee - Independent fee calculation	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
4. Administrative Fee - Deferral program	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum	Hourly rate, 1-hour minimum
All administrative fees are nonrefundable.			
Administrative fees shall not be credited against the impact fee.			
Administrative fees applicable to all projects shall be paid at the time of building permit issuance.			
Administrative fees for impact fee estimates or preliminary determination shall be paid at the time the request is submitted to the city.			
Administrative fees for independent fee calculations shall be paid prior to issuance of the director's determination, or for fire impact fees, the fire chief's determination.			
[Ord. 872 § 3 (Exh. A), 2019; Ord. 857 § 2 (Exh. B), 2019; Ord. 855 § 2 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 785 § 1, 2017; Ord. 779 § 1, 2017; Ord. 778 § 1, 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 737 § 1 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3,			

**City of Shoreline
Fee Schedules**

3.01.015 Transportation Impact Fees

ITE Code	Land Use Category/Description	2020 Adopted		2021 Proposed		2022 Proposed	
		Impact Fee Per Unit @		Impact Fee Per Unit @		Impact Fee Per Unit @	
		\$7,603.80 per Trip		\$7,675.28 per Trip		\$7,919.35 per Trip	
A. Rate Table							
90	Park-and-ride lot w/ bus svc	3,604.21	per parking space	3,638.09	per parking space	3,753.78	per parking space
110	Light industrial	9.85	per square foot	9.94	per square foot	10.25	per square foot
140	Manufacturing	7.42	per square foot	7.49	per square foot	7.72	per square foot
151	Mini-warehouse	2.64	per square foot	2.67	per square foot	2.75	per square foot
210	Single family house Detached House	7,045.64	per dwelling unit	7,111.87	per dwelling unit	7,338.03	per dwelling unit
220	Low-Rise Multifamily (Apartment, condo, townhome, ADU)	4,565.33	per dwelling unit	4,608.25	per dwelling unit	4,754.79	per dwelling unit
240	Mobile home park	3,292.62	per dwelling unit	3,323.57	per dwelling unit	3,429.26	per dwelling unit
251	Senior housing	1,506.79	per dwelling unit	1,520.95	per dwelling unit	1,569.32	per dwelling unit
254	Assisted Living	690.60	per bed	697.10	per bed	719.26	per bed
255	Continuing care retirement	2,247.78	per dwelling unit	2,268.91	per dwelling unit	2,341.06	per dwelling unit
310	Hotel	4,710.27	per room	4,754.55	per room	4,905.74	per room
320	Motel	3,752.25	per room	3,787.52	per room	3,907.97	per room
444	Movie theater	14.77	per square foot	14.91	per square foot	15.38	per square foot
492	Health/fitness club	19.45	per square foot	19.63	per square foot	20.26	per square foot
530	School (public or private)	5.72	per square foot	5.77	per square foot	5.96	per square foot
540	Junior/community college	14.96	per square foot	15.10	per square foot	15.58	per square foot
560	Church	3.85	per square foot	3.88	per square foot	4.01	per square foot
565	Day care center	36.94	per square foot	37.29	per square foot	38.47	per square foot
590	Library	18.67	per square foot	18.84	per square foot	19.44	per square foot
610	Hospital	9.05	per square foot	9.13	per square foot	9.42	per square foot
710	General office	13.62	per square foot	13.74	per square foot	14.18	per square foot
720	Medical office	24.74	per square foot	24.97	per square foot	25.77	per square foot
731	State motor vehicles dept	119.22	per square foot	120.34	per square foot	124.17	per square foot
732	United States post office	28.45	per square foot	28.72	per square foot	29.63	per square foot
820	General retail and personal services (includes shopping center)	10.30	per square foot	10.40	per square foot	10.73	per square foot
841	Car sales	18.94	per square foot	19.12	per square foot	19.73	per square foot
850	Supermarket	28.13	per square foot	28.40	per square foot	29.30	per square foot
851	Convenience market-24 hr	52.28	per square foot	52.77	per square foot	54.45	per square foot
854	Discount supermarket	28.69	per square foot	28.96	per square foot	29.88	per square foot
880	Pharmacy/drugstore	16.57	per square foot	16.72	per square foot	17.25	per square foot
912	Bank	40.31	per square foot	40.69	per square foot	41.98	per square foot
932	Restaurant: sit-down	29.07	per square foot	29.34	per square foot	30.28	per square foot
934	Fast food	66.88	per square foot	67.51	per square foot	69.66	per square foot
937	Coffee/donut shop	84.85	per square foot	85.65	per square foot	88.37	per square foot
941	Quick lube shop	30,170.72	per service bay	30,454.32	per service bay	31,422.77	per service bay
944	Gas station	27,435.58	per pump	27,693.48	per pump	28,574.13	per pump
948	Automated car wash	58.64	per square foot	59.20	per square foot	61.08	per square foot
B. Administrative Fees - See SMC 3.01.010							

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 737 § 2 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 720 § 1, 2015; Ord. 704 § 1, 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 690 § 2 (Exh B), 2014]

**City of Shoreline
Fee Schedules**

3.01.016 Park Impact Fees

	2020 Adopted	2021 Proposed	2022 Proposed
A. Rate Table			
Use Category	Impact Fee	Impact Fee	Impact Fee
Single Family Residential	4,286 per dwelling unit	4,327 per dwelling unit	4,465 per dwelling unit
Multi-Family Residential	2,812 per dwelling unit	2,838 per dwelling unit	2,928 per dwelling unit
B. Administrative Fees - See SMC 3.01.010			

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 786 § 2 (Exh. B), 2017]

**City of Shoreline
Fee Schedules**

3.01.017 Fire Impact Fees

	2020 Adopted		2021 Proposed		2022 Proposed	
A. Rate Table						
Use Category	Impact Fee		Impact Fee		Impact Fee	
Residential						
Single-Family Residential	2,311.00	per dwelling unit	2,311.00	per dwelling unit	2,311.00	per dwelling unit
Multi-Family Residential	2,002.00	per dwelling unit	2,002.00	per dwelling unit	2,002.00	per dwelling unit
Commercial						
Commercial 1	2.84	per square foot	2.84	per square foot	2.84	per square foot
Commercial 2	1.83	per square foot	1.83	per square foot	1.83	per square foot
Commercial 3	5.73	per square foot	5.73	per square foot	5.73	per square foot
B. Administrative Fees - See SMC 3.01.010						

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 791 § 2 (Exh. 2), 2017]

**City of Shoreline
Fee Schedules**

3.01.020 Fire - Operational

Type of Permit Application	2020 Adopted	2021 Proposed	2022 Proposed
A. FIRE - OPERATIONAL			
1. Aerosol Products	\$204.00	\$206.00	\$208.00
2. Amusement Buildings	\$204.00	\$206.00	\$208.00
3. Carnivals and Fairs	\$204.00	\$206.00	\$208.00
4. Combustible Dust-Producing Operations	\$204.00	\$206.00	\$208.00
5. Combustible Fibers	\$204.00	\$206.00	\$208.00
6. Compressed Gases	\$204.00	\$206.00	\$208.00
7. Cryogenic Fluids	\$204.00	\$206.00	\$208.00
8. Cutting and Welding	\$204.00	\$206.00	\$208.00
9. Dry Cleaning (hazardous solvent)	\$204.00	\$206.00	\$208.00
10. Flammable/Combustible Liquid Storage/Handle/Use	\$204.00	\$206.00	\$208.00
11. Flammable/Combustible Liquid Storage/Handle/Use - (add'l specs)	Add'l fee based on site specs	Add'l fee based on site specs	Add'l fee based on site specs
12. Floor Finishing	\$204.00	\$206.00	\$208.00
13. Garages, Repair or Servicing - 1 to 5 Bays	\$204.00	\$206.00	\$208.00
14. Garages, Repair or Servicing - (add'l 5 Bays)	\$102.00	\$103.00	\$104.00
15. Hazardous Materials	\$611.00	\$616.00	\$621.00
16. Hazardous Materials (including Battery Systems 55 gal>)	\$204.00	\$206.00	\$208.00
17. High-Piled Storage	\$204.00	\$206.00	\$208.00
18. Hot Work Operations	\$204.00	\$206.00	\$208.00
19. Indoor Fueled Vehicles	\$204.00	\$206.00	\$208.00
20. Industrial Ovens	\$204.00	\$206.00	\$208.00
21. LP Gas-Consumer Cylinder Exchange	\$102.00	\$103.00	\$104.00
22. LP Gas-Retail Sale of 2.5 lb or less	\$102.00	\$103.00	\$104.00
23. LP Gas-Commercial Containers (Tanks)	\$204.00	\$206.00	\$208.00
24. LP Gas-Commercial Containers, Temporary (Tanks)	\$204.00	\$206.00	\$208.00
25. Lumber Yard	\$204.00	\$206.00	\$208.00
26. Misc Comb Material	\$204.00	\$206.00	\$208.00
27. Open Flames and Candles	\$204.00	\$206.00	\$208.00
28. Open Flames and Torches	\$204.00	\$206.00	\$208.00
29. Places of Assembly 50 to 100	\$102.00	\$103.00	\$104.00
30. Places of Assembly up to 500	\$204.00	\$206.00	\$208.00
31. Places of Assembly 501>	\$407.00	\$411.00	\$415.00
32. Places of Assembly (add'l assembly areas)	\$102.00	\$103.00	\$104.00
33. Places of Assembly - A-5 Outdoor	\$102.00	\$103.00	\$104.00
34. Places of Assembly - Outdoor Pools	\$102.00	\$103.00	\$104.00
35. Places of Assembly - Open Air Stadiums	\$204.00	\$206.00	\$208.00
36. Pyrotechnic Special Effects Material	\$204.00	\$206.00	\$208.00
37. Pyrotechnic Special Effects Material (add'l specs)	Add'l fee based on site specs	Add'l fee based on site specs	Add'l fee based on site specs
38. Refrigeration Equipment	\$204.00	\$206.00	\$208.00
39. Scrap Tire Storage	\$204.00	\$206.00	\$208.00
40. Spraying or Dipping	\$204.00	\$206.00	\$208.00
41. Waste Handling	\$204.00	\$206.00	\$208.00
42. Wood Products	\$204.00	\$206.00	\$208.00

