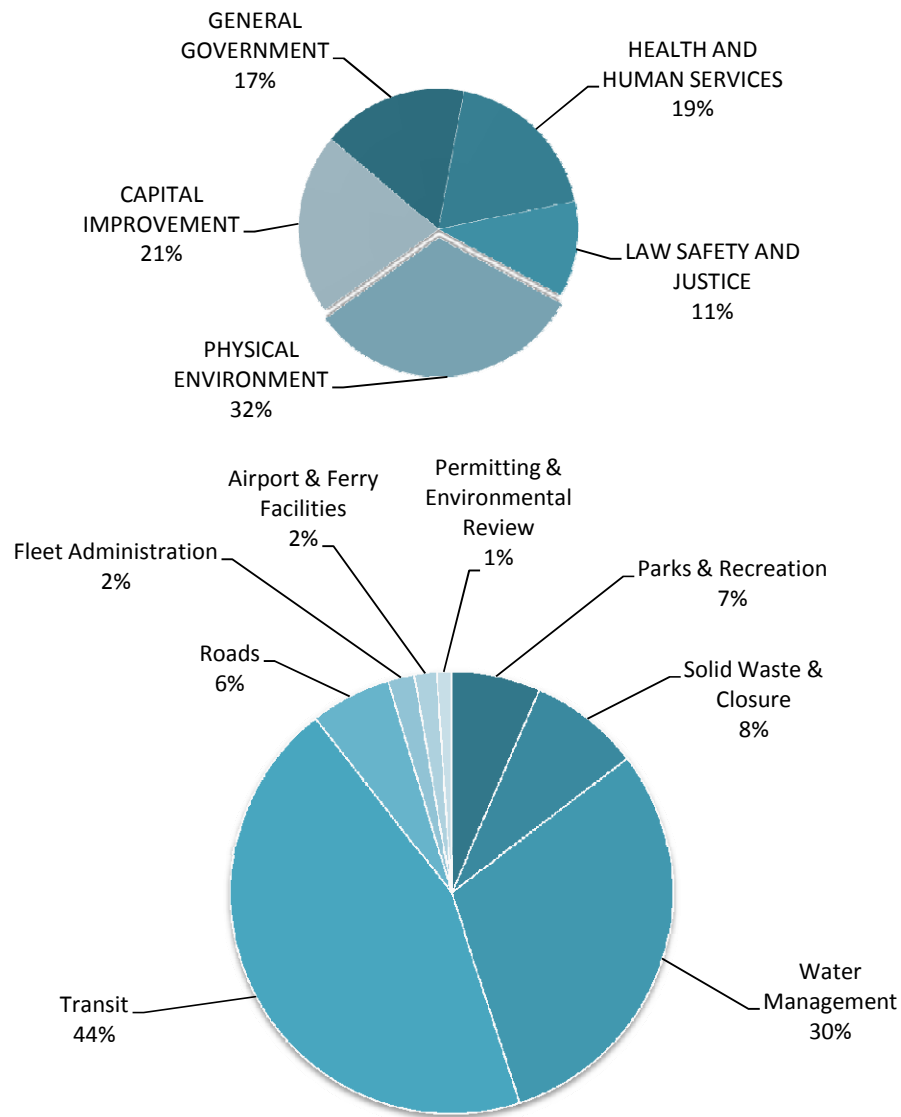


# Physical Environment \$3.7 Billion



**Organization of the Pie Chart: The following agencies were combined to make the pie chart more readable.**

**Roads:** Roads and Roads Construction Transfers

**Parks & Recreation:** Parks & Recreation, Youth Sports Facilities Grants, Open Space and Trails Levy

**Solid Waste & Closure:** DNRP Admin., Solid Waste, Post-Closure Landfill Maintenance, Historic Preservation Program

**Water Management:** Intercounty River Improvement, Water & Land Resources, Surface Water Management Local Drainage, Wastewater Treatment, Noxious Weeds, Flood Control District

**Fleet Administration:** Fleet Motor Pool, Fleet Management Equipment, Fleet Wastewater Equipment Repair & Replacement

**Airport & Ferry Facilities:** Airport and Marine Services

**Transit:** Transit and DOT Director

Due to rounding, figures may not add to 100%.

# INTRODUCTION

The King County Physical Environment departments support services related to building and land use permitting; community and regional parks; various recreational programs; solid waste disposal; surface water management; wastewater treatment; road and bridge maintenance and improvement in the unincorporated area; and transit operations. These services are delivered by three county departments:

- Department of Natural Resources and Parks (DNRP),
- Department of Permitting and Environmental Review (DPER), and
- Department of Transportation (DOT).

These departments are supported by dedicated funding sources and provide services that enhance the quality of life and economic vitality of the Puget Sound region.

**The Department of Natural Resources and Parks (DNRP)** serves as the steward of the region's environment. DNRP protects the region's water and land and natural habitats by ensuring the safe disposal of and reuse of wastewater and solid waste, and providing natural areas, parks, regional trails and recreation programs. It provides these services through five divisions: DNRP Administration, Wastewater Treatment Division, Water and Land Resources Division, Solid Waste Division, and the Parks and Recreation Division.

**The Department of Permitting and Environmental Review (DPER)** is responsible for regulating and permitting all building and land use activity in unincorporated King County. DPER is primarily an enterprise fund, with a permit review and inspection program that supports itself with fees charged to permit applicants. In addition, DPER's code enforcement program is supported primarily by the General Fund.

**The Department of Transportation (DOT)** provides services related to public transportation, community outreach on transportation issues, road construction and maintenance, regional aviation, passenger ferry service, and fleet management. It provides these services through six divisions: the DOT Director's Office, Transit Division, Marine Division, the King County International Airport, Road Services Division, and Fleet Administration.

# DEPARTMENT OF NATURAL RESOURCES AND PARKS ADMINISTRATION

## Mission

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Provide regional parks and trails, protect the region's water, air, land, natural habitats and historic properties, and reduce, safely dispose of, and create resources from wastewater and solid waste.

## Overview

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The Department of Natural Resources and Parks Administration (DNRP Admin) provides leadership, oversight, and support to the department's four operational divisions: Parks and Recreation, Solid Waste, Wastewater Treatment, and Water and Land Resources. In addition, DNRP Admin provides oversight and administration to the King County Historic Preservation Program (HPP), Community Service Area Program (CSA), and the County's Strategic Climate Action Plan (SCAP).

DNRP Admin is organized into four main sections: Administration, the King County Historic Preservation Program, the Community Service Area Program, and the Strategic Climate Action Plan section. HPP is responsible for designating and protecting significant historic and archaeological sites within the unincorporated area of King County and in eighteen cities that have agreements with the County for these services. HPP is funded primarily by a \$1 document recording fee surcharge accounted for in the Historical Preservation and Historic Programs Fund (HPPH) created in 2010. The CSA program is aimed at increasing public engagement with unincorporated areas of King County and is funded by various agencies through the CSA allocation model. The SCAP section's climate goals are advanced by several initiatives that are designed to improve King County's environmental stewardship of its resources and create the foundation from which the Department can launch other climate mitigation and adaptation initiatives. The SCAP is funded by various agencies through the climate allocation model which is based on greenhouse gas emissions of the paying agencies.

The DNRP Admin appropriation unit A38100 is located in the Solid Waste Operating Fund 000004040. The HPPH Fund is Fund number 000001471.

## 2017-2018 Problems, Opportunities and Priorities

The 2017-2018 DNRP Admin budget includes a consolidation of SCAP costs into a central climate cost center. Previously, these costs were budgeted and paid for by several divisions throughout the County. This change will lead to increased efficiencies in paying invoices and reporting on costs. These central climate related costs include regulatory dues to the Puget Sound Clean Air Agency; funding to support climate partnerships, memberships, reporting and consulting; and funding for four climate staff positions, three of which use existing FTE authority. These positions are the major addition from last biennium; three of the four were recommended in the 2015 King County Strategic Climate Action Plan (SCAP) and the fourth is the existing Director of Climate and Energy Initiatives who is responsible for leading the effort on confronting climate change in the County. These costs are charged to departments based on their operational greenhouse gas (GHG) emissions with DNRP and the Department of Transportation paying the majority and Facilities Management Division paying a smaller amount.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

DNRP Admin provides leadership and coordination of department Equity and Social Justice (ESJ) efforts by:

- Providing technical assistance for Divisions in applying the Equity Impact Review process/tool, community engagement guide, and related tools
- Mapping the status and trends of determinants of equity that align to DNRP functions.
- Evaluating employee survey data and using ESJ audit tools to guide and track workplace practice improvements.
- Developing and delivering training that informs, engages and empowers staff, sections and work units in advancing the ESJ policy intent.
- Coordinating department ESJ team and work program development and monitoring and
- Serving as DNRP liaison to the ESJ Inter-branch team and committees.

### Strategic Climate Action Plan (SCAP)

In addition to the creation of the SCAP section described above, DNRP Admin is taking these actions in 2017-2018:

- Continue the Carbon Neutral Pilot program to help the department achieve carbon neutrality by 2017. Each division sets aside funds based on a proportion of its energy consumption that is then invested in energy efficiency and GHG reduction projects.
- Continue the Energy Conservation Initiative, which includes providing support and guidance to county agencies on how to reduce energy usage, helping with applying for energy grants, and conducting energy audits at several DNRP facilities to determine where improvements can be made.
- Establish a Green Bond Program to expand the base of investors who invest in King County and generate greater awareness of the climate centric initiatives underway at the County.

### Best Run Government

DNRP Admin has created a new Chief Administrative Officer who in addition to tracking division level efforts related to ESJ, SCAP, efficiency, and employee engagement goals within the department, will also ensure that the department's business functions and administrative operations are effectively managed to successfully support the department's services and goals and the County Strategic Plan. This position will increase coordination and collaboration inside and outside of the department. Higher employee engagement corresponds with increased attendance productivity, lower rates of absenteeism, lower turnover, and improved service to customers.