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 3 (Exh. A), 2013]

**City of Shoreline
Fee Schedules**

3.01.025 Affordable Housing Fee In-Lieu

A. Rate Table	2020 Adopted		2021 Proposed		2022 Proposed	
	Fee per unit if providing 10% of total units as affordable	Fee per unit if providing 20% of total units as affordable	Fee per unit if providing 10% of total units as affordable	Fee per unit if providing 20% of total units as affordable	Fee per unit if providing 10% of total units as affordable	Fee per unit if providing 20% of total units as affordable
Zoning District						
MUR-45	206,152.00	158,448.00	207,946.00	159,827.00	211,544.00	162,593.00
MUR-70	206,152.00	158,448.00	207,946.00	159,827.00	211,544.00	162,593.00
MUR-70 with development agreement	253,855.00	206,152.00	256,064.00	207,946.00	260,494.00	211,544.00
Note: The Fee In-Lieu is calculated by multiplying the fee shown in the table by the fractional mandated unit. For example, a 0.40 fractional unit multiplied by \$207,946 would result in a Fee In-Lieu of \$83,179.						

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 2 (Exh. A), 2019; Ord. 817 § 1, 2018]

City of Shoreline Fee Schedules

3.01.100 Animal Licensing and Service Fees

Annual License	2020 Adopted	2021 Proposed	2022 Proposed
A. PET - DOG OR CAT			
1. Unaltered	\$60.00	\$60.00	\$60.00
2. Altered	\$30.00	\$30.00	\$30.00
3. Juvenile pet	\$15.00	\$15.00	\$15.00
4. Discounted pet	\$15.00	\$15.00	\$15.00
5. Replacement tag	\$5.00	\$5.00	\$5.00
6. Transfer fee	\$3.00	\$3.00	\$3.00
7. License renewal late fee – received 45 to 90 days following license expiration	\$15.00	\$15.00	\$15.00
8. License renewal late fee – received 90 to 135 days following license expiration	\$20.00	\$20.00	\$20.00
9. License renewal late fee – received more than 135 days following license expiration	\$30.00	\$30.00	\$30.00
10. License renewal late fee – received more than 365 days following license expiration	\$30.00 plus license fee(s) for any year(s) that the pet was unlicensed	\$30.00 plus license fee(s) for any year(s) that the pet was unlicensed	\$30.00 plus license fee(s) for any year(s) that the pet was unlicensed
<i>Service Animal Dogs and Cats and K-9 Police Dogs: Service animal dogs and cats and K-9 police dogs must be licensed, but there is no charge for the license.</i>			
B. GUARD DOG			
1. Guard dog registration	\$100.00	\$100.00	\$100.00
C. ANIMAL RELATED BUSINESS			
1. Hobby kennel and hobby cattery	\$50.00	\$50.00	\$50.00
2. Guard dog trainer	\$50.00	\$50.00	\$50.00
3. Guard dog purveyor	\$250.00	\$250.00	\$250.00
D. GUARD DOG PURVEYOR			
1. If the guard dog purveyor is in possession of a valid animal shelter, kennel or pet shop license, the fee for the guard dog purveyor license shall be reduced by the amount of the animal shelter, kennel or pet shop license.			
E. FEE WAIVER			
1. The director of the animal care and control authority may waive or provide periods of amnesty for payment of outstanding licensing fees and late licensing penalty fees, in whole or in part, when to do so would further the goals of the animal care and control authority and be in the public interest. In determining whether a waiver should apply, the director of the animal care and control authority must take into consideration the total amount of the fees charged as compared with the gravity of the violation and the effect on the owner, the animal's welfare and the animal care and control authority if the fee or fees or penalties are not waived and no payment is received.			

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 595 § 3 (Att. B), 2011]

**City of Shoreline
Fee Schedules**

3.01.200 Business License Fees

License	2020 Adopted	2021 Proposed	2022 Proposed
A. BUSINESS LICENSE FEES - GENERAL			
1. Business license registration fee for new application filed between January 1 and June 30)	\$40.00	\$40.00	\$40.00
2. Business license registration fee for new application filed between July 1 and December 31	\$20.00	\$20.00	\$20.00
The annual business license fee is prorated as necessary to conform to SMC 5.05.060.			
3. Annual business license renewal fee <u>due January 31</u>	\$40.00 due January 31	\$40.00 due January 31	\$40.00 due January 31
a. Penalty schedule for late annual business license renewal as described in SMC 5.05.080 received on or after :			
i. January <u>February 1</u>	\$10.00	\$10.00	\$10.00
ii. February <u>March 1</u>	\$15.00	\$15.00	\$15.00
iii. March <u>April 1</u>	\$20.00	\$20.00	\$20.00
B. REGULATORY LICENSE FEES			
1. Regulated massage business	\$224.00 Per Year	\$226.00 Per Year	\$230.00 Per Year
2. Massage manager	\$49.00 Per Year	\$49.00 Per Year	\$50.00 Per Year
Plus additional \$11 fee for background checks for regulated massage business or massage manager			
3. Public dance	\$153.00 Per Dance	\$154.00 Per Dance	\$157.00 Per Dance
4. Pawnbroker	\$717.00 Per Year	\$723.00 Per Year	\$736.00 Per Year
5. Secondhand Dealer	\$69.00 Per Year	\$70.00 Per Year	\$71.00 Per Year
6. Master solicitor	\$140.00 Per Year	\$141.00 Per Year	\$143.00 Per Year
7. Solicitor	\$35.00 Per Year	\$35.00 Per Year	\$36.00 Per Year
Late fees for the above regulatory licenses: A late penalty shall be charged on all applications for renewal of a regulatory license received later than 10 working days after the expiration date of such license. The amount of such penalty is fixed as follows: * For a license requiring a fee of less than \$50.00, two percent of the required fee. * For a license requiring a fee of more than \$50.00, ten percent of the required fee.			
8. Adult cabaret operator	\$717.00 Per Year	\$723.00 Per Year	\$736.00 Per Year
9. Adult cabaret manager	\$153.00 Per Year	\$154.00 Per Year	\$157.00 Per Year
10. Adult cabaret entertainer	\$153.00 Per Year	\$154.00 Per Year	\$157.00 Per Year
11. Panoram Operator	\$715.00 Per Year	\$721.00 Per Year	\$733.00 Per Year
Plus additional \$58 fee for fingerprint background checks for each operator:			
12. Panoram premise	\$294.00 Per Year	\$297.00 Per Year	\$302.00 Per Year
13. Panoram device	\$84.00 Per Year Per Device	\$85.00 Per Year Per Device	\$86.00 Per Year Per Device
Penalty schedule for Adult cabaret and Panoram licenses:			
Days Past Due			
7 - 30	10% of Regulatory License Fee	10% of Regulatory License Fee	10% of Regulatory License Fee
31 - 60	25% of Regulatory License Fee	25% of Regulatory License Fee	25% of Regulatory License Fee
61 and over	100% of Regulatory License Fee	100% of Regulatory License Fee	100% of Regulatory License Fee
14. Duplicate Regulatory License	\$6.00	\$6.00	\$6.00

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 734 § 2, 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 650 § 3 (Exh. A), 2012; Ord. 625 § 4, 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 585 §§ 3(a), 3(b) (Exh. B), 2010; Ord. 563 § 4 (Exh. B), 2009]

3.01.205 Filmmaking Permit Fees

	2020 Adopted	2021 Proposed	2022 Proposed
A. PERMIT FEES			
1. Low Impact Film Production	\$25.00 flat fee per production (for up to 14 consecutive days of filming)	\$25.00 flat fee per production (for up to 14 consecutive days of filming)	\$25.00 flat fee per production (for up to 14 consecutive days of filming)
2. Low Impact Daily Rate (each additional day after 14 days)	\$25.00 per additional day	\$25.00 per additional day	\$25.00 per additional day
3. Moderate Impact Film Production	\$25.00 per day	\$25.00 per day	\$25.00 per day
4. High Impact Film Production	Applicable permit fees apply, including but not limited to, permits for the right-of-way and park rental fees.	Applicable permit fees apply, including but not limited to, permits for the right-of-way and park rental fees.	Applicable permit fees apply, including but not limited to, permits for the right-of-way and park rental fees.
B. FEE WAIVER			
The city manager may consider a waiver for any fees that may apply under this section. Any fee waiver request must be submitted concurrently with the filmmaking permit application.			