## 2017-2018 Executive Proposed Operating Budget NATURAL RESOURCES AND PARKS ADMINISTRATION (EN\_A38100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>13,436,591</b>	<b>13,412,187</b>	<b>29.3</b>	<b>0.0</b>
Base Budget Adjustments	267,354	148,933	(0.5)	0.0
Decision Package Adjustments	2,544,645	2,687,470	3.3	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>16,248,590</b>	<b>16,248,590</b>	<b>32.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>16,249,000</b>	<b>16,249,000</b>	<b>32.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Addition of Chief Administrative Officer Addition of a Chief Administrative Officer to the Department of Natural Resources and Parks. This position ensures that the department's business functions and administrative operations are effectively managed to successfully support the department's services and goals and the County's strategic plan. Work is executed in coordination and collaboration with other agencies and stakeholders in King County government and with community partners as appropriate.	461,915	0	1.0	0.0
(DS_002) Increase the Historic Preservation Program's Archaeologist's FTE to 1.0 Increase the Historic Preservation Program's (HPP) Archaeologist FTE from 0.75 to 1.0 to meet the increasing level of demand associated with below-ground environmental reviews due to more agencies becoming compliant with the Cultural Resources Procedures.	0	0	0.3	0.0

**2017-2018 Executive Proposed Operating Budget**  
**NATURAL RESOURCES AND PARKS ADMINISTRATION (EN\_A38100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_120) New Central Climate Change Cost Center Create a new cost center in DNRP Admin where central climate-related costs will be located, allowing for increased efficiencies in paying invoices and reporting on costs. These climate costs include membership fees in climate-related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of the costs for four FTEs to help agencies across the County with climate related activities, including a Climate Engagement Specialist and Climate Preparedness Specialist located in DNRP Admin, and an Energy Policy & Partnerships Specialist and Director of Climate and Energy Initiatives located in the Executive Office. Two of these positions will be FTEs transferred from other divisions and departments: the Climate Engagement Specialist from the Wastewater Treatment Division and the Energy Policy & Partnerships Specialist from Fleet Administration. The Director of Climate and Energy Initiatives position already exists in the Executive Office. The Climate Preparedness Specialist is a new FTE.	2,151,856	2,151,856	2.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Adjust HPP Loan-Out charges to agencies Adjust the amount HPP staff charge out to the other agencies as part of their environmental review work.	(8,936)	0	0.0	0.0
(TA_050) Revenue Adjustments Revise revenues to match current forecasts. Revisions are based on the DNRP overhead model that charges DNRP divisions based on their share of total expenditures for the department.	0	504,489	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	33,000	0	0.0	0.0
(TA_200) Community Services Area Revenue Update Update the collection of revenues for the Community Services Area (CSA) program. Costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates. The cost allocation model that determines this revenue collection is based on projected CSA staff hours per agency over the biennium.	0	31,126	0.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**NATURAL RESOURCES AND PARKS ADMINISTRATION (EN\_A38100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	(93,190)	0	0.0	0.0
Total Decision Package Adjustments	2,544,645	2,687,470	3.3	0.0



## 2017-2018 Executive Proposed Operating Budget HISTORIC PRESERVATION PROGRAM (EN\_A84600)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>1,532,550</b>	<b>919,470</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(565,000)	0	0.0	0.0
Decision Package Adjustments	128,924	106,368	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>1,096,474</b>	<b>1,025,838</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>1,097,000</b>	<b>1,026,000</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Update Transfer to Historic Preservation Program Update the transfer from the Historic Preservation and Historical Programs (HPP) Fund to the Historic Preservation Program (HPP) in Fund 4040. The HPP fund is the main source of revenue for the HPP program.	128,924	0	0.0	0.0
(TA_050) Revenue Adjustments Revise revenues to match current forecasts. Revisions are based on the Office of Economic and Financial Analysis forecasts for recorded documents.	0	106,368	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>128,924</b>	<b>106,368</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Historic Preservation & Historical Programs Fund /000001471**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>85,932</b>	<b>135,859</b>	<b>65,223</b>	<b>10,467</b>
<b>Revenues</b>				
Document Recording Fee	994,500	1,023,838	1,103,314	1,171,658
Misc Revenue	2,427	2,000	2,000	2,000
Bond Proceeds Transfer <sup>4</sup>	500,000			
<b>Total Revenues</b>	<b>1,496,927</b>	<b>1,025,838</b>	<b>1,105,314</b>	<b>1,173,658</b>
<b>Expenditures</b>				
Transfer to Historic Preservation Program	(882,000)	(1,096,474)	(1,160,070)	(1,231,994)
Historic Barns Grant Program	(500,000)			
Transfer to DNRP Admin for the Cultural Resources Protection Project Phase 3 Contract	(65,000)			
<b>Total Expenditures</b>	<b>(1,447,000)</b>	<b>(1,096,474)</b>	<b>(1,160,070)</b>	<b>(1,231,994)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	135,859	65,223	10,467	(47,868)
<b>Reserves<sup>5</sup></b>				
Rainy Day Reserve (30 days)	(59,466)	(45,061)	(47,674)	(50,630)
<b>Total Reserves</b>	<b>(59,466)</b>	<b>(45,061)</b>	<b>(47,674)</b>	<b>(50,630)</b>
Reserve Shortfall	-	-	37,207	98,498
<b>Ending Undesignated Fund Balance</b>	<b>76,394</b>	<b>20,162</b>	-	-

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by OEFA.

For the 2015-2016 Estimated, there is a new adjustment based on the retirement of a tenured staff on May 5, 2016. This Step 10 position was replaced with a new employee at Step 2 late July 2016. The savings from this change reduces the actual expenses for 2015-2016 by \$36K and \$50K charges associated administrative charges for the Historic Barns Grant Program.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth based on PSB Financial Planning Expenditure Assumptions and Guidance updated 3/8/2016 and reflect the most recent estimates, including outyear impacts of supplementals, if applicable.

<sup>4</sup> These bond proceeds are from the 2016 LTGO Taxable Bonds for Cultural Development Authority and used to fund the Historic Barns Grant Program.

<sup>5</sup> The Rainy Day Reserve is calculated using 30 days of expenditures  
This plan was updated by John Walsh on 8/31/16.

# PARKS & RECREATION DIVISION

## Mission

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We steward, enhance and acquire parks to inspire a healthy community.

## Overview

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The Parks and Recreation Division (Parks) within the King County Department of Natural Resources and Parks (DNRP) encompasses more than 200 park sites, 175 miles of regional trails, 28,000 acres of natural lands and open space, and the White Center Teen and Greenhouse programs. With the help of strong relationships with non-profit, corporate, and community partners, Parks provides recreational opportunities for King County residents and protects our region's public lands, leaving a legacy for future generations.

In August 2013, King County voters approved the 2014-2019 King County Parks, Trails, and Open Space Replacement Levy (Parks Levy) which provides approximately 80 percent of the division's operating revenues, as well as over half of the division's capital funding. The enacting ordinance and associated Parks Levy Task Force directs the expenditures and projects funded by the levy consistent with the division's goals:

1. Take care of King County's existing system of parks and trails, ensuring the system remains clean, safe and open;
2. Grow and connect regional open space and natural lands, protecting habitat important for fish and wildlife and providing recreation opportunities;
3. Improve regional trails and non-motorized mobility, ensuring that essential connections are completed and existing trails are maintained; and
4. Make parks and recreation opportunities more accessible for all King County residents to enjoy.

The *2002 Parks Business Transition Plan* was the original blueprint for the King County Parks system of today which focused its lines of business on regional parks and trails, backcountry trails, natural lands, local parks in the unincorporated areas of King County, partnerships, and entrepreneurial initiatives.

## 2017-2018 Problems, Opportunities and Priorities

In 2015-2016, the Parks Division worked in collaboration with the Office of Performance, Strategy and Budget on a Line of Business (LoB) planning effort. This process focused on two problems:

1. How can Parks address the gap between its operational resources and the anticipated growth in the region and its inventory, while still addressing the long-term policy commitments when its main source of funding ends in 2019 and without jeopardizing future funding support?
2. How can Parks support and invest in high need communities in order to increase access to parks, facilities, trails, events, etc.?

The plan explored alternatives to address these problems and the budget was developed to include recommended actions or activities to be implemented within the 2017-2018 Biennium. These include proposals that:

- Invest in historically underserved communities through the Equity and Social Justice investments (described in the Alignment with Executive Strategic Initiatives section),
- Build internal capacity to meet future anticipated demand from additional trail miles and open space acquisitions,
- Review maintenance and operation standards and increase efficiency to build internal capacity,
- Improve capital project implementation consistent with levy commitments,
- Prepare for future funding options beyond the current levy period, and
- Support the Strategic Climate Action Plan (SCAP) goal areas and priority actions.

Key opportunities and priorities in 2017-2018 for the Parks Division include:

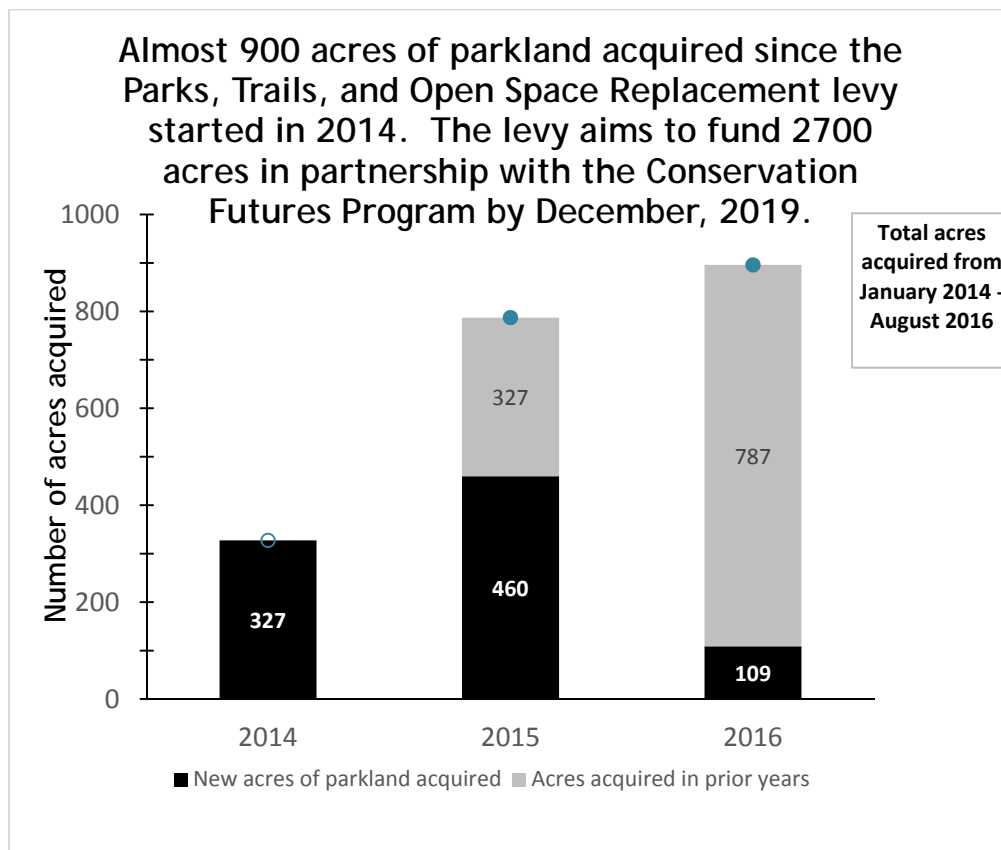
### **Overall Improved Regional Economy**

- Overall, the region's strengthening economy will have a positive effect on the Division:
  - A stronger economy continues to attract people to King County. This increases demand for and use of parks and trails, which also can result in business revenue from user fees and entrepreneurial activities.
  - The assessed value of property in King County has come in higher than forecast during levy planning; higher levy proceeds will enable the division to focus more resources on repair and preservation of its aging infrastructure.

### **Open Space Acquisitions for Passive/Natural Lands**

- King County Parks manages more than 22,000 acres of forest land. Of this acreage, roughly 3,800 acres are designated as working forests and are managed by the division's Forestry Program to balance timber harvests with resource protection and restoration through sustainable and adaptive forest practices. The remaining forestland is dispersed across 18,600 acres of open space sites and ecological natural areas.

- The Parks Levy is further leveraged by matching grants through the local Conservation Futures Tax (CFT) for properties recommended by the Conservation Futures Citizens Committee. Open space acquired through these funds is available for passive recreation.
- Approximately ten percent of the proceeds of the Parks Levy are designated for acquisition over the course of the levy period.
- There has been strategic policy direction to acquire more acres of open space and natural areas. The current growth rate is between 400-600 acres each year with a target of 1,000 acres of growth per year. A strong real estate market has resulted in higher costs for open space acquisitions, which could be a risk to this goal.
- As Parks' inventory of open space grows the need for operating and maintenance of these passive and natural lands will increase.
- This budget includes specific property acquisitions in the capital budget that drive operating budget and FTE increases to support the maintenance needs of a growing system.
- The chart below displays the total number of cumulative acres added to the open space inventory since 2014, the first year of the existing Parks Levy.



### **Regional Trails**

- The Regional Trail System is the largest capital improvement category within the 2014-2019 Parks Levy.
- The 2017-2018 budget proposals continue to invest in the trail system to meet the levy commitments and complete key segments that will help to expand and connect the network of regional trail corridors such as South Sammamish segments along the East Lake Sammamish Trail and the Lake to Sound Trail in south King County.
- This budget proposal also includes major rehabilitation and emergency repairs to soft surface and paved trails throughout the trail system. Paved trail surface improvements for long trail segments can help to extend the lifetime of the trail for many years and also enhance the user experience.

### **Future Funding Planning**

- The current Parks Levy provides clear direction as well as stable funding for the six-year period. This Levy expires at the end of 2019.
- Parks will start planning for future funding in the 2017-2018 biennium. This budget adds necessary resources to begin the preparation of funding options to replace the existing Parks Levy. The Division will gather data in 2017 and convene a task force in 2018 to prepare for presenting funding options in 2019.

### **Central Maintenance Facility**

- The Parks Capital Improvement Program (CIP) budget includes continued funding for design of the new Parks Central Maintenance Facility and implementation of utility improvements at the Renton site.
- The facility is being designed to meet the growing operating and maintenance needs of the Parks system as a result of growth in open space and the regional trails network.
- Once this facility is completed, Parks will relocate crews from the Sunset and Cougar Mountain maintenance facilities, which are in need of replacement; this will avoid future renovation costs of those facilities.
- This facility will be designed with a LEED Platinum standard, per Goal Area 3 in the Strategic Climate Action Plan (SCAP).

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

As part of Line of Business planning, Parks explored ways to support and invest in historically underserved communities to increase access to parks, trails, facilities, and events. Until the 2015-2016 biennium, 75 percent (approximately \$2.8 million per year) of the Rental Car Sales tax was devoted to paying debt service on Kingdome roof repair bonds and 25 percent supported Parks' Youth Sports Facilities Grant program. Now that the Kingdome bonds are retired, the 75 percent of Rental Car Sales Tax is available for youth sports activities. The availability of these funds to support historically underserved youth will advance Equity and Social Justice throughout the King County Parks system. The 2017-2018 Proposed Budget provides grants and programming to improve recreational opportunities for underserved youth in King County through the following categories:

- **Recreational Access Grants:** The grants will focus on communities of opportunity to foster youth access to the outdoors and recreation and support participation in youth sports.
- **Parks and Recreation Improvement Grants:** The grants will have a low-to-no match requirement for permanent recreation amenities installed in King County Parks in underserved areas.
- **Recreational programming:** The program will serve Skyway and East Federal Way, providing some programming similar to that delivered through the White Center Teen Program.

As the programs are developed, 2017 will focus on improvements to Skyway Park as well as an Equity in Youth Recreation analysis to assess the barriers that prevent youth from accessing outdoor and other recreational opportunities in order to inform the grant development focus and process. The 2016 unused fund balance will be transferred to the Parks CIP program for investments in Steve Cox ballfields.

The Parks Operating budget includes staffing increases at the White Center Teen Program to provide additional classes and activities for the youth participants, adds funding for internships for low-income students, increases funding for the Greenhouse program to provide opportunities for residents at the YWCA Passage Point House, and reclasses two supported employees in order to expand their job opportunities within the division.

The proposed Parks CIP focuses on regional trail investments such as the Lake to Sound Trail that will expand access to recreation and non-motorized transportation facilities in underserved communities. The Mobility Connections Project also includes two projects in South King County: one in Tukwila and another in Kent.

The proposed Parks CIP also focuses on major maintenance and investments in improving numerous parks countywide, including within the urban unincorporated area. Projects include facilities and structures at Steve Cox Memorial Park, Skyway Park, and playground improvements at Coalfield Park, Maplewood Park, and Dick Thurnau Park; these are all located in historically underserved communities. Additional funding will ensure that ball fields, sport courts, parking lots, and restroom facilities are clean, safe, open, and accessible for park users in many south King County communities.

### Strategic Climate Action Plan (SCAP)

The division's proposed CIP demonstrates an on-going commitment to improve sustainability and address the impacts of climate change through a continued focus on open space acquisition and development of regional trails to sequester and reduce carbon emissions.

The division plays an active role in King County's overall conservation vision, cultivating an environmental and stewardship ethos through public land management and recreational opportunities. The division manages 28,000 acres of open space for recreation and conservation and 175 miles of regional trails for recreation and non-motorized transportation. The open space lands are largely in a natural state. Therefore, the division has comparatively few built facilities or systems that contribute to King County's energy consumption. Protecting open space is a priority action in Goal Area 5: Forests and Agriculture in the SCAP. Parks also has an active role in Goal Area 5, measure 2, target 2: plant one million native trees between 2015 and 2020. The 2017-2018 Proposed Budget includes additional funding for the volunteer program to hire seasonal interns to lead volunteer events on King County lands to support this goal.

Regional trails provide a non-motorized transportation alternative to local roadways, reducing vehicle miles traveled and associated fuel consumption and carbon emissions. The SCAP Goal Area 1 on Transportation and Land use has a target of construction of 15 miles of additional regional trails by 2020. As of 2014, 189 miles of regional trails are constructed or open or in final stages of construction, engineering, or design.

The proposed 2017-2018 budget includes the creation of a new program (Parks Energy Efficiency Program) aimed at reducing energy and greenhouse gas emissions, as well as reducing short-term and long-term energy costs. Specific efforts of this program will leverage grant funding to include additional solar installations at the King County Aquatic Center and Steve Cox Memorial Park and retrofitting of existing lighting systems with new LED lighting at a number of Parks facilities, ballfields, and sport courts.

### **Best Run Government**

In 2017-2018 Parks will review maintenance and operations standards and procedures to increase efficiency and build internal capacity to meet forecasted future needs. This includes hiring a Lean Program Manager in the Parks Operations & Maintenance Section to implement and maintain an on-going Continuous Improvement Program for Parks. It also includes an internal special duty assignment within Parks to follow up on the Future of Parks retreat and resource requests to support professional development and cross-training throughout the organization.

## **Capital Improvement Program**

The Parks Division's Capital Improvement Program (CIP) supports open space acquisition and stewardship to enhance King County's natural and ecological lands; the construction and rehabilitation of regional and rural park facilities; and the development of regional and backcountry trails for the benefit of King County residents. The Parks' CIP program is primarily supported by two revenue sources: the 2014-2019 Parks, Trails and Open Space Replacement Levy (Parks Levy), and the Real Estate Excise Tax (REET). In addition, in 2017-2018, the program will be supplemented with revenue from a portion of the Rental Car Sales Tax and various grant awards from the Puget Sound Regional Council and the Washington State Recreation and Conservation Office (RCO).



## 2017-2018 Executive Proposed Operating Budget PARKS AND RECREATION (EN\_A64000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>82,688,450</b>	<b>83,075,702</b>	<b>202.4</b>	<b>0.0</b>
Base Budget Adjustments	84,682	841,694	0.0	0.0
Decision Package Adjustments	4,463,193	3,504,531	16.8	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>87,236,326</b>	<b>87,421,927</b>	<b>219.1</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>87,237,000</b>	<b>87,422,000</b>	<b>219.1</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Open Space Stewardship Add two parks specialist II FTE positions and two vehicles to support the growing inventory of open space lands. The 2014-2019 King County Parks Levy included an annual inflation-adjusted allotment for stewardship of newly-acquired natural lands. This represents the 2017 Open Space Stewardship allotment.	470,183	0	2.0	0.0
(DS_002) Arborist Program Create an arborist program for the Parks Division, including two arborist FTEs, two vehicles, a wood chipper, and various supplies. The 2014-2019 King County Parks Levy included an annual inflation-adjusted allotment for stewardship of newly-acquired natural lands. This represents the 2018 Open Space Stewardship allotment.	414,963	0	2.0	0.0
(DS_003) Grounds Crew Triad for Small Capital Projects Add a truck driver, equipment operator, and utility worker to deploy to capital projects. The three positions will work together as a team on projects such as improving ADA accessibility, drainage installation, replacing culverts and fish passages, and demolitions of structures on newly acquired properties.	578,497	746,347	3.0	0.0

## 2017-2018 Executive Proposed Operating Budget PARKS AND RECREATION (EN\_A64000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_004) Improving Capital Project Implementation Convert five unbudgeted capital project manager TLTs to FTEs and add a business and finance officer II to the capital program. There is demand for continued capital improvements to King County Park facilities well beyond the term of the current levy. The current regional trail system model includes construction of trail segments through 2031. A continuation or acceleration of open space acquisition will also come with the need to build trailheads for public access and recreation. Conversion of TLTs to FTEs will leverage institutional knowledge and build internal capacity.	594,520	0	6.0	0.0
(DS_005) Regional Trail System Development and Management Convert one project manager TLT to an FTE to focus on planning and implementation of the Mobility Connections capital project and support other regional trail system -related projects such as Equity and Social Justice in the regional trail network and multimodal integration of the regional trail system with other modes of transportation. The request also supports implementation of regional trail projects including addressing encroachments along the regional trail right-of-way.	648,969	160,577	1.0	0.0
(DS_006) Increase Staffing to Advance Equity and Social Justice Goals Internally and in the Community Increase staffing at the White Center Teen Program by 1.25 FTEs to provide adequate staffing and additional classes and/or activities for underserved youth participants; add funding for internship opportunities for low-income students; increase funding for the Greenhouse to provide volunteer opportunities for residents at the nearby YWCA Passage Point house; increase FTE authority for two supported employees from part-time to full-time and reclassify these positions from park aide to park specialist I so that they can perform more field work.	615,877	0	1.8	0.0
(DS_007) Strategic Climate Action Plan Implementation Convert a program manager (PPM II) TLT to an FTE to manage natural resource lands in the Bear Creek geographic area. This request also adds resources to contract for additional forestry services, hazardous tree removal, and replacement of small equipment (such as ride-on brush cutters) with greener alternatives to reduce energy and resource use.	568,969	160,577	1.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### PARKS AND RECREATION (EN\_A64000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_008) Re-Tree King County Add funding to the Volunteer program to hire work study or undergraduate seasonal interns from the University of Washington Urban Horticulture Program to lead volunteer events on King County lands. This supports the SCAP target to plant one million native trees between 2015 and 2020 as part of the Re-Tree King County program.	200,000	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust the Parks and Recreation Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	19,286	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Best Run Government - Future of Parks Add funding to support professional development and cross-training, overlap staffing to transfer institutional knowledge for employees who are nearing retirement, and supplies and training for emergency preparedness. This increase also adds supplies and a vehicle to support a reclassified lean position to support improvement strategies for parks maintenance and operation.	348,400	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Adjustments to Account for Inflation and Historical Spending Adjust several accounts for inflation and cost increases including supplies and utilities, and redistribute budget to align with projected and historical spending patterns.	472,993	0	0.0	0.0
(TA_002) Other Vehicle Adds Add four vehicles to replace vehicles currently on short-term loan from Fleet Administration.	163,600	0	0.0	0.0
(TA_003) Surface Water Management / Drainage Fees Increase the utility account for the surface water management fee to reflect additional land coming into the Parks inventory as well as an assumed rate increase in 2017-2018.	491,400	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget  
PARKS AND RECREATION (EN\_A64000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_004) Reflect Capital Program Staff Charging to Capital Projects Adjust the budgeting of capital costs to more accurately reflect the way the program costs are recorded in the financial system. Roughly 80 percent of capital program staff is charged directly to capital projects.	(1,046,281)	(1,046,281)	0.0	0.0
(TA_005) DNRP Director's Office Update the DNRP Director's office cost allocation model.	134,550	0	0.0	0.0
(TA_006) Post-2019 Funding Development Add necessary resources to begin preparation of funding options to replace the existing Parks levy, which expires in 2019. The division will gather data in 2017 and convene a task force in 2018 to prepare for presenting funding options in 2019.	224,450	0	0.0	0.0
(TA_050) Revenue Adjustments Adjust account-level revenue projections for 2017 and 2018, including Parks levy proceeds, facility user fees, entrepreneurial endeavors, and capital project reimbursement.	0	3,483,311	0.0	0.0
(TA_110) Net Zero Adjustments Adjust to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(934,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	10,500	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	70,000	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget  
PARKS AND RECREATION (EN\_A64000)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	(3,070)	0	0.0	0.0
<b>Central Rate Adjustments</b>	419,388	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	4,463,193	3,504,531	16.8	0.0