City of Shoreline Fee Schedules

C. ADDITIONAL COSTS

Any additional costs incurred by the city, related to the filmmaking permitted activity, shall be paid by the applicant. The applicant shall comply with all additional cost requirements contained in the Shoreline Film Manual.

[Ord. 872 § 3 (Exh. A), 2019; Ord. 859 § 2 (Exh. B, 2019)]

3.01.210 Hearing Examiner Fees

	2020 Adopted	2021 Proposed	2022 Proposed
A. HEARING EXAMINER APPEAL HEARING FEE	\$533.00	\$538.00	\$543.00

[Ord. 872 § 3 (Exh. A), 2019; Ord. 855 § 2 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 650 § 3 (Exh. A), 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 585 §§ 3(a), 3(b) (Exh. B), 2010; Ord. 528 § 3 (Exh. A), 2008; Ord. 486 § 3, 2007; Ord. 451 § 2, 2006]

3.01.220 Public Records

	2020	2021	2022 Proposed
1. Photocopying paper records			
a. Black and white photocopies of paper up to 11 by 17 inches - if more than five pages	\$0.15 Per Page	\$0.15 Per Page	\$0.15 Per Page
b. Black and white photocopies of paper larger than 11 by 17 inches - City Produced	\$5.00 First Page	\$5.00 First Page	\$5.00 First Page
	\$1.50 Each additional page	\$1.50 Each additional page	\$1.50 Each additional page
c. Color photocopies up to 11 by 17 inches - if more than three pages	\$0.25 Per Page	\$0.25 Per Page	\$0.25 Per Page
2. Scanning paper records			
a. Scans of paper up to 11 by 17 inches - if more than five pages	\$0.15 Per Page	\$0.15 Per Page	\$0.15 Per Page
3. Copying electronic records			
a. Copies of electronic records to file sharing site - if more than five pages (2 minute minimum)	\$0.91 Per Minute	\$0.91 Per Minute	\$0.91 Per Minute
b. Copies of electronic records onto other storage media	Cost incurred by City for hardware plus \$0.85/minute	Cost incurred by City for hardware plus \$0.850.91/minute	Cost incurred by City for hardware plus \$0.850.91/minute
4. Other fees			
a. Photocopies - vendor produced	Cost charged by vendor, depending on size and process		
b. Convert electronic records (in native format) into PDF format – if more than 15 minutes	\$50.00 Per hour	\$50.00 Per hour	\$50.00 Per hour
c. Service charge to prepare data compilations or provide customized electronic access services	Actual staff cost	Actual staff cost	Actual staff cost
d. Photographic prints and slides	Cost charged by vendor, depending on size and process		
e. Clerk certification	\$1.50 Per document	\$1.50 Per document	\$1.50 Per document
5. Geographic Information Systems (GIS) services			
a. GIS maps smaller than 11 by 17 inches	\$0.50 Per Page	\$0.50 Per Page	\$0.50 Per Page
b. GIS maps larger than 11 by 17 inches	\$1.70 Per Square Foot	\$1.70 Per Square Foot	\$1.70 Per Square Foot
c. Custom GIS Mapping and Data Requests	\$100.00 Per Hour (1 Hour Minimum)	\$101.00 Per Hour (1 Hour Minimum)	\$103.00 Per Hour (1 Hour Minimum)

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 784 § 1, 2017; Ord. 778 § 1, 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 738 § 1, 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 585 §§ 3(a), 3(b) (Exh. B), 2010; Ord. 563 § 3 (Exh. B), 2009; Ord. 528 § 3 (Exh. A), 2008; Ord. 486 § 3, 2007; Ord. 451 § 6, 2006; Ord. 435 § 7, 2006; Ord. 404, 2005; Ord. 366, 2004; Ord. 342, 2003; Ord. 315, 2002; Ord. 294 § 1, 2001; Ord. 285 § 3, 2001; Ord. 256 § 3, 2000]

**City of Shoreline
Fee Schedules**

3.01.300 Parks, Recreation and Cultural Community Services

Fee	2020 Adopted Resident Rate	2020 Adopted Non-Resident Rate	2021 Proposed Resident Rate	2021 Proposed Non-Resident Rate	2022 Proposed Resident Rate	2022 Proposed Non-Resident Rate
A. OUTDOOR RENTAL FEES						
1. Picnic Shelters – (same for all groups)						
a. Half Day (9:00am-2:00pm or 2:30pm-Dusk)	\$72	\$91	\$72	\$92	\$73	\$93
b. Full Day (9:00am - Dusk)	\$104	\$131	\$105	\$132	\$106	\$133
2. Cromwell Park Amphitheater & Richmond Beach Terrace						
a. Half Day	\$72	\$91	\$72	\$92	\$73	\$93
b. Full Day	\$104	\$131	\$105	\$132	\$106	\$133
3. Alcohol Use						
a. Per hour, 4 hour minimum (includes shelter rental)	\$92	\$111	\$93	\$112	\$94	\$113
4. Athletic Fields (Per Hour)						
a. Lights (determined by dusk schedule; hourly rate includes \$5 Capital Improvement Fee)	\$24	\$24	\$24	\$24	\$24	\$24
b. <u>Non-Profit Youth Organization-Game * and/or Practice - All Use</u>	\$7	\$10	\$7	\$10	\$7	\$10
c. <u>Youth Organization Tournament*</u>	\$40	\$43	\$40	\$43	\$40	\$43
d. <u>For-Profit Youth Organization All-Use *</u>	\$0	\$0	\$18	\$22	\$18	\$22
e. <u>All Other Organizations/Groups - Practice</u>	\$17	\$22	\$18	\$22	\$18	\$22
f. <u>All Other Organizations/Groups - Games *</u>	\$33	\$39	\$33	\$40	\$33	\$40
g. * Additional field prep fee may be added	\$27	\$37	\$27	\$37	\$28	\$38
5. Synthetic Fields (Per Hour)						
a. <u>Non-Profit Youth Organizations - All Use</u>	\$20	\$28	\$20	\$29	\$20	\$29
b. <u>For-Profit Youth Organization - All Use</u>	\$0	\$0	\$30	\$40	\$30	\$40
c. <u>All Other Organizations/Groups - All Use</u>	\$67	\$83	\$68	\$83	\$69	\$84
d. Discount Field Rate **	\$20	\$28	\$20	\$29	\$20	\$29
**Offered during hours of low usage as established and posted by the PRCS Director						
6. Tennis Courts						
a. Per hour	\$8	\$9	\$8	\$9	\$8	\$9
7. Park and Open Space Non-Exclusive <u>Area Use Permit</u>						
a. <u>Event Permit Hourly Fee *per hour</u>	\$16	\$19	\$16	\$19	\$16	\$19
b. <u>Concession Sales Hourly Fee**</u>	\$0	\$0	\$3	\$4	\$3	\$4
* <u>Event Permit fees waived for sanctioned Neighborhood events.</u>						
** <u>Concession Sales Hourly fee waived for youth non-profit organizations and sanctioned neighborhood events</u>						
8. Community Garden Plot Annual Rental Fee						
a. Standard Plot	\$44	N/A	\$44	N/A	\$44	N/A
b. Accessible Plot	\$22	N/A	\$22	N/A	\$22	N/A
9. Amplification Supervisor Fee						
a. Per hour; when applicable	\$26	\$26	\$27	\$27	\$27	\$27
10. Attendance Fee						
a. 101+ -199 Attendance	\$53	\$52.82	\$53	\$53	\$54	\$54
b. 200-299 Attendance	\$106	\$105.65	\$107	\$107	\$108	\$108
c. 300+ Attendance	Varies	Varies	Varies	Varies	Varies	Varies
B. INDOOR RENTAL FEES						
	Per Hour (2 Hour Minimum)	Per Hour (2 Hour Minimum)	Per Hour (2 Hour Minimum)	Per Hour (2 Hour Minimum)	Per Hour (2 Hour Minimum)	Per Hour (2 Hour Minimum)
1. Richmond Highlands (same for all groups) Maximum Attendance 214						
a. Entire Building (including building monitor)	\$63	\$76	\$64	\$77	\$64	\$78
2. Spartan Recreation Center Fees for Non-Profit Youth Organizations/Groups						
a. Multi-Purpose Room 1 or 2	\$13	\$17	\$13	\$18	\$13	\$18
b. Multi-Purpose Room 1 or 2 w/Kitchen	\$22	\$27	\$22	\$27	\$22	\$28
c. Gymnastics Room	\$13	\$17	\$13	\$18	\$13	\$18
d. Dance Room	\$13	\$17	\$13	\$18	\$13	\$18
e. Gym-One Court	\$22	\$27	\$22	\$27	\$22	\$28
f. Entire Gym	\$38	\$49	\$38	\$49	\$39	\$50
g. Entire Facility	\$103	\$131	\$104	\$132	\$105	\$133