**2017-2018 Proposed Financial Plan  
Parks and Recreation /000001451**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>9,859,629</b>	<b>10,529,491</b>	<b>12,398,182</b>	<b>12,212,194</b>
<b>Revenues</b>				
Levy Proceeds	65,197,381	69,242,287	36,371,735	
Business Revenue	10,609,704	11,255,836	5,882,421	
CIP Reimbursement	3,971,295	6,189,967	3,182,198	
Levy Administration Fee	336,033	633,837	180,000	
Interest Earnings	89,539	100,000	50,000	
<b>Total Revenues</b>	<b>80,203,952</b>	<b>87,421,927</b>	<b>45,666,354</b>	<b>-</b>
<b>Expenditures</b>				
Parks Operations & Maintenance	(71,429,720)	(80,128,157)	(43,132,734)	(12,212,194)
Capital Planning/Land Management	(3,971,295)	(6,189,967)	(3,182,198)	-
Community Partnerships & Grants	(1,687,075)	(1,652,202)	(841,081)	
WSU Cooperative / 4-H	(200,000)	(200,000)	(100,000)	
Vacancy Contra	-	934,000	467,000	
Transfer to Capital Fund 3160 <sup>4</sup>	(2,246,000)	-	-	
<b>Total Expenditures</b>	<b>(79,534,090)</b>	<b>(87,236,326)</b>	<b>(46,789,013)</b>	<b>(12,212,194)</b>
<b>Estimated Underexpenditures</b>	<b>-</b>	<b>1,683,090</b>	<b>936,670</b>	
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>10,529,491</b>	<b>12,398,182</b>	<b>12,212,194</b>	<b>-</b>
<b>Reserves</b>				
Rainy Day Reserve <sup>5</sup>	(9,941,761)	(10,904,541)	(11,697,253)	
Business Revenue Contingency <sup>6</sup>	(1,000,000)	(1,000,000)	(500,000)	
<b>Total Reserves</b>	<b>(10,941,761)</b>	<b>(11,904,541)</b>	<b>(12,197,253)</b>	<b>-</b>
Reserve Shortfall	412,270	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>493,642</b>	<b>14,941</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates that are consistent with 2015 actual expenditures and 2016 spending patterns year-to-date.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Out-year projections assume revenue and expenditure growth based on the 2014-2019 Parks Levy model and the August 2016 OEFA forecast. The 2019-2020 Projected column only includes revenue and expenditures for 2019, when the 2014-2019 Parks, Open Space, and Trails Replacement Levy expires. The out-year forecasts assume no other revenues are received because of the difficulty of projecting how the Parks Division would operate without a levy.

<sup>4</sup> In the 2016 Mid-Biennial Adjustment, the Parks Division requests transferred \$2.246 million of accumulated, unspent business revenues in the fund balance to purchase a surplus property owned by the King County Road Services Division.

<sup>5</sup> The Rainy Day Reserve will equal three-months of budgeted expenditures by the end of the 2014-2019 Levy, in compliance with Motion 13764.

<sup>6</sup> The 2014-2019 Parks Levy Model assumes a 3% annual growth in business revenues (which includes proceeds earned from user fees and entrepreneurial initiatives). This contingency reserves additional fund balance in the event business revenues do not meet its annual target.

<sup>7</sup> This plan was updated by J. Lehman on August 26, 2016.

## 2017-2018 Executive Proposed Operating Budget PARKS OPEN SPACE AND TRAILS LEVY (EN\_A64200)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>134,226,888</b>	<b>132,680,482</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	672,086	2,218,492	0.0	0.0
Decision Package Adjustments	7,574,867	7,203,278	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>142,473,841</b>	<b>142,102,252</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>142,474,000</b>	<b>142,103,000</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Technical Adjustment Adjust appropriation authority to distribute levy proceeds from the proposed levy ballot measure to various organizations, as outlined in Ordinance 17568. Proceeds will be distributed as follows: 48.6 percent to the Parks Operating Fund, 37.4 percent to the Parks Capital Fund, 7 percent to cities within King County, and 7 percent to the Woodland Park Zoo.	7,831,836	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenue to reflect 99 percent of the August 2016 OEFA Parks Levy forecast.	0	7,203,278	0.0	0.0
<b>Central Rate Adjustments</b>	(256,969)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>7,574,867</b>	<b>7,203,278</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Parks Open Space and Trails Replacement Levy /000001453**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>1,486,322</b>	<b>371,590</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>				
2014-2019 Parks Levy	133,039,157	142,052,252	75,261,150	-
Interest Earnings	73,000	50,000	25,000	-
<b>Total Revenues</b>	<b>133,112,157</b>	<b>142,102,252</b>	<b>75,286,150</b>	<b>-</b>
<b>Expenditures</b>				
Parks Operating Fund 1451	(65,098,593)	(69,242,287)	(36,589,069)	-
Parks Capital Fund 3581	(49,595,483)	(52,752,365)	(27,875,450)	-
King County Cities	(9,561,745)	(9,873,437)	(5,217,330)	-
Woodland Park Zoo	(9,329,459)	(9,923,303)	(5,243,680)	-
Levy Administration	(641,610)	(682,450)	(360,621)	-
<b>Total Expenditures</b>	<b>(134,226,889)</b>	<b>(142,473,842)</b>	<b>(75,286,150)</b>	<b>-</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>371,590</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserves<sup>4</sup></b>				
<b>Total Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>371,590</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates that are consistent with 2015 actual expenditures and 2016 spending patterns year-to-date.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion, as well as the levy's enacting ordinance #17568.

<sup>3</sup> Out-year projections assume revenue and expenditure growth based on the 2014-2019 Parks Levy model and the August 2016 OEFA forecast. The 2019-2020 Projected column only includes revenue and expenditures for 2019, when the 2014-2019 Parks, Open Space, and Trails Replacement Levy expires.

<sup>4</sup> There are no reserves for this fund.

<sup>5</sup> This plan was updated by J. Lehman on August 22, 2016.



## 2017-2018 Executive Proposed Operating Budget YOUTH SPORTS FACILITIES GRANT (EN\_A35500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>2,506,223</b>	<b>1,765,246</b>	<b>1.0</b>	<b>0.0</b>
Base Budget Adjustments	(698,141)	9,846	0.0	0.0
Decision Package Adjustments	8,296,943	8,382,653	4.0	2.0
<b>2017-2018 Executive Proposed Budget</b>	<b>10,105,025</b>	<b>10,157,745</b>	<b>5.0</b>	<b>2.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>10,106,000</b>	<b>10,158,000</b>	<b>5.0</b>	<b>2.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Recreational Access Grants Provide grants to historically underserved youth to facilitate access to the outdoors and recreation, and support participation in youth sports. Add 1.5 project program manager III FTEs to manage and promote the grant process. Conduct an Equity and Youth Recreation analysis to assess barriers which prevent youth from accessing outdoor and other recreational opportunities to inform the grant program and process.	2,602,815	2,602,815	1.5	0.0
(DS_002) Park and Recreation Improvement Grants Provide grants for permanent recreation amenities installed within King County Parks that serve historically underserved communities. Add 0.5 project program manager III FTE to manage and promote the grant process. Fund improvements in Skyway Park while the program is developed.	1,401,516	1,401,516	0.5	0.0
(DS_003) Recreation Programming Add two recreational specialist FTEs and two recreational specialist TLTs to serve low-income areas in King County through direct programming for youth.	1,827,978	1,827,977	2.0	2.0

**2017-2018 Executive Proposed Operating Budget  
YOUTH SPORTS FACILITIES GRANT (EN\_A35500)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(DS_004) Capital Transfer for Steve Cox Park Improvements Transfer fund balance collected in 2016 to the Parks Capital Improvement Program for synthetic turf replacement and other improvements at Steve Cox Park.	2,000,000	2,000,000	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Technical Adjustment Align expenditures available for the Youth Sports Facilities Grant programming with 25 percent of the August 2016 Rental Car Sales Tax OEFA forecast.	427,675	0	0.0	0.0
(TA_002) Revenue Adjustment Revise budgeted revenue to reflect 75 percent of the August 2016 Rental Car Sales Tax OEFA forecast	0	253,579	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenue to reflect 25 percent of the August 2016 Rental Car Sales Tax OEFA forecast.	0	296,766	0.0	0.0
<b>Central Rate Adjustments</b>	36,960	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>8,296,943</b>	<b>8,382,653</b>	<b>4.0</b>	<b>2.0</b>

**2017-2018 Proposed Financial Plan**  
**Youth Sports and Recreation Fund<sup>1</sup>/000001290 - 000001291**

<b>Category</b>	<b>2015-2016 Estimated<sup>2</sup></b>	<b>2017-2018 Proposed Budget<sup>3</sup></b>	<b>2019-2020 Projected<sup>4</sup></b>	<b>2021-2022 Projected<sup>4</sup></b>
<b>Beginning Fund Balance</b>	<b>\$3,473,483</b>	<b>\$2,905,212</b>	<b>\$2,957,930</b>	<b>\$2,972,460</b>
<b>Revenues</b>				
Rental Car Sales Tax	\$1,903,723	8,114,518	8,463,239	8,899,219
Fund Balance Transfer from Fund 8400		\$2,000,000		
Interest Earnings <sup>5</sup>	\$34,228	\$43,227	\$75,061	\$115,199
<b>Total Revenues</b>	<b>\$1,937,951</b>	<b>\$10,157,745</b>	<b>\$8,538,300</b>	<b>\$9,014,418</b>
<b>Expenditures</b>				
Youth Sports Facility Grants Program <sup>6</sup>	(\$2,157,094)	(\$2,272,717)	(\$2,187,238)	(\$2,335,462)
Recreational Grants and Programming <sup>7</sup>	(\$349,129)	(\$5,832,310)	(\$6,336,532)	(\$6,660,790)
Transfer to Parks Capital Fund		(\$2,000,000)		
<b>Total Expenditures</b>	<b>(\$2,506,223)</b>	<b>(\$10,105,027)</b>	<b>(\$8,523,770)</b>	<b>(\$8,996,252)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$2,905,212</b>	<b>\$2,957,930</b>	<b>\$2,972,460</b>	<b>\$2,990,626</b>
<b>Reserves</b>				
YSFG Endowment (sub-fund 1291) <sup>5</sup>	(\$2,619,825)	(\$2,619,825)	(\$2,619,825)	(\$2,619,825)
Rainy Day Reserve <sup>8</sup>	(\$80,748)	(\$338,105)	(\$352,635)	(\$370,801)
<b>Total Reserves</b>	<b>(\$2,700,573)</b>	<b>(\$2,957,930)</b>	<b>(\$2,972,460)</b>	<b>(\$2,990,626)</b>
Reserve Shortfall	\$0	\$0	\$0	\$0
<b>Ending Undesignated Fund Balance</b>	<b>\$204,639</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Financial Plan Notes**

<sup>1</sup> Proposed Budget includes legislation with a code revision that broadens the scope of this fund to be able to receive and expend the remaining 75% of the rental car sales tax on recreational grants and programming, effective January 1, 2017.