**City of Shoreline
Fee Schedules**

3.01.300 Parks, Recreation and Cultural Community Services

Fee	2020 Adopted Resident Rate	2020 Adopted Non-Resident Rate	2021 Proposed Resident Rate	2021 Proposed Non-Resident Rate	2022 Proposed Resident Rate	2022 Proposed Non-Resident Rate
3. Spartan Recreation Center Fees for All Other Organizations/Groups						
a. Multi-Purpose Room 1 or 2	\$26	\$32	\$26	\$32	\$27	\$32
b. Multi-Purpose Room 1 or 2 w/Kitchen	\$37	\$45	\$37	\$45	\$38	\$45
c. Gymnastics Room	\$26	\$32	\$26	\$32	\$27	\$32
d. Dance Room	\$26	\$32	\$26	\$32	\$27	\$32
e. Gym-One Court	\$37	\$45	\$37	\$45	\$38	\$45
f. Entire Gym	\$70	\$84	\$70	\$84	\$71	\$85
g. Entire Facility	\$136	\$163	\$137	\$165	\$139	\$166
As a health and wellness benefit for regular City employees, daily drop-in fees for regular City employees shall be waived.						
* Rentals outside the normal operating hours of the Spartan Gym may require an additional supervision fee. (See Below)						
4. City Hall Rental Fees						
a. City Hall Rental - Third Floor Conference Room	\$38 Per Hour	\$46 Per Hour	\$37 Per Hour	\$45 Per Hour	\$38 Per Hour	\$46 Per Hour
b. City Hall Rental - Council Chambers	\$110 Per Hour	\$131 Per Hour	\$107 Per Hour	\$128 Per Hour	\$110 Per Hour	\$131 Per Hour
c. AV Set-up Fee - Per Room	\$16	\$16	\$16	\$16	\$17	\$17
5. Other Indoor Rental Fees:						
a-1. Security Deposit (1-125 people): (refundable)	\$200	\$200	\$200	\$200	\$200	\$200
a-2. Security Deposit (126+ people): (refundable)	\$400	\$400	\$400	\$400	\$400	\$400
b. Supervision Fee (if applicable)	\$21/hour	\$21/hour	\$20/hour	\$20/hour	\$21/hour	\$21/hour
c. Daily Rates (shall not exceed)	\$925	\$1,110	\$933	\$1,119	\$942	\$1,131
C. CONCESSIONAIRE PERMIT FEES						
1. Annual Concession Permit –Calendar Year-(requires additional hourly	\$53	\$63	\$53	\$64	\$54	\$65
2. Additional Hourly Concession Fee (requires annual permit)-	\$3/hour	\$3/hour	\$3/hour	\$3/hour	\$3/hour	\$3/hour
Concession Permit fees and additional Concession Fees are exempt for Non-Profit Youth Organizations, and sanctioned Neighborhood Association Events. Sanctioned Neighborhood Associations Events are exempt from all rental fees with the exception of associated supervision fees when applicable. Concession/Admission/Sales Fees may be modified at the discretion of the PRCS Director.						
D. INDOOR DROP-IN FEES						
1. Showers Only (Spartan Recreation Center)	\$1	\$1	\$1	\$1	\$1	\$1
2. Drop-In						
a. Adult	\$3	\$4	\$3	\$4	\$3	\$4
b. Senior/Disabled	\$2	\$3	\$2	\$3	\$2	\$3
3. 1 Month Pass						
a. Adult	\$26	\$33	\$26	\$33	\$27	\$33
b. Senior/Disabled	\$17	\$22	\$18	\$23	\$18	\$23
4. 3 Month Pass						
a. Adult	\$65	\$76	\$66	\$77	\$67	\$77
b. Senior/Disabled	\$46	\$54	\$46	\$54	\$47	\$55
Senior is 60+ years of age						
E. AQUATICS DROP-IN FEES						
1. Drop-In						
a. Adult	\$4	\$5	\$4	\$5	\$4	\$6
b. Adult-Real Deal	\$2	\$3	\$2	\$3	\$2	\$3
c. Youth/Senior/Disabled	\$3	\$4	\$3	\$4	\$3	\$4
d. Youth/Senior/Disabled-Real Deal	\$1	\$2	\$1	\$2	\$1	\$2
e. Family	\$11	\$13	\$11	\$13	\$11	\$13
2. 1-Month-Pass						
a. Adult	\$44	\$54	\$44	\$55	\$44	\$55
b. Youth/Senior/Disabled	\$33	\$39	\$33	\$40	\$33	\$40
c. Family	\$136	\$163	\$137	\$165	\$139	\$166
3. 3-Month-Pass						
a. Adult	\$125	\$156	\$126	\$158	\$127	\$159
b. Youth/Senior/Disabled	\$94	\$112	\$94	\$113	\$95	\$114
c. Family	\$337	\$405	\$340	\$408	\$344	\$412
4. 1-Year-Pass						
a. Adult	\$457	\$571	\$461	\$576	\$466	\$582
b. Youth/Senior/Disabled	\$314	\$377	\$317	\$381	\$320	\$384
c. Family	\$881	\$1,058	\$889	\$1,067	\$898	\$1,077
5. Showers Only (Shoreline Pool)						
	\$1	\$1	\$1	\$1	\$1	\$1

**City of Shoreline
Fee Schedules**

3.01.300 Parks, Recreation and Cultural Community Services

Fee	2020 Adopted Resident Rate	2020 Adopted Non-Resident Rate	2021 Proposed Resident Rate	2021 Proposed Non-Resident Rate	2022 Proposed Resident Rate	2022 Proposed Non-Resident Rate
F. INDOOR / AQUATICS JOINT PASS FEES						
1. Indoor / Aquatics Joint 1 Month Pass						
a. Adult	\$59	\$71	\$60	\$72	\$60	\$72
b. Senior/Disabled	\$41	\$50	\$42	\$50	\$42	\$54
G. AQUATICS RENTAL FEES						
1. Ongoing Organization Rentals (Insurance Required)						
a. Rentals On-Going (non-swim team) per hour	\$83	\$100	\$84	\$101	\$85	\$102
b. Swim Team Per/ Lane/Hr	\$12	\$15	\$12	\$15	\$12	\$15
2. Public Rentals per Hour-						
a. 1-60	\$128	\$153	\$129	\$154	\$130	\$156
b. 61-160	\$166	\$200	\$168	\$204	\$170	\$203
Aquatics and General Recreation programs fees are based upon market rate.						
H. AQUATICS AND GENERAL RECREATION PROGRAM FEES						
Aquatics and General Recreation Program Fees are based upon the <u>PRCS Recreation and Community Services</u> Cost Recovery/Fee Setting Framework.						
I. FEE IN LIEU OF STREET TREE REPLACEMENT	\$2,611	N/A	\$2,634	N/A	\$2,660	N/A
J. FEE REFUNDS						
Whenever a fee is paid for the use of Parks, or Recreation and Cultural Services Department facilities or property or for participation in a Parks, Recreation and Cultural Community Services Department sponsored class or program, and a refund request is made to the city, fees may be refunded according to the Parks, Recreation and Cultural Community Services Department's Refund Policy and Procedures.						
K. RECREATION SCHOLARSHIPS						
Scholarships for the fee due to the participate in a Parks, Recreation and Cultural Community Services Department sponsored class or program may be awarded when a request is made to the city according to the Parks, Recreation and Cultural Community Services Department's Recreation Scholarship Policy and Procedures.						

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 647 § 2, 2012; Ord. 627 § 4, 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 602 § 1, 2011; Ord. 585 §§ 3(a), 3(b) (Exh. B), 2010; Ord. 563 § 3 (Exh. A), 2009; Ord. 528 § 3 (Exh. A), 2008; Ord. 486 § 3, 2007; Ord. 451 § 3, 2006; Ord. 428 § 1, 2006; Ord. 404, 2005; Ord. 366, 2004; Ord. 342, 2003; Ord. 315, 2002; Ord. 294 § 1, 2001; Ord. 285 § 2, 2001; Ord. 256 § 2, 2000]