<sup>2</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates that are consistent with 2015 actual expenditures and 2016 spending patterns year-to-date.

<sup>3</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from the Hyperion budgeting system, as well as proposed ordinance 2016-xxxx.

<sup>4</sup> Outyear projections assume revenue projects based on the July 2016 forecast from the Office of Economic and Financial Analysis.

<sup>5</sup> Interest earnings in this financial plan are assumed to come strictly from the YSFG Endowment, totaling \$2,619,825, which resides in subfund 1291. Interest from the endowment automatically transferring to Fund 1290 to help finance the YSFG program.

<sup>6</sup> 25% of rental car sales tax proceeds are to develop, renovate or repair sports facilities primarily serving persons under twenty-one years of age in low and moderate income communities within county via an annual request for proposal process.

<sup>7</sup> The remaining 75% of proceeds shall be used to provide grants and programming that increase recreational opportunities for youth in low and moderate income communities and communities of color in King County.

<sup>8</sup> Prior to 2017, the Rainy Day Reserve for this fund was calculated as one month of Total Revenues (1/24th). Starting in 2017, the Rainy Day Reserve will be calculated as one month of Rental Car Sales Tax proceeds to simplify the break-out between the fund's two uses.

<sup>9</sup> The financial plan was updated by J. Lehman on August 22, 2016.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3160 FMD-PARKS,REC,OPEN SPACE - Parks and Recreation

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1039583	<b>PKS AUDITOR CPO</b> ADMIN		\$8,982	Auditor Capital Project Oversight - Biennial allocation of Council Auditor Capital Project Oversight costs.
1039611	<b>PKS M:PARKS FACILITY REHAB</b> PROGRAMMATIC		\$1,536,530	<p>Parks Facility Rehabilitation - This on-going project implements recommendations identified in the 2012 Major Maintenance Reserve Study as well as emerging major maintenance needs throughout the county's parks system.</p> <p>This appropriation provides design, permitting and construction funds to address project needs in a variety of areas around the park system.</p>
1039848	<b>PKS ASSOC DLVP/ PARTNER PM</b> PROGRAMMATIC		(\$500,000)	<p>Community Partnership Grants - The Community Partnerships and Grants (CPG) Program provides funding for strategic partnerships that result in the development of new regional recreation facilities. The grants allow community based organizations to plan, design, permit, and construct recreation facilities on King County Parks land. This appropriation will fund those grants. The CPG program also handles the program management for these projects. CPG is an ongoing, annual program. It started in 2003.</p> <p>This requested amount has two offsetting requests totaling - \$500,000. One request of \$500,000 will be used to fund partnership opportunities for community groups in 2018. The other request is a technical adjustment to disappropriate \$1,000,000 that was budgeted in 2015-16 biennium as repayment of an inter-fund loan. Repayment of inter-fund loans does not occur as a budgeted expenditure but rather as a reduction to the loan balance as the anticipated revenue is received.</p>
1046228	<b>PKS ACQN EVALTNS MASTER</b> PROGRAMMATIC		\$200,000	Acquisition Evaluations Master - provides due diligence funding to evaluate and implement strategic open space acquisitions (either fee or easement).
1046229	<b>PKS M:MARYMOOR FIELDPARTNER</b> PROGRAMMATIC	✓	(\$571,592)	Marymoor Field Partnership - The project funded conversion of ballfields at Marymoor Park to synthetic turf in 2007, as well as a Baseball Fields Reconfiguration Study to develop viable options to increase the year-round multi-sports playability and revenue generating opportunities for the Baseball Fields 3, 4 and 5. Both projects are complete.
1121442	<b>PKS M:CIP MITIGATION MONITORNG</b> PROGRAMMATIC		\$640,500	<p>CIP Mitigation Monitoring - The CIP Mitigation Monitoring Program covers mitigation site monitoring, including evaluating health of native plantings and measuring native plant coverage; maintenance, including invasive plant removal and watering, and preparation of annual reports to regulatory agencies for review and approval.</p> <p>The 2017/2018 budget request is to fund mitigation site maintenance and monitoring program that will fulfill long term environmental commitments and on-going obligations related to permit conditions on completed major capital projects.</p>

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1122161	<b>PKS M: CENTRAL MAINT FACILITY</b> PROGRAMMATIC		\$6,700,000	Central Maintenance Facility - This project will fund the programming, siting, and design of new King County Parks Central Maintenance facilities and associated site re-development. This project also provides funding for partial construction of underground site utilities. Construction funding for site development will create new infrastructure meeting minimum code and municipal requirements including connecting to the municipal sewer system, connecting to separate fire and water services, provision of adequate power distribution system, and stormwater facilities. Project also includes construction of fleet and equipment parking, vehicle parking, and yard storage to the extent feasible on the 5.7 acre site while maintaining two existing buildings in continuous operations. This project will prepare the 5.7 acre site for a future construction phase which will replace the existing buildings with newer facilities.
1122162	<b>PKS M: SYNTHETIC TURF REPLACE</b> PROGRAMMATIC	✓	(\$1,321,648)	Synthetic Turf Replacement - This project plans for and creates a reserve to ensure timely repair/replacement of synthetic turf fields in King County's park system.
1129678	<b>PKS GRANT CONTINGENCY 3160</b> ADMIN		\$868,750	Grant Contingency 3160 - This is a new project to provide Parks with more flexibility on the budget side to deal with both anticipated and unanticipated future grant opportunities. The Grant Contingency request is being split between the two capital funds in Parks. A smaller portion of the Grant Contingency request is in Fund 3160 as compared to Fund 3581.
1129686	<b>PKS M: SMALL CAPITAL</b> PROGRAMMATIC		\$3,153,596	<p>Small Capital - The Small Capital program is an on-going project that funds emergent and time critical small capital construction or major maintenance with the use of in-house county forces. This project is known as Small Contracts and is currently in Fund 3490, Parks Facility Rehab. The current plan is to close Fund 3490 by year-end to consolidate projects and improve efficiency. The Small Capital program, previously referred to as "Small Contracts", will be created in Fund 3160 to carry on the scope of the Small Contracts project.</p> <p>This appropriation request funds for the design and implementation of emergent priority small projects in the Park System. High Priority projects included in this request include: high priority small culvert replacement projects, ongoing ADA pathway accessibility improvement projects, demolitions, Parks system signage, reroofing projects, fencing, shelters, and kiosks.</p>
1130265	<b>PKS PRESTON ATHLETIC FIELDS</b> STANDALONE		\$650,000	Preston Athletic Fields - This project will fund the timely repair/replacement of synthetic turf at two fields at Preston Athletic Fields in partnership with the Eastside Football Club. The fields were initially installed in 2008.
1130266	<b>PKS MARYMOOR PARK FIELDS</b> STANDALONE		\$2,400,000	Marymoor Park Fields - This project will fund the timely repair/replacement of synthetic turf at four fields at Marymoor Park. The fields were initially installed in 2008.
<b>3160 - FMD-PARKS, REC, OPEN SPACE</b>		<b>Total</b>	<b>\$13,765,118</b>	
<b>3581 PARKS CAPITAL - Parks and Recreation</b>				

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Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1044590	<b>PKS BEAR CREEK WATERWAYS</b> STANDALONE		\$349,695	Bear Creek Waterways - This project seeks to acquire key parcels for the protection and conservation of riparian habitat, floodplain, and adjacent wetlands in the Bear Creek Basin and improve public access to new and existing King County park lands.
1044592	<b>PKS CAPITAL PROJECT OVERSIGHT</b> ADMIN		\$50,341	Capital Project Oversight - Biennial allocation of Council Auditor Capital Project Oversight costs.
1044596	<b>PKS COUGAR MTN PRECIPICE TRL</b> STANDALONE		\$350,000	Cougar Mountain Precipice Trail - This project is to acquire the remaining 13 inholding parcels on the northeastern edge of Cougar Mountain Regional Wildland Park that would connect existing King County owned lands to the Talus Natural Area and other public lands.
1044598	<b>PKS COUGAR-SQUAK CORRIDOR PEL</b> STANDALONE		\$550,000	Cougar-Squak Corridor - Acquire approximately 28 acres (2 parcels) between Cougar-Squak, Talus Open Space, and Squak Mountain State Park, and adjacent to Cougar/Squak Corridor on the west, just south of Issaquah.
1044600	<b>PKS M:E Lake Samm Trail</b> PROGRAMMATIC		\$9,971,781	<p>East Lake Sammamish Trail (ELST) - The purpose of the ELST project is to design and construct an alternative non-motorized transportation corridor and a multi-use recreational trail along the former railroad corridor on the east side of Lake Sammamish.</p> <p>This request seeks appropriation authority for a \$500,000 state RCO (Recreation and Conservation Office) grant in WWRP (Washington Wildlife and Recreation Program) for a portion of the construction funding to construct the 1.3-mile South Sammamish Segment A. The project is located between SE 43rd St. and SE 33rd St. in the City of Sammamish.</p> <p>This request also seeks appropriation authority to:</p> <ol style="list-style-type: none"> <li>1) Provide the remaining construction funding to construct the 1.3-mile South Sammamish Segment A. The project is located between SE 43rd St. and SE 33rd St. in the City of Sammamish.</li> <li>2) Complete preliminary and final design including permitting on South Sammamish Segment B, the last segment of the trail located between Inglewood Hill Road and SE 33rd in the City of Sammamish. These segments (A &amp; B) are the fourth and fifth phases of a multi-phase Master Plan trail that will complete the entire 11-mile trail corridor and directly connect the cities of Redmond, Sammamish, and Issaquah. The ELST is a vital part of a 44-mile urban, regional trail system extending from Puget Sound in Seattle to the Cascade Foothills.</li> </ol>
1044668	<b>PKS FOOTHILLS REGIONAL TRAIL</b> STANDALONE		\$4,811,000	<p>Foothills Regional Trail - This project will connect the Foothills Trail in Pierce County to the Foothills Trail in King County. The design phase was initiated in 2016 for a 1.1 mile hard surfaced trail segment from 252nd street along the abandoned Burlington Northern Santa Fe Railway line to Mud Mountain Road and a short 750 foot long approach from Mud Mountain Road to the White River, including crossing of the river.</p> <p>This appropriation request funds construction phase of the hard surfaced trail segment. This appropriation request also includes funds</p>