**City of Shoreline
Fee Schedules**

3.01.400 Surface Water Management Rate Table

Rate Category	Percent Hard Surface	2020 SWM Annual Fee Adopted (includes all taxes)	2021 Proposed SWM Annual Fee				2022 Proposed SWM Annual Fee			
			2021 SWM Annual Fee	Effective Utility Tax	Per Unit	Fee + Utility Tax	2022 SWM Annual Fee	Effective Utility Tax	Per Unit	Fee + Utility Tax
A. Rate Table										
1. Residential: Single-family home		\$271.20	\$281.44	\$16.89	Per Parcel	\$298.33	\$295.51	\$17.73	Per Parcel	\$313.24
2. Very Light	Less than or equal to 10%	\$271.20	\$281.44	\$16.89	Per Parcel	\$298.33	\$295.51	\$17.73	Per Parcel	\$313.24
3. Light	More than 10%, less than or equal to 20%	\$629.88	\$653.65	\$39.22	Per Acre	\$692.87	\$686.34	\$41.18	Per Acre	\$727.52
4. Moderate	More than 20%, less than or equal to 45%	\$1,301.27	\$1,350.37	\$81.02	Per Acre	\$1,431.39	\$1,417.89	\$85.07	Per Acre	\$1,502.96
5. Moderately Heavy	More than 45%, less than or equal to 65%	\$2,523.79	\$2,619.02	\$157.14	Per Acre	\$2,776.16	\$2,749.97	\$165.00	Per Acre	\$2,914.97
6. Heavy	More than 65%, less than or equal to 85%	\$3,197.39	\$3,318.05	\$199.08	Per Acre	\$3,517.13	\$3,483.95	\$209.04	Per Acre	\$3,692.99
7. Very Heavy	More than 85%, less than or equal to 100%	\$4,188.10	\$4,346.14	\$260.77	Per Acre	\$4,606.91	\$4,563.45	\$273.81	Per Acre	\$4,837.26
Minimum Rate		\$271.20	\$281.44	\$16.89		\$298.33	\$295.51	\$17.73		\$313.24
<p>There are two types of service charges: The flat rate and the sliding rate. The flat rate service charge applies to single family homes and parcels with less than 10% hard surface. The sliding rate service charge applies to all other properties in the service area. The sliding rate is calculated by measuring the amount of hard surface on each parcel and multiplying the appropriate rate by total acreage.</p>										
B. CREDITS										
Several special rate categories will automatically be assigned to those who qualify										
1. An exemption for any home owned and occupied by a low income senior citizen determined by the assessor to qualify under RCW 84.36.381.										
2. A public school district shall be eligible for a waiver of up to 100% of its standard rates based on providing curriculum which benefits surface water utility programs. The waiver shall be provided in accordance with the Surface Water Management Educational Fee Waiver procedure. The program will be reviewed by July 1, 2021.										
3. Alternative Mobile Home Park Charge. Mobile Home Park Assessment can be the lower of the appropriate rate category or the number of mobile home spaces multiplied by the single-family residential rate.										
C. RATE ADJUSTMENTS										
Any person receiving a bill may file a request for a rate adjustment within two years of the billing date. (Filing a request will not extend the payment period). Property owners should file a request for a change in the rate assessed if:										
1. The property acreage is incorrect;										
2. The measured hard surface is incorrect;										
3. The property is charged a sliding fee when the fee should be flat;										
4. The person or property qualifies for an exemption or discount; or										
5. The property is wholly or in part outside the service area.										
D. REBATE										
Developed properties shall be eligible for the rebate under SMC 13.10.120 for constructing approved rain gardens or conservation landscaping at a rate of \$2.50 per square foot not to exceed \$2,000 for any parcel.										

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 704 § 1, 2015; Ord. 699 § 3 (Exh. A), 2014; Ord. 678 § 1, 2013 (Exh. A); Ord. 659 § 2, 2013; Ord. 650 § 3 (Exh. A), 2012; Ord. 642 § 1, 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 585 § 3(a), 2010; Ord. 528 § 3 (Exh. A), 2008; Ord. 486 § 3, 2007; Ord. 451 §§ 7, 14, 2006; Ord. 404, 2005; Ord. 366, 2004; Ord. 342, 2003; Ord. 315, 2002. Formerly 3.01.070.]

City of Shoreline Fee Schedules

3.01.800 Fee Waiver

The city manager or designee is authorized to waive the following fees as a city contribution toward events which serve the community and are consistent with adopted city programs:

- A. Right-of-way permits (SMC 3.01.010).
- B. Facility use and meeting room fees (SMC 3.01.300).
- C. Concessionaire permits (SMC 3.01.300).
- D. The city manager is authorized to designate collection points in the City Hall lobby, Shoreline Pool, or Spartan Recreation Center for any charitable organization without charge to be used for the donation of food or goods that will benefit Shoreline residents in need.

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 779 § 1, 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 704 § 1, 2015; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 602 § 2, 2011; Ord. 570 § 2, 2010; Ord. 243 § 1, 2000]

3.01.805 Damage Restitution Administrative Fee

	2020 Adopted	2021 Proposed	2022 Proposed
<u>An administrative fee to cover a portion of the cost of collecting information and processing damage restitution invoices. This fee shall be added to the amount of calculated restitution necessary to repair, replace or restore damage to City property when invoiced. The administrative fee may be reduced or waived as provided.</u>	N/A	\$50.00	\$50.00

[Ord. ### § # (Exh. A), 2020]

3.01.810 Collection Fees (Financial)

	2020 Adopted	2021 Proposed	2022 Proposed
The maker of any check that is returned to the city due to insufficient funds or a closed account shall be assessed a collection fee	\$33.50	\$34.00	\$34.50

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 704 § 1, 2015; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 622 § 3 (Exh. A), 2011; Ord. 585 § 3(b) (Exh. B), 2010; Ord. 528 § 3 (Exh. A), 2008; Ord. 486 § 3, 2007; Ord. 451 §§ 5, 14, 2006; Ord. 315, 2002; Ord. 294 § 1, 2001; Ord. 285 § 1, 2001. Formerly 3.01.040.]

3.01.820 Annual Adjustments

Increases of the fees contained in the fee schedules in this chapter shall be calculated on an annual basis by January 1st of each year by the average for the period that includes the last six months of the previous budget year and the first six months of the current budget year of the Seattle-Tacoma-Bellevue Consumer Price Index for all urban consumers (CPI-U), unless the Shoreline Municipal Code calls for the use of another index / other indices, the fee is set by another agency, or specific circumstances apply to the calculation of the fee. The appropriate adjustment shall be calculated each year and included in the city manager's proposed budget. The city manager may choose to not include the calculated adjustments in the city manager's proposed budget and the city council may choose to not include the calculated adjustments in the adopted budget for select user fees in any individual budget year without impacting the full force of this section for subsequent budget years. The annual adjustments to the fees in this chapter shall be rounded as appropriate to ensure efficient administration of fee collection.

[Ord. 872 § 3 (Exh. A), 2019; Ord. 841 § 3 (Exh. A), 2018; Ord. 806 § 3 (Exh. A), 2017; Ord. 779 § 1, 2017; Ord. 758 § 3 (Exh. A), 2016; Ord. 728 § 3 (Exh. A), 2015; Ord. 704 § 1, 2015; Ord. 678 § 1, 2013 (Exh. A); Ord. 650 § 3 (Exh. A), 2012; Ord. 451 § 15, 2006]



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CITY BUDGET SUMMARY

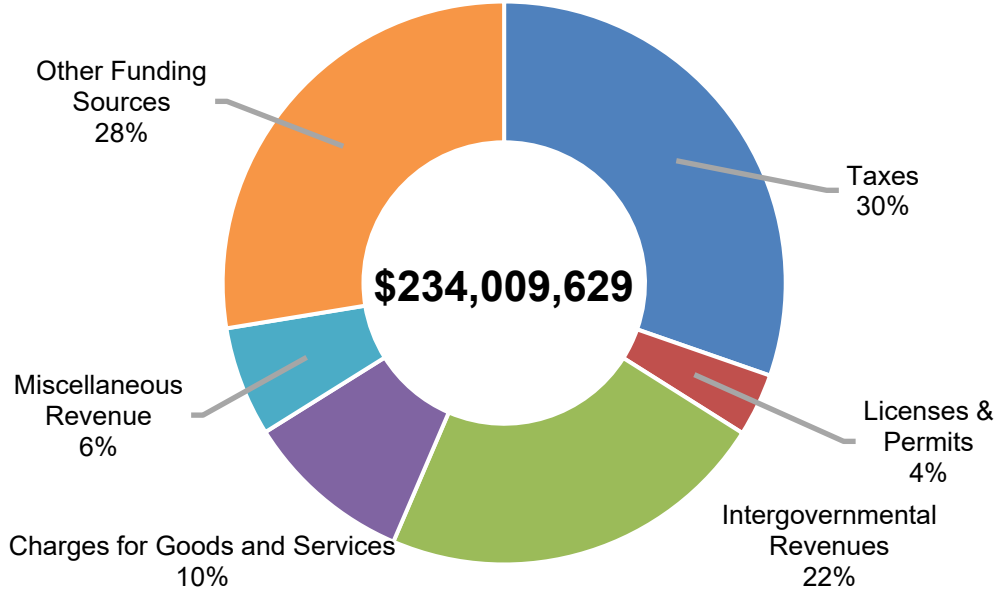
Listed below are the resources and expenditures for all City funds. The resources section lists all revenue and uses by category. Beginning Fund Balance represents the reserves that are available to the City at the beginning of any given year. Operating Uses represent expenses necessary to run the City government on a daily basis while Contingencies represent funding set aside for potential or unforeseen expenditures that may occur. Capital Improvements are the purchases of land, construction of buildings, major street construction or reconstruction, or drainage system improvements. Interfund Transfers represent transfers of funds from one City fund to another City fund to pay for services or capital purposes. Revenues and expenditures are recorded in all funds. Ending Fund Balance represents the reserves that are available to the City at the end of any given year. These reserves represent both reserves for unanticipated events and reserves designated for future capital purposes. The Budgeted Use of Fund Balance is required to balance certain funds and the difference between resources and expenditures presented here may be offset by surpluses in other funds.