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				for the design of a new bridge crossing the White River pending grant funds from WA State Recreation and Conservation Office (RCO). The scope may be adjusted based on future funding availability.
1044743	<b>PKS LWR CEDAR CONS AREA-PEL</b> STANDALONE		\$530,000	Lower Cedar Conservation Area - Acquire four parcels (15 acres) as additions to Dorre Don Reach Natural Area, east of Maple Valley on the Cedar River.
1044750	<b>PKS MITCHELL HILL DUTHIE</b> STANDALONE		\$500,000	Mitchell Hill Forest Additions - Fee simple acquisition of parcels near Mitchell Hill Forest, including two parcels owned by King County Roads.  This appropriation provides funding to acquire up to 126 acres of forested open space that will connect King County's Mitchell Hill Forest with adjacent WADNR lands. Located between Issaquah and Preston.
1044755	<b>PKS PATTERSON CREEK ADDTN-PEL</b> STANDALONE		\$25,000	Patterson Creek Addition - This project will acquire high value habitat parcels for addition to the Patterson Creek Natural Area, including Washington State DNR surplus parcels and other parcels targeted to preserve Patterson Creek and associated wetland. Fee simple acquisition of the remaining 39-acre WADNR parcel (located inside the UGA), to be added to Patterson Creek Natural Area. Primarily WRIA 8, portion in WRIA 7.
1044835	<b>PKS REGIONAL OPEN SPACE INITI</b> PROGRAMMATIC		\$7,474,000	Regional Open Space Initiative - The Regional Open Space Acquisition Initiative will preserve and restore hundreds of acres of natural lands throughout the county, providing environmental benefits and recreational opportunities that will enhance the quality of life for King County residents. Project proposals are consistent with the Conservation Futures Tax (CFT) Committee recommendations.
1047185	<b>PKS ENUMCLAW FORESTED FOOTHIL</b> STANDALONE	✓	(\$166,000)	Enumclaw Forested Foothills - This project is to acquire a publicly owned access point into the White River Forest in Southeast King County.  This budget request will reallocate a portion of the unused balance to a project 1123928 PKS M: SNO CORR REC PTNSHP and reserve in Parks Capital Fund 3581.
1112621	<b>PKS South County Regional Trail</b> PROGRAMMATIC		\$1,356,208	Lake-To-Sound Trail (South County Regional Trail) - The Lake to Sound Trail is collaboration between King County and five south county cities (Renton, Tukwila, Burien, SeaTac and Des Moines) to develop a 16-mile trail from Lake Washington to Puget Sound. The project is divided into multiple segments to allow phasing of design and implementation.  This proposed budget request is to fund Final Design for Segment C and Preliminary Designs for Segments D & E.
1114767	<b>PKS SNOQUALMIE-FALL CITY REACH</b> STANDALONE		\$371,000	Snoqualmie-Fall City Reach - Fee or easement acquisitions of 207 acres on the Snoqualmie River, downstream of the Raging River in the Fall City area. Acquisitions by King County will enable one or more salmon restoration projects, such as restoration of historic side channels, removal of revetment or levee facilities and setback projects.

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1114769	<b>PKS ISSAQUAH CREEK PROTECTION</b> STANDALONE	✓	(\$205,000)	Issaquah Creek Protection - The Parks Division will acquire a 25-acre parcel on Issaquah Creek, located several miles southeast of Issaquah.  This budget request will reallocate unused balance to a project 1044743 PKS LWR CEDAR CONS AREA-PEL in Parks Capital Fund 3581.
1114770	<b>PKS SOOS CREEK REGIONAL PARK</b> STANDALONE	✓	\$0	Soos Creek Regional Park - This project builds on a 2013 acquisition feasibility study to acquire lands for the southward extension of Soos Creek Park and Trail, and awards made for properties along Soos Creek. The target parcel is located within the habitat protection corridor between Kent and Covington, and into rural King County. This funding request would acquire over one-half mile of the Soos Creek corridor and associated Category 1 wetland, as combined with a recent 2015 purchase of adjacent land located on the southern boundary of Covington.  Scope is being expanded to include parcels owned by Washington State Department of Transportation on Soosette Creek in the Lower Soos Creek basin, 1.5 miles southwest of original project site. These parcels contain the stream corridor and surrounding forest.
1116947	<b>PKS MIDDLE FORK SNOQ NA ADD</b> STANDALONE		\$59,305	Middle Fork Snoqualmie Natural Area Add - This project will fund acquisition by King County of approximately 6.5 acres as an addition to King County's Middle Fork Snoqualmie Natural Area.
1116951	<b>PKS WETLAND 14</b> STANDALONE		\$330,000	Wetland 14 Natural Area - Acquire an inholding at Wetland 14 Natural Area, and additions to Spring Lake/Lake Desire Park.
1116958	<b>PKS MAURY IS ADDITIONS</b> STANDALONE		\$500,000	Maury Island Additions - The Parks Division will acquire fee on five targeted parcels (one owner, 40 acres) adding to Maury Island public lands.
1121155	<b>PKS M: EASTSIDE RAIL CORR (ERC)</b> PROGRAMMATIC		\$7,503,000	Eastside Rail Corridor - Master Planning of the King County-owned portion of the Eastside Rail Corridor (ERC) Regional Trail Project began in 2014 and will be completed in late 2016. The Eastside Rail Corridor was once owned by the Burlington Northern Santa Fe (BNSF) Railroad. King County's ownership is in the rail banked portion of the ERC, which extends from Renton north to Woodinville. King County also owns a 3.6 mile trail easement between Woodinville and Brightwater. The County has worked with its ERC partners as part of a Regional Advisory Council to establish policy guidelines for coordinated planning for the corridor. The goal of the King County Parks ERC Regional Trail project is planning, design, and construction of a continuous trail in the ERC. Segments owned by other owners (Kirkland and Redmond) already are in construction.  This appropriation funds the following: preliminary and final design on the Wilburton Segment of the ERC Regional Trail (between I-90 and 108th Avenue NE); completes final design on the NE 8th Street trail bridge in Bellevue; designs and constructs trail retrofits and repairs to trestles in the Lakefront Segment of the ERC (from I-90 south to Milepost 5 in Renton); designs and constructs parking areas for the trail in the Lakefront Segment, and sections of interim trail.
1121443	<b>PKS M: TRAILHEAD DEV &amp; ACCESS</b>		\$6,454,778	Trailhead Development and Access - The scope of this project includes needed trailhead and access development at park/trail locations



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	PROGRAMMATIC			<p>throughout the King County Parks system to provide access to 185 miles of maintained backcountry trails.</p> <p>The proposed funding will complete design, permitting, and construction on five high priority trailhead projects. When complete in 2019, a total of 11 new trailheads will be constructed by this program.</p>
1121444	<b>PKS M:STEVE COX MEMORIAL PARK</b> PROGRAMMATIC		\$2,098,728	<p>Steve Cox Memorial Park - The project consists of four renovations throughout the park as recommended in the 2008 Major Maintenance Study and the 2012 update: 1) Convert the multi-purpose ballfield from grass to synthetic turf including infrastructure upgrades such as lights and drainage upgrades; 2) Replacement of the 2,200 square foot built-up roof and 1,000 square foot perimeter cedar shake mansard roof at the racquetball court building; 3) Complete rehabilitation of the existing 38,000 square foot parking lot. The scope of work includes the preparation and repair of existing asphalt/subgrade defects, asphalt overlay, striping and the replacement of spalling wheel stops; 4) The stadium is in a state of deterioration due to water/weather intrusion. This project would replace the existing roof surface, repair existing roof framing, replace and add necessary gutters and downspouts, re-seal weather damaged CMU (concrete masonry unit) exterior walls, replace water damaged wallboard, flooring and doors in the press box area.</p> <p>This appropriation will fund completion of design and construction on the conversion of the grass field to synthetic turf including lighting and drainage.</p>
1121445	<b>PKS M:NEWAUKUM/BIG SPRING CRK</b> STANDALONE		\$400,000	<p>Newaukum Big Spring Creek - This project is ongoing restoration work in the basin: the major CIP work on Big Spring Creek and the small-scale plantings and restoration which have planted &gt;200,000 trees along Big Spring and Newaukum Creeks since 2007. Building the size of this natural area expands public land where beaver can recolonize sites and act as agents for restoration, thereby potentially reducing future drainage complaints on private lands.</p> <p>This request is to acquire approximately 36 acres (2 parcels) as additions to King County Parks' Big Spring/Newaukum Creek Natural Area. Parcels located fully or partially within Enumclaw. These acquisitions support ongoing restoration work in the basin.</p>
1121451	<b>PKS M:GRIFFIN CREEK NA</b> STANDALONE		\$70,000	<p>Griffin Creek Natural Area - This project would fund the fee simple acquisition of a 1.67-acre parcel addition to the Griffin Creek Natural Area, southeast of Carnation. Ongoing acquisition project to acquire missing links in the protection of Griffin Creek and connect two separate portions of Griffin Creek Natural Area.</p>
1121452	<b>PKS M:PINER POINT NATURAL AREA</b> STANDALONE		\$350,000	<p>Piner Point Natural Area - The project will acquire 4 parcels (8 acres) in fee as additions to Piner Point Natural Area.</p>
1121454	<b>PKS M:RTS GATEWAYS/TRAILHEADS</b> PROGRAMMATIC	✓	(\$573,545)	<p>Regional Trail Systems Transfer - This budget request will transfer the amount to fund activities associated with an Asset Management system project (1124055 in Fund 3581, Parks Capital)</p>

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1121455	<b>PKS M:RTS MOBILITY CONNECTIONS</b> PROGRAMMATIC		\$2,749,850	Regional Trail System Mobility Connections - Mobility Connections (MCs) are defined in the Regional Trails System (RTS) Network Vision (2012) as connections from existing and planned regional trails to important destinations - transit centers, city centers, and other regional destinations throughout the County. MCs are envisioned as new urban trails or on-road bike/ped facilities or other innovative approaches to extend the safety and mobility benefits of the regional trails to these important destinations. This project will continue to investigate the feasibility and plan these bicycle and pedestrian links from the RTS and will provide funding for up to four MC projects throughout the County in 2017-2018. Additional work program items relating to Mobility Connections and the Regional Trails System, such as MUTCD wayfinding and data collection and analysis, are also continuing to be funded through this project.
1121498	<b>PKS M:PLAYAREA REHAB</b> PROGRAMMATIC		\$1,003,500	<p>Play Area Rehabilitation Program - The project will fund the removal, rehabilitation, and upgrade of play structures and safety surfacing at regional, rural and UGA parks throughout the King County Parks system, as needed for safety. Depending on the current condition of a play area, rehabilitation will vary from full replacement of equipment and safety surfacing for some play areas, to partial equipment or surfacing replacement in other areas.</p> <p>Carryover from 2016 will be used to finish the rehabilitation of Skyway. Six additional play areas are targeted for rehabilitation in 2017 and 2018. The play areas in this scope include Coalfield, Maplewood, Marymoor South (both 2-5 year and 5-12 year areas), Lakewood/Dick Thurnau, and Redmond Ridge. ADA access to the play areas will also be enhanced as needed.</p>
1121499	<b>PKS M:BRIDGE&amp;TRESTLE PROGRAM</b> PROGRAMMATIC		\$2,700,000	<p>Bridge and Trestle Program - The Bridge and Trestle program is an ongoing effort to inspect, enhance, repair and replace (as needed) the bridge and trestle structures associated with King County Parks' Regional Trails System.</p> <p>The 2017-2018 requests includes funding for program administration, inspections, load ratings, and small repairs. This project also funds the replacement of a 96 foot trestle (#2178-29) on the Snoqualmie Valley Trail.</p>
1121500	<b>PKS M:REG TRL SURFACE IMPR</b> PROGRAMMATIC		\$3,616,035	Regional Trail Surface Improvement Program - This project will fund major rehab and emergency repairs to soft surface and paved trails throughout the 175-mile Regional Trails System (RTS). This work will include major resurfacing and repairs that exceed normal maintenance and will allow the Division to respond to emergency repairs or unforeseen trail issues as they occur to ensure trail usability and safety. The primary scope of work includes sub-base remediation, installation of root barrier, removal of and/or the repair/replacement of existing asphalt surfaces as applicable at multiple trail locations. This appropriation request also includes approximately \$3M worth of asphalt overlays of long trail segments and extends the trail lifetime for an additional 10-15 years.
1123804	<b>PKS M:GRN RVR TR EXT</b> PROGRAMMATIC		\$500,000	Green River Trail Extension - The Green River Trail currently ends at the Cecil Moses Memorial Park along the Duwamish River. The Green River Trail Extension will create a north-south trail connection