	2017 - 2018 Biennial Actual	2019 - 2020 Biennial Budget	2019 - 2020 Biennial Estimate	2021 - 2022 Biennial Budget	2021 - 2022 vs. 2019 - 2020 Biennial Estimate	Percentage Change
Beginning Fund Balance	\$38,264,567	\$41,229,889	\$26,650,668	\$59,865,669	\$18,635,780	45%
Revenues:						
Taxes	\$68,175,338	\$69,795,174	\$74,808,182	\$70,990,722	(\$3,817,460)	-5%
Licenses & Permits	9,715,525	9,382,220	9,303,009	8,439,798	(863,211)	-9%
Intergovernmental Revenues	18,986,435	39,134,826	39,163,525	52,647,712	13,484,187	34%
Charges for Goods and Services	20,031,738	22,280,207	24,813,796	22,632,680	(2,181,116)	-9%
Fines and Forfeits	902,402	808,000	630,479	866,900	236,421	37%
Miscellaneous Revenues	3,728,315	16,246,676	4,275,865	13,592,703	9,316,838	218%
Investment Earnings	1,017,823	346,809	1,246,454	310,855	(935,599)	-75%
Total Fund Sources	\$122,557,575	\$157,993,912	\$154,241,309	169,481,370	15,240,061	10%
Other Financing Sources:						
Proceeds from Capital Assets	71,301	2,463,750	2,478,895	77,000	(2,401,895)	-97%
Capital Contributions	0	0	0	0	0	0%
Transfers In General Fund Overhead	2,108,279	2,885,153	2,705,153	3,548,118	842,965	31%
Transfers In General Fund Capital Support	4,203,599	5,373,413	4,502,295	3,943,880	(558,415)	-12%
Transfers In General Fund Support	395,277	1,921,822	1,956,231	1,688,824	(267,407)	-14%
Other Transfers In	6,377,846	5,852,784	7,893,018	6,738,634	(1,154,384)	-15%
Other Financing Sources	1,667,543	29,348,464	54,603,521	48,531,803	(6,071,718)	-11%
Total Other Financing Sources	\$14,823,845	\$47,845,386	\$74,139,113	64,528,259	(9,610,854)	-13%
Total Funding Sources	\$137,381,420	\$205,839,298	\$228,380,422	\$234,009,629	\$5,629,207	2%
Uses:						
Operating Budget						
Salaries & Benefits	\$32,898,036	\$37,782,962	\$37,396,021	\$38,440,543	\$1,044,522	3%
Supplies	1,979,221	2,291,638	2,025,723	2,085,874	60,151	3%
Other Services & Charges	14,208,426	20,457,341	17,935,217	16,874,440	(1,060,777)	(6%)
Intergovernmental Services	28,818,747	31,836,682	30,519,993	33,611,840	3,091,847	10%
Interfund Payments/Charges	1,168,887	1,448,883	1,355,590	1,119,426	(236,164)	(17%)
Budgeted Contingency	-	4,587,342	784,654	1,623,208	838,554	107%
Capital Outlays	215,869	113,874	81,488	8,434	(73,054)	(90%)
Debt Services - Principal	-	-	-	-	-	0%
Debt Services - Interest	12,244	-	-	-	-	0%
Transfers Out	7,637,210	11,449,070	11,575,654	9,101,515	(2,474,139)	(21%)
Sub-Total Operating Uses	\$86,938,640	\$109,967,792	\$101,674,341	\$102,865,280	\$1,190,939	1%
All Other Funds						
Other Operating Funds	2,401,958	544,935	224,174	387,091	162,917	73%
Debt Service	7,239,338	7,612,446	24,936,967	31,613,452	6,676,485	27%
Facilities, Parks and Roads Capital (CIP)	22,045,863	74,048,614	60,339,278	66,483,412	6,144,134	10%
Surface Water Utility	10,880,035	19,936,886	15,644,162	24,336,730	8,692,568	56%
Wastewater Utility	3,013,293	5,822,128	4,914,270	5,673,260	758,990	15%
Internal Service Funds	1,896,972	2,485,718	2,011,450	998,347	(1,013,103)	(50%)
Sub-Total All Other Funds	\$47,477,458	\$110,450,727	\$108,070,301	\$129,492,292	\$21,421,991	20%
Total Uses	\$134,416,099	\$220,418,519	\$209,744,642	\$232,357,572	\$22,612,930	11%
Ending Fund Balance	\$41,229,889	\$26,650,668	\$59,865,669	\$61,517,726	\$1,652,057	3%
<i>Budgeted Provision/(Use) of Fund Balance</i>		(\$21,244,216)		(\$11,012,250)		
<i>Budgeted Surplus</i>		\$6,664,995		\$12,664,307		

THE CITY BUDGET

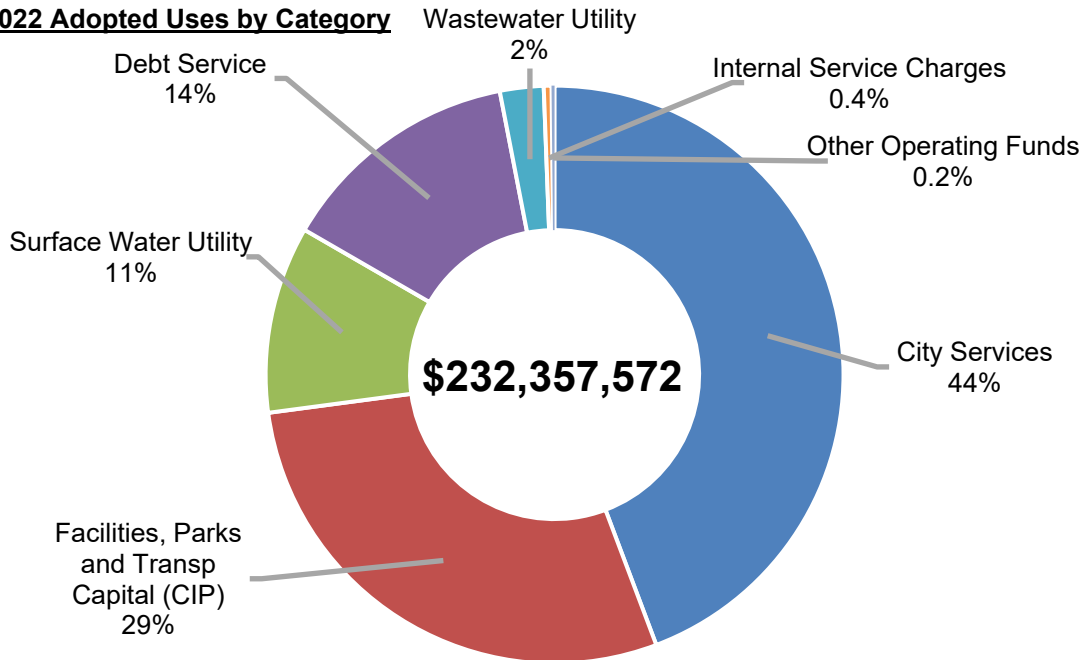
Where the money will come from ...

2021-2022 Adopted Sources by Category



How will the money be spent ...

2021-2022 Adopted Uses by Category



Expenditure Categories

Object	Description	Detail Required
<u>Salaries and Benefits</u>		
Amounts paid for personal services rendered by employees in accordance with the rates, hours, terms and conditions authorized by law or stated in employment contracts. Personal services do not include fees and out of pocket expenses for professional or consultant services. Amounts charged to these accounts represent expenditures generated through the City's payroll process. Amounts paid to temporary help through another source than payroll does not get charged to these accounts.		
5110	Salaries Employee time will be allocated within the department on a percentage basis and then paid based on that allocation throughout the year unless there is a major shift in employee responsibilities or job duties during the year.	Will be posted from Position Budgeting
5111	Salaries - Extra Help Hourly staff and temporary help that are not designated positions. All agency staff should be budgeted under Professional Services.	Yes
5112	Overtime Overtime pay for employees who are eligible.	No
5112100	Overtime - Extra Help	
5113	Standby Pay Standby pay for employees who are eligible.	No
5114	Call Back Pay	No
5115	Vacation Buy-Out	No
5212	Social Security Replacement Program	Will be posted from Position Budgeting
5213	Soc. Sec. Replac. Prog. - Extra Help	
5214	PERS	Will be posted from Position Budgeting
5214002	PERS - Extra Help	
5215	Insurance Premium Allowance	Will be posted from Position Budgeting
5220	Medicare	Will be posted from Position Budgeting
5221	Medicare - Extra Help	
5230	Labor & Industries	Will be posted from Position Budgeting
5231	Labor & Industries - Extra Help	
5232	Labor & Industries - Standby Pay	
<u>Supplies</u>		
5310	Office Supplies Paper, forms, maps, publications, writing materials, Office Supplies-Boise Cascade, Corp Express (except furniture), Paper Zone	No
5320	Operating Supplies Chemicals, cleaning & sanitation supplies, clothing, construction materials & supplies, drugs, electrical supplies, medicines, oil, paints, and plumbing supplies	No
5321	Fuel Consumed	No
5330	Program Supplies Art supplies, sports equipment, clipboards, first aid supplies, name tags, other program related supplies, fees for admission tickets used in programs, food used as a component of a program. Room Rental - see 5450 Food & Meals - see 5430	No

Expenditure Categories

Object	Description	Detail Required
5340	Supplies Packaged for Resale T-Shirts, food, towels, swimming goggles, other items purchased for resale/revenue Pool Resale Supplies	No
5350	Small tools and Minor Equipment Tools and equipment that are not capitalized (less than \$5,000)	No
5360	Software/Licenses/Upgrades Software & Software Licenses	Yes
Other Services & Charms		
5410	Professional Services Accounting/Auditing, Engineering/architectural, computer programming, management consulting, special legal services, temporary help employed through an agency	Yes
5410001	Janitorial Service	Yes
5410002	Credit Card Fees - Parks	No
5412	Advertising	
5412001	Advertising - Franchise	
5420	Telephone Local, long-distance, and wireless	No
5425	Postage/Courier Postage, Fedex, UPS, Bucky's, West Courier	No
5430	Travel (Lodging, Meals, Miles) Per diem, lodging, meals, mileage	Yes
5430001	Council Dinner Meeting Meals	
5431	Mileage Reimbursement Local Travel Local mileage	Yes
5442	Taxes & Operating Assessments	
5450	Operating Rentals & Leases Room rentals, lease of copy or postage machines, rental of equipment Meeting Facilities Shoreline School District (Shoreline Center Room Rentals) <i>Related food costs greater than \$50 should be coded 5330 for non-events, 5430 for employee related events</i>	Yes
5460	Insurance	No
5471	Electricity	No
5471001	Utility - Electricity, Streetlights	No
5471002	Utility - Electricity, Traffic Signal	No
5472	Water	No
5473	Natural Gas	No
5474	Sewer	No
5475	Garbage/Solid Waste	No
5476	Cable TV	No
5480	Repairs & Maintenance Buildings, improvements, structures, equipment (vehicles, tires, etc.) Maintenance Contracts All supplies purchased directly by City goes under Operating Supplies except software/licenses	No
5491	Dues, Subscriptions, Memberships	Yes
5492	Filing & Recording Fees	No
5493	Printing & Binding Copying costs, printing services, etc. Kinko's Printing Companies (brochures, newsletters, publications)	No
5494	Registration/Training Registration for conferences and training expenses	Yes
5495	City Grants to other Agencies Grants that the City provides to outside agencies.	Yes
5496	Judgements/Settlements	No
5497	Rain Garden Rebate	
5499	Miscellaneous Expenses	No

Expenditure Categories

Object	Description	Detail Required
<u>Intergovernmental/Interfund Services</u>		
5510	Intergovernmental Professional Services Contracts or interlocal agreements between government agencies. Expenditures made to other governmental entities for services rendered. Limited to those functions normally provided by governments and not by private businesses (police, detention, election services, animal control, etc.)	Yes
5550	Interfund Transfers Transfers between funds	No
<u>Capital Outlay (Amounts should be in excess of \$5,000)</u>		
5610	Land Land acquisition costs, rights-of-way, LIDs	Yes
5620	Buildings & Structures Acquisition, construction, and improvements to office or administrative buildings, shops and warehouses, park buildings	Yes
5630	Other Improvements Athletic fields, bridges, water and sewer systems, lighting, parking, roadways, sidewalks, storm drains, streets	Yes
5640	Machinery & Equipment Communications equipment, transportation equipment, office furniture & equipment, computers, heavy duty work equipment	Yes
5650	Construction of Fixed Assets For capital improvement projects on City owned property	Yes
<u>Debt Service Principal</u>		
5700	Debt Service Principal	Yes
5800	Debt Service Interest & Related Costs	Yes
<u>Interfund Payment for Services, Transfers, and Reserves</u>		
Expenditures made to other funds or other departments of the same fund for services rendered		
5901	Interfund Professional Services (Building Permits)	Yes
5910	Interfund Charge - Equipment Replacement	No
5950	Interfund Vehicle Operations and Maintenance	No



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Glossary of Budget Terms and Acronyms

ACCOUNT. A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues, and expenses.

ACCOUNTING SYSTEM. The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

ACCRUAL BASIS ACCOUNTING. A method of accounting in which revenue is recorded in the period in which it is earned (whether or not it is collected in that period), and expenses are reported in the period in which they are incurred (whether or not the disbursements are made). This method differs from the cash basis of accounting, in which income is considered earned when received and expenses are recorded when paid. All funds except the governmental funds are accounted on the accrual basis, and the governmental funds are accounted on a modified accrual basis.

ACTUALS. Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADOPTED BUDGET. The budget for the operations of regular City services and for capital expenditures for the fiscal year as proposed by the City Manager and adjusted and adopted by the City Council. The adopted budget can only be adjusted (amended) during the fiscal year by an ordinance of the City Council.

AGENCY FUND. A fund used to account for assets held by a government as an agent for individuals, private organizations, other governments and/or other funds.

APPROPRIATION. A legal authorization granted by an ordinance of the City Council to make expenditures and to incur obligations for a specific purpose or program. Usually granted for a one-year period, spending should not exceed this level without prior approval of the City Council.

APPROPRIATION ORDINANCE. The official enactment by the City Council giving the legal authority for City officials to obligate and expend resources.

ARRA. American Recovery Reinvestment Act.

ASD. Administrative Services Department

ASSESSED VALUATION. The estimated value placed upon real and personal property by the King County Assessor that is used in computing the property taxes to be paid by property owners.

B.A.R.S. The *Budgeting, Accounting, and Reporting System* for which compliance is required for the accounting systems of all governmental entities prescribed by the Washington State Auditor's Office.

BALANCED BUDGET. A budget in which planned expenditures do not exceed projected funds available.

BASE BUDGET. The ongoing cost to maintain the current level of service.

BASIS OF ACCOUNTING. A fund's basis of accounting determines when a transaction is recognized in the fund's operating statement. Annual appropriated budgets for all funds are prepared and adopted on a cash basis. Under a cash basis, transactions are recognized only when cash is increased or decreased. Governmental fund financial statements are prepared on the modified accrual basis of accounting. Revenues are recognized when measurable and available to finance current expenditures and expenditures are recognized when goods and services are received and liabilities are due and payable at year-end. Under the accrual basis of accounting, the revenues are recognized in the accounting period in which they are earned and become measurable and expenses are recognized in the period incurred.

BEGINNING FUND BALANCE. The resources that are unspent from the previous year and are available in the subsequent fiscal year for expenditure. Since these resources are typically available due to under-expenditures in the previous year or unexpected revenues, it is prudent to not utilize these resources for ongoing operational expenditures.

BENEFITS. City provided employee benefits such as social security replacement, retirement, worker's compensation, life insurance, medical insurance, vision insurance, and dental insurance.

BUDGET. A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.

BUDGET CALENDAR. The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET HEARING. A public hearing conducted by City Council to consider and adopt the annual budget.

CAPITAL BUDGET. Major capital improvements which are beyond the routine operation of the city are budgeted under separate capital project funds. These projects often require more than one year to complete. In total, these projects are referred to as the Capital Budget and are not included in the annual operating budget.

CAPITAL IMPROVEMENT CONSTRUCTION. Projects such as roads, drainage, buildings, sidewalks and other works to create and repair the City's physical infrastructure; funds in this category may also be used for the design, project management and other associated administrative costs.

CAPITAL IMPROVEMENT PROGRAM. A six-year plan for capital expenditures that identifies the expected beginning and ending date of each project, the amount to be expended in each year on each project and the method of financing project expenditures.

CAPITAL OUTLAYS. Annual operating expenditures for the acquisition of, or addition to, fixed assets. These expenditures must cost more than \$5,000, including construction projects, land acquisition, major renovations or repairs to existing grounds or facilities, and equipment purchases.

CAPITAL PROJECTS. Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a new building or facility. It may also include major maintenance or renovation of a current asset.

CASH BASIS ACCOUNTING. The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH RESERVES. The cash balance that is not appropriated for expenditures or that is segregated by policy for a specific future use.

CHARGES FOR GOODS AND SERVICES. A basic classification for services other than personnel services which are needed by the City. This budget item includes professional services, communication, travel, advertising, rentals and leases, insurance, public utility services, repairs and maintenance, and miscellaneous.

CLEAN WATER ACT (CWA). In 1972, Congress amended the Federal Water Pollution Control Act (referred to as the Clean Water Act) to prohibit the discharge of any pollutant to waters of the United States from a point source unless the discharge is authorized by a National Pollutant Discharge Elimination System (NPDES) permit. In 1999 the US Environmental Protection Agency promulgated rules (NPDES Phase II) that sets storm water management requirements for municipalities under 100,000 population, including the City of Shoreline.

CONSUMER PRICE INDEX (CPI). A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost of living and economic inflation.

CONTINGENCY. A budgetary reserve set aside for emergencies or unforeseen expenditures.

COST ALLOCATION. The assignment of applicable costs incurred by a central services department to a fund based on the benefit to the fund being assessed.

COUNCILMANIC BONDS. Bonds issued with the approval of the City Council, as opposed to bonds which must be approved by public vote. Councilmanic bonds must not exceed 1.5 percent of the assessed valuation of the City.