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				<p>adjacent to W Marginal Way Pl S between Cecil Moses Memorial Park and the City of Seattle limits.</p> <p>The 2017/2018 budget request will fund the Design Development and Environmental Permitting phase of the project. At the end of this phase additional funding appropriation will be required to develop construction contract documents for advertisement and bidding.</p>
1123892	<b>PKS M: BALLFLD, SPRT CRT REHAB</b> PROGRAMMATIC	✓	(\$460,000)	<p>Ballfield and Sport Court Rehabilitation Program - This is a maintenance program to address the backlog of dilapidated ball field and sports court facilities throughout the King County Parks system. The scope of work includes drainage repair (or turf conversion), subgrade/drainage repair, asphalt resurfacing and ADA accessibility improvements. New lighting systems will be installed, providing greater energy efficiency and safe, uniform lighting levels for the users.</p> <p>This budget request will transfer the amount to Parks Energy Efficiency Project in Fund 3581, Parks Capital fund.</p>
1123894	<b>PKS M: PK LOT &amp; PTHWY RHB</b> PROGRAMMATIC		\$1,338,500	<p>Parking Lot and Pathway Rehabilitation Program - This project will allow the Division to bring parking lots and pathways up to current design and safety standards. Major elements of the project include ADA accessibility, sub-base repair, paving, tree removal and installation of root barrier as needed.</p> <p>This appropriation funds design, permitting, and construction of pavement improvement projects in high priority locations within King County's Parks system. It also includes a feasibility study to address parking demands at and around county parks including but not limited to Petrovitsky Park.</p>
1123895	<b>PKS M: BLDG STRUCTURE</b> PROGRAMMATIC		\$566,765	<p>Building Structure Program - This project will assess, evaluate, rehabilitate and/or replace existing park buildings, systems, and facilities in order to ensure the safety of the public and staff.</p> <p>High priority projects in this 2017/18 appropriation request include capital investments in safety and systems at buildings and facilities located in the Cougar/Squak Corridor and Tolt MacDonald Park.</p>
1123896	<b>PKS M: DRNGE/SWR/WTR SYSTM RHB</b> PROGRAMMATIC		\$858,000	<p>Drainage, Sewer, Water System Rehabilitation Program - This project will assess, evaluate, rehabilitate and/or replace existing utility systems (drainage, water, and sewer) serving park buildings and facilities in order to ensure the safety of the public and staff.</p> <p>High priority projects in this 2017/18 appropriation request include capital investments in replacement of failing culverts in the Parks System.</p>
1123925	<b>PKS M: EMERALD NCKLCE TR</b> STANDALONE		\$500,000	<p>Emerald Necklace Trail - This grant request would provide for the acquisition of 8 parcels totaling 160 acres within the Patterson Creek Basin that would both serve as an addition to the County's Soaring Eagle Park and address some crucial missing links associated with the</p>

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				proposed "Emerald Necklace", an inter-jurisdictional effort to create a continuous 28-mile trail encircling the Sammamish Plateau within, and adjacent to, the City of Sammamish. This proposed trail project would connect many local/community trails currently located on public lands within the vicinity and the regional trails that surround Sammamish. Approximately 80% of the proposed Emerald Necklace trail is already in place. This request is anticipated to fund three of the targeted parcels.
1123926	<b>PKS M:S FRK SKYKMSH CORR CONSV</b> STANDALONE		\$0	<p>South Fork Skykomish Corridor Conservation - This project would protect a large contiguous forest and undeveloped and unprotected high quality salmon habitat along the South Fork Skykomish River and its tributary rivers. It will also allow for increased passive recreation and river access, two miles upstream of Skykomish.</p> <p>2017 SCOPE UPDATE: Scope is being expanded to acquire an access easement, conservation easement or fee purchase on multiple parcels that connect the town center to the Skykomish Ball Park. Where structures exist an access easement is sufficient, where no structures exist, other options can be pursued.</p>
1123927	<b>PKS M: SVT MILL SITE TR</b> STANDALONE		\$296,000	Snoqualmie Valley Trail at Mill Site Acquisition - This acquisition project would provide funding to purchase up to 272 acres in and around the historic Snoqualmie Mill site to secure the final 0.5-mile missing link in the 31.5-mile Snoqualmie Valley Trail regional corridor, from Duvall to Rattlesnake Lake. This project will acquire the historic rail bed for future development of the trail and preserve additional land as open space.
1123928	<b>PKS M:SNO CORR REC PTNSHP</b> STANDALONE		\$302,000	Snoqualmie Corridor Recreation Partnership - This project would fund acquisition of an easement on a portion to be determined of the approximately 32 acres proposed for acquisition by the City of North Bend in a separate CFT application. The City of North Bend's project reflects a multi-agency partnership between the City of North Bend, Si View Metropolitan Park District, and King County, to provide recreational access from North Bend, a community park in a beautiful, mature forested setting with pedestrian and mountain bike trails, and to help preserve the beauty and integrity of the forested hillsides of the Mountains to Sound Greenway corridor. The proposal consists of three parcels, totaling 31.86 acres within the Snoqualmie-Skykomish Watershed and is adjacent to more than 100,000 acres of public land.
1124055	<b>PKS: M ASSET MGT SYS</b> ADMIN		\$573,545	<p>Asset Management System - This is a project to continue with the identification, assessment and categorization of existing Parks System assets. Asset management software is being purchased and installed in 2016, but data must be collected and entered into the system. The project also proposes to develop a prioritization algorithm for identified asset deficiencies and their repair or replacement.</p> <p>This 2017/18 appropriation request allows the division to begin collecting data and entering it into the new automated software system for the management of its new and existing physical assets.</p>
1124477	<b>PKS M: CHINOOK WIND ACQ</b> STANDALONE		\$185,496	"Chinook Wind" Acquisition - The Chinook Wind Acquisition project is a new 5.83-acre acquisition project located on the Duwamish Waterway in Tukwila, adjacent to Tukwila Interurban Boulevard. The

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				<p>longer-term goal is to restore the property to provide enhance habitat for threatened salmonid species and aquatic species. A hotel on the property will be demolished to allow for the habitat restoration.</p> <p>This budget request will reallocate unused balance from a project 1124478 PKS M: LOWER GREEN RIVER in Parks Capital Fund 3581.</p>
1124478	<b>PKS M: LOWER GREEN RIVER</b> STANDALONE		(\$385,496)	<p>Lower Green River Acquisition - This was a 10.24-acre open space acquisition project located on Frager Road South, west of the Green River near Cottonwood Grove Park in Kent. Project has not been able to move forward, and funding is no longer needed at this site.</p> <p>This budget request will reallocate unused balance to other projects listed below in Parks Capital Fund 3581.</p> <p>1124477 PKS M: CHINOOK WIND ACQ 1121445 PKS M:NEWAUKUM/BIG SPRING CRK 1127075 PKS LOWER NEWAUKUM CRK</p>
1126266	<b>PKS CPITAL PLAN ADM</b> ADMIN		\$3,036,371	Capital Planning Administration - This is a new project consolidating funds from existing projects. This new project will provide funding for the continuation of the support, planning, development, and stewardship of King County Parks capital projects.
1127075	<b>PKS LOWER NEWAUKUM CRK</b> STANDALONE		\$400,000	Lower Newaukum Creek - This project will acquire additional natural areas along the Green River. The Lower Newaukum Creek project has a goal of acquiring and protecting habitat in the lower Newaukum Creek basin and at the creek's confluence with the Green River near Whitney Bridge Park, south of Black Diamond.
1127078	<b>PKS BIG BEACH</b> STANDALONE		\$350,000	Big Beach Acquisition - The project will acquire up to 15 acres in fee or easement as an addition to Big Beach Natural Area. This project focuses on a specific process unit (SPU) and divergence zone in the Maury Island Aquatic Reserve. The project is a mix of preserving intact parcels and purchasing developed shoreline to allow for future restoration opportunities.
1129471	<b>PKS SNOQUALMIE FOREST</b> STANDALONE		\$25,000	Snoqualmie Forest Conservation Planning - This request is to fund feasibility and appraisal in support of additional conservation at Snoqualmie Forest.
1129472	<b>PKS LWR CEDAR RV/TAYLOR</b> STANDALONE		\$300,000	Lower Cedar River at Taylor - Acquire approximately 10 acres in fee along Taylor Creek in the Cedar River basin and adding to restoration footprint at Mouth of Taylor Reach Natural Area north of Maple Valley.
1129473	<b>PKS BURTON PIT</b> STANDALONE		\$150,000	Burton Pit Acquisition - This request seeks funding to acquire a 20-acre King County Roads parcel, Burton Pit. King County Roads is proposing to surplus this property.
1129474	<b>PKS VASHON GOLF COURSE</b> STANDALONE		\$25,000	Vashon Golf Course Acquisition Planning - This request seeks funding to conduct feasibility and determine related costs to acquire the 53-acre Vashon Golf Club in fee or easement.
1129475	<b>PKS SPRING BEACH</b> STANDALONE		\$140,000	Spring Beach Acquisition - Acquire 3 parcels (24 acres) in this phase of acquisition and acquiring fee or easement. These parcels are located just south of Camp Sealth and north of VIPRD's Spring Beach Park.
1129476	<b>PKS VASHON ISLND S</b>		\$175,000	Vashon Island South Upland Forest Acquisition - Acquire 60 acres of