CRITICAL SUCCESS FACTORS. Areas where the City has to excel, if it is to accomplish the community's vision.

CSD. Community Services Department

DEBT SERVICE. The annual payment of principal and interest on the City's indebtedness.

DEBT SERVICE FUND. The type of fund that accounts for the payment of debt service on general obligations of the City.

DEFICIT. The excess of the liabilities of a fund over its assets. The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

DEPRECIATION. (1.) Expiration in the service of life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2.) That portion of the cost of a capital asset which is charged as an expense during a particular period.

DESIGNATED FUND BALANCE. A portion of fund balance that has been designated by past Council action for a specific purpose.

ENCUMBERANCE. The commitment of appropriated funds to purchase an item or service.

ENDANGERED SPECIES ACT (ESA). Refers to the listing of the Puget Sound Chinook salmon as a threatened species by the National Marine Fisheries Service. Potentially affects all sensitive areas, and stormwater regulations for both quality and quantity.

ENDING FUND BALANCE. The cash balance remaining at the end of the fiscal year available for appropriation in future years.

ENTERPRISE FUNDS. Enterprise or proprietary funds are used to account for a government's business-type activities. An enterprise fund may be established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas, and electric utilities; airports; parking garages; or transit systems). In this case, the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EXPENDITURES. Where accounts are kept on the accrual or modified accrual basis of accounting, the costs of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FEES. A charge for a service the City does not provide for free to all citizens. For example, we have fees for recreation classes or land use development applications.

FISCAL YEAR. Any yearly accounting period, without regard to its relationship to a calendar year. The fiscal year for the City of Shoreline begins on January 1 and ends on December 31.

FTE. An acronym for Full-Time Equivalents, which are regular, full-time employee positions; when expressed as a decimal number, this means that only part of a full-time employee position is dedicated to this service or program within the budget.

FUNDS. Funds are comprised of special accounts within the City budget that are used to segregate revenues and expenditures for specific types of programs and services and to comply with State law and generally accepted accounting principles (GAAP).

FUND BALANCE. The excess of an entity's assets over its liabilities in a particular fund. A negative fund balance is sometimes called a deficit.

GAAP. "Generally Accepted Accounting Principles", which are mostly determined by the GASB for governments.

GASB. "Governmental Accounting Standards Board", which determines the underlying principles to be used in accounting for governmental activities.

GENERAL FUND. This fund is used to pay the expenses and liabilities of the City's general services and programs for citizens that are not separately accounted for in special revenue funds.

GENERAL FUND SUBSIDY. This reflects the amount of General Fund discretionary taxes required to fund a department's budget. The formula for this figure is total departmental expenditures minus dedicated resources (grants, fees, etc.) equals General Fund subsidy.

GENERAL OBLIGATION BONDS. Bonds for which the full faith and credit of the issuing government are pledged for payment.

GOVERNMENTAL FUNDS. Governmental funds are used to account for most of a government's tax-supported activities. Under current GAAP, there are five types of governmental fund types: general, special revenue, debt service, capital projects, and permanent funds. Governmental funds are used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance.

GRANTS. Funds provided to or by the City for special purposes or programs, usually requiring a competitive application process.

INFRASTRUCTURE. The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends, i.e., streets, roads, sewer, and water systems.

INTERFUND TRANSFERS. Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.

INTERGOVERNMENTAL REVENUE. Grants, entitlements, shared revenues and payment for goods and services by one government to another.

INTERGOVERNMENTAL SERVICES. Services purchased from other government agencies, normally including types of services that only government agencies provide.

INTERNAL CONTROLS. A system of controls established by the City that are designed to safeguard the assets of the City and provide reasonable assurances as to the accuracy of financial data.

INTERNAL SERVICE FUNDS. A type of proprietary fund which accounts for the goods and services which are provided to other units of the City and payment by the benefiting unit is intended to fund the costs of providing such services.

LEED: Leadership in Energy and Environmental Design.

LEVEL OF SERVICE. Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.

LEVY. To impose a tax, special assessment or service charge for the support of government activities. The term most commonly refers to the real and personal property tax levy.

LEVY RATE. The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.

LIABILITY. Debt or other legal obligation arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

LICENSES AND PERMITS. A revenue category of the City derived from business licenses and building or development permits.

LID. "Local Improvement District". A financing mechanism that permits the building of public infrastructure improvements which benefit a confined area and where the costs for those improvements are to be paid by the benefiting area land owners.

MODIFIED ACCRUAL ACCOUNTING. A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

NON-DEPARTMENTAL EXPENDITURES. Expenditures that are not directly related to the operations of a single City department.

OBJECT OF EXPENDITURE. Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include salary, benefits, supplies, other services and charges, intergovernmental services, inter-fund payment for services, capital outlay and debt service.

OPERATING BUDGET. The annual appropriation to maintain the provision of City services to the public.

OPERATING FUNDS. These funds account for the day-to-day operations of providing City services. They do not include capital improvements. They include the General Fund and Special Revenue Funds.

OPERATING TRANSFER IN. Transfer from other funds which are not related to rendering of service.

OPERATIONAL CONTINGENCY. Funds set-aside in the General Fund budget to provide for unknown operational adjustments or service demands that may arise during the year. These funds are used only as a last resort and with Council approval. Savings within departmental budgets throughout the year will be the first source for funding unforeseen expenditures.

OVERHEAD/INDIRECT COSTS. Overhead or indirect costs represent the level of assistance that the support service departments (Administrative Services, Human Resources, City Manager, etc.) provide to the direct service departments (Police, Parks, Public Works, etc.) so they can provide services to the public.

PERFORMANCE MEASURES. A performance measure is an indicator of the attainment of an objective. It is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

PERS. "Public Employee Retirement System". The state system for public employment retirement provided for all City employees, other than law enforcement and fire fighter personnel.

PRELIMINARY BUDGET. That budget which is proposed by staff to the City Council and has not yet been adopted by the City Council.

PROGRAM. A broad function or area of responsibility of government services. It is a basic organizational unit of government that is composed of a group of specific activities and operations directed at attaining a common purpose or goal.

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

PROPOSED BUDGET. The City Manager's recommended budget submitted to the City Council and public in October of each year.

PROPRIETARY FUNDS. Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning the revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenue and expenses in these funds.

PROPOSED BUDGET. This is the budget, as proposed by the City Manager, for the operations of regular City services and for capital expenditures.

PUBLIC SAFETY. A term used to define the combined budget of the police and criminal justice departments.

REAPPROPRIATION. A legal authorization granted by the City Council to re-appropriate expenditures to the current budget year for a specific purpose or program that was budgeted but unexpended at the end of the prior year.

REET. The Real Estate Excise Tax, a tax levied on real estate sales and used solely for capital purposes.

RESERVES. The funds set aside by the City as a savings account for future emergencies. The City's reserves include the General Reserve Fund, the Insurance Reserve budgeted in Citywide Services, and a General Fund Undesignated Ending Fund Balance.

RESOURCES. Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

REVENUES. Income received by the City to support programs or services to the community. It includes such items as taxes, fees, user charges, fines, forfeits, interest income and miscellaneous revenue.

REVENUE BONDS. Bonds sold by the City that are secured only by the revenues of a particular system, usually the enterprise fund.

RFP. Request for Proposal

SAFETEA-LU. Safe, Accountable, Flexible and Efficient Transportation Equity Act - a Legacy for Users transportation grant.

SALARIES AND WAGES. Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and seasonal help.

SPECIAL ASSESSMENT. A compulsory levy made against certain properties from earnings of enterprise funds. An addition to a pledge or revenues, such bonds sometimes contain a mortgage on the enterprise funds property.

SPECIAL REVENUE FUNDS. Funds that are dedicated for a specific purpose (e.g., roads, surface water, etc.), require an additional level of accountability and are collected in a separate account, not part of the General Fund.

STANDARD WORK YEAR. 2,080 hours a year, 260 days (except leap year).

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

STRATEGIC PLAN. A plan outlining the goals and strategies the City will focus on over the next six years. It is prioritized around the critical success factors of our community and is intended to be a living document, which will be evaluated regularly.

SUBSIDIES. Financial assistance provided by one agency to another agency for a defined purpose (e.g., King County swimming pool subsidies, General Fund subsidy of the Street Fund transportation programs).

TAXES. Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include special assessments, fees, or charges for services.

TAX LEVY. Charge levied by a government to finance services performed for the common benefit.

TAX RATE. The amount of tax stated in terms of units per \$1,000 of assessed value of taxable property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.

TRANSFERS IN/OUT. Resources that are transferred from one fund to another to pay for a specific purpose. For example, resources are transferred from the Surface Water Fund to the Surface Water Capital Fund to pay for surface water related capital improvement projects, since all capital projects are expensed out of the capital improvement funds.

TRANSPORTATION BENEFIT DISTRICT. State legislation allows local governments to establish a Transportation Benefit District ("TBD") and accompanying funding sources to provide for the preservation, maintenance and construction of local transportation infrastructure.

UNRESERVED/UNDESIGNATED FUND BALANCE. That portion of available fund balance that has not been designated or restricted for a specific purpose and is available for general appropriation.

WORKING CAPITAL. The year-end balance of current assets less current liabilities.