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

	<b>UPLAND FRST</b> STANDALONE			forested land as a new initiative on southwestern Vashon Island to conserve large tracts of upland forests.
1129671	<b>PKS M:PARKS ENERGY EFFICIENCY</b> PROGRAMMATIC		\$1,466,000	<p>Parks Energy Efficiency Program - This appropriation will fund the design and installation of 131 kW of additional solar at Weyerhaeuser King County Aquatic Center (WKCAC) and 45 kW of solar at Steve Cox Memorial Park (SCMP).</p> <p>The project includes the \$100K of funding for the retrofit of existing lighting systems with new LED lighting at a number of Parks facilities located throughout the parks system and \$460K for funding in LED replacement on Ballfield and Sportcourts.</p>
1129673	<b>PKS EMERGENT CONTINGENCY 3581</b> ADMIN		\$2,430,729	Emergent Need Contingency Project Fund 3581 - This is a project to provide a mechanism for funding an existing capital project within the same fund that has insufficient appropriation due to unforeseen circumstances such as project delays or accelerations. If needed, this project will also provide a source of funding for matching portions of grants.
1129676	<b>PKS GRANT CONTINGENCY 3581</b> ADMIN		\$7,818,750	Grant Contingency Project Fund 3581 - This is a project to provide Parks with more flexibility on the budget side to deal with both anticipated and unanticipated future grant opportunities. The Grant Contingency request is being split between the two capital funds in Parks. A larger portion of the Grant Contingency request is in Fund 3581 as compared to Fund 3160.
1129688	<b>PKS M:RTS ADA TRANSITION PLAN</b> PROGRAMMATIC		\$200,000	<p>Regional Trail System ADA Transition Program - This project begins the process of bringing King County Parks' facilities, and trails into compliance with Americans with Disabilities Act (ADA) standards, as well as other relevant state and local accessibility requirements.</p> <p>Project-related tasks may include: creating an internal working group to develop procedures and checklists to ensure ADA compliance for future capital projects, hiring consultant services to document accessibility requirements that apply to the variety of facilities and trails in Parks' inventory, and creating a strategy for the development of a Parks' ADA Transition Plan. In addition, begin the process of drafting transition plan and collecting field data.</p>
1129690	<b>PKS M:RTS MONITORING &amp; MAINT</b> PROGRAMMATIC		\$1,302,000	<p>Regional Trail System Monitoring and Maintenance Program - This project funds on-site assessment of plantings and mitigation along the Regional Trail System Projects. In addition, the program is funded to evaluate the health of landscape plantings, perform site maintenance and monitoring, remove invasive plants, replant dead or damaged plants, and provide reports to regulatory agencies for review and approval.</p> <p>This budget funds monitoring and maintenance along the Regional Trail sites such as Burke Gilman, East Lake Sammamish Trails, and Lake to Sound.</p>
1129692	<b>PKS M:RTS STANDARDS &amp; SAFETY</b> PROGRAMMATIC		\$1,202,945	Regional Trail System Standards and Safety Program - This project will be used to identify, prioritize and begin resolving safety and standards deficiencies throughout the 175 mile King County Regional Trails System (RTS). This project will address safety and standards

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

				improvement projects that exceed both normal maintenance and trail resurfacing schedules. Areas in need of improvement may include street and/or intersection crossings and areas with sub-standard sightlines. Proposed solutions for these identified deficiencies will vary by project but may include: vegetation management, unsafe intersection treatments, trail striping, and regulatory signage.
1129700	<b>PKS M:SKYWAY PARK</b> STANDALONE		\$500,000	Skyway Park Program - This appropriation will fund the planning, design, engineering, permitting and construction of the proposed Skyway Park improvements. This project will make multiple improvements, including installing a new mini open play soccer arena, upgrading fencing, lighting, restrooms and ADA access, repurposing poorly draining ballfields to a grassy meadow, and creating a new pedestrian entry way. The scope may be adjusted based budget and grant funding that is available.
<b>3581 - PARKS CAPITAL</b>		<b>Total</b>	<b>\$77,026,281</b>	
<b>Grand Total</b>			<b>\$90,791,399</b>	

**2017-2018 Proposed Financial Plan  
Parks Open Space Construction / 000003160**

<b>Capital Improvement Program (CIP) Budget</b>						
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>	
<b>Capital Budget Revenue Sources:</b>						
Revenue Backing from Fund Balance	\$1,264,259	(\$1,000,000)	\$264,259	\$650,347	-	
Bond Proceeds <sup>7</sup>	\$0		\$0	\$14,800,000	-	
Real Estate Excise Tax (REET) I	\$5,015,695	\$8,940,397	\$13,956,092	\$11,853,553	\$12,020,576	
REET II	\$3,822,562	\$4,955,971	\$8,778,532	\$5,781,251	\$8,946,477	
State and Federal Grants	\$1,196,571	\$868,750	\$2,065,321	-	-	
Miscellaneous <sup>9</sup>	-	-	-	-	-	
<b>Total Capital Revenue</b>	<b>\$11,299,087</b>	<b>\$13,765,118</b>	<b>\$25,064,205</b>	<b>\$33,085,151</b>	<b>\$20,967,053</b>	
<b>Capital Appropriation:</b>						
Regional Trail System	(\$1,137,104)	-	(\$1,137,104)	-	-	
Regional Open Space Acquisition	(\$3,705,514)	(\$200,000)	(\$3,905,514)	(\$200,000)	(\$200,000)	
Critical Infrastructure and Major Maintenance	(\$5,456,469)	(\$13,187,386)	(\$18,643,855)	(\$31,885,151)	(\$19,767,053)	
Community Partnerships and Grants (CPG)	(\$1,000,000)	\$500,000	(\$500,000)	(\$1,000,000)	(\$1,000,000)	
Grant Contingency	-	(\$868,750)	(\$868,750)	-	-	
Administration and Central Rates	-	(\$8,982)	(\$8,982)	-	-	
<b>Total Capital Appropriation</b>	<b>(\$11,299,087)</b>	<b>(\$13,765,118)</b>	<b>(\$25,064,205)</b>	<b>(\$33,085,151)</b>	<b>(\$20,967,053)</b>	
<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>(\$1,075,450)</b>	<b>(\$1,075,450)</b>		<b>\$914,606</b>	<b>\$752,458</b>	<b>\$6,220,983</b>
<b>Capital Funding Sources</b>						
Bond Proceeds <sup>7</sup>	-	-		-	\$14,800,000	-
Real Estate Excise Tax (REET) I	\$3,012,866	\$5,650,841		\$8,373,655	\$10,461,594	\$11,396,983
REET II	\$3,114,227	\$4,307,224		\$5,267,119	\$5,575,598	\$7,598,126
State and Federal Grants	\$0	\$1,338,392		\$1,239,193	\$495,677	\$198,271
Parks Operating Fund Balance <sup>8</sup>	\$2,246,000	\$2,246,000		-	-	-
Miscellaneous <sup>9</sup>	\$585,885	\$585,885		-	-	-
<b>Total Capital Revenue</b>	<b>\$8,958,978</b>	<b>\$14,128,341</b>		<b>\$14,879,967</b>	<b>\$31,332,869</b>	<b>\$19,193,380</b>
<b>Capital Expenditures</b>						
Regional Trail System	(\$187,028)	(\$332,555)		(\$682,262)	(\$272,905)	(\$109,162)
Regional Open Space Acquisition	(\$1,412,419)	(\$2,460,506)		(\$2,343,308)	(\$1,057,323)	(\$542,929)
Critical Infrastructure and Major Maintenance	(\$3,881,570)	(\$5,707,307)		(\$11,186,313)	(\$23,605,616)	(\$21,302,478)
Community Partnerships and Grants (CPG)	(\$748,690)	(\$802,225)		(\$300,000)	(\$720,000)	(\$888,000)
Grant Contingency	-	-		(\$521,250)	(\$208,500)	(\$83,400)
Administration and Central Rates	(\$2,099,681)	(\$3,335,692)		(\$8,982)	-	\$0
<b>Total Capital Expenditures</b>	<b>(\$8,329,389)</b>	<b>(\$12,638,285)</b>		<b>(\$15,042,116)</b>	<b>(\$25,864,344)</b>	<b>(\$22,925,969)</b>
<b>Other Fund Transactions</b>						
Other General Ledger Expenses <sup>10</sup>	(\$10,910)					
CPG Inter-Fund Loan Repayment <sup>11</sup>	\$500,000	\$500,000		\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$43,228</b>	<b>\$914,606</b>		<b>\$752,458</b>	<b>\$6,220,983</b>	<b>\$2,488,393</b>
<b>Fund Balance designated to current projects<sup>12</sup></b>	<b>\$0</b>	<b>(\$264,259)</b>		<b>(\$102,111)</b>	<b>(\$6,220,983)</b>	<b>(\$2,488,393)</b>
<b>Reserves</b>						
Cash Flow Reserve <sup>13</sup>				(\$650,347)		
<b>Total Reserves</b>	<b>\$0</b>	<b>\$0</b>		<b>(\$650,347)</b>	<b>\$0</b>	<b>\$0</b>
Projected Shortfall	\$0	\$0		\$0	\$0	\$0
<b>Ending Undesignated Fund Balance</b>	<b>\$43,228</b>	<b>\$650,347</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryforward reflects estimated Inception-To-Date (ITD) budget balances at the end of the 2015-2016 biennium.

<sup>2</sup> 2017-2018 Proposed Budget summarizes the expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Out-year budget estimates are not consistent with Attachment A out years estimates due to need for further planning and analysis. This is consistent with the REET 1 and REET 2 financial plans.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 09/01/2016, using EBS reports PA\_103 and GL\_010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 09/01/2016.

<sup>6</sup> Out-year revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Future bond proceeds will finance the construction of a new Central Maintenance Facility. This financial plan shows the bond sale in 2019-2020 biennium. If the project reaches 30% design earlier, the division will return with a supplemental budget request in 2017-2018 for the bond sale.

<sup>8</sup> This represents a one-time transfer from the Parks Operating Fund for acquisition of the site of the future Central Maintenance Facility.

<sup>9</sup> Miscellaneous revenue includes minor interest earnings and energy rebates from energy efficiency projects.

<sup>10</sup> Other General Ledger Expenses include minor accounting expenses that are not related to capital project budgets but still impact the ending fund balance.

<sup>11</sup> An inter-fund loan from Parks Operating Fund is held in a liability account in Fund 3160 for an expedited Community Partnerships and Grants (CPG) payment to Ravensdale Park Foundation. Budget authority was added to repay the inter-fund loan however, the fund does not need expenditure authority in order to reduce the liability since the account is not an expenditure account. The fund will receive an annual allotment of \$500,000 of REET 2 to pay down the inter-fund loan from 2014 through 2017. More information can be found in KCC Ordinance 17758.

<sup>12</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund. The amount represents the estimate total budget not spent at the end of the biennium net of revenue that is anticipated to be reimbursed after expenditures occur. Since capital budget does not immediately expire, unspent budget automatically carries forward to the next biennium.

<sup>13</sup> This remaining fund balance will be analyzed after the 2015-2016 biennium ends. The fund balance will either remain as a cash flow reserve or be applied to future projects.



**2017-2018 Proposed Financial Plan  
Parks Capital Fund / 000003581**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3,6</sup></b>	<b>2021-2022 Estimated<sup>3,6</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	\$32,607,993	\$9,039,479	\$41,647,472	\$7,081,397	
Levy Proceeds from Fund 1453	\$0	\$46,544,670	\$46,544,670	\$27,875,450	
Real Estate Excise Tax (REET) I	\$1,437,738	\$1,495,799	\$2,933,538	\$1,587,061	
REET II	\$3,154,965	\$8,052,729	\$11,207,694	\$4,149,758	
State and Federal Grants	\$1,549,685	\$8,932,750	\$10,482,435		
Rental Car Sales Tax <sup>7</sup>		\$2,568,853	\$2,568,853		
Fund to Reduce Energy Dependence (FRED)		\$392,000	\$392,000		
<b>Total Capital Revenue</b>	<b>\$38,750,381</b>	<b>\$77,026,280</b>	<b>\$115,776,661</b>	<b>\$40,693,666</b>	<b>-</b>
<b>Capital Appropriation:</b>					
Regional Trail System	(\$27,338,222)	(\$32,639,274)	(\$59,977,496)	(\$23,925,920)	
Regional Open Space Acquisition	(\$2,171,866)	(\$13,951,000)	(\$16,122,866)	(\$7,453,329)	
Critical Infrastructure and Major Maintenance	(\$9,240,293)	(\$19,530,544)	(\$28,770,837)	(\$7,747,472)	
Community Partnerships and Grants (CPG)	-	-	-	-	
Planning and Administration	\$0	(\$3,086,712)	(\$3,086,712)	(\$1,566,945)	
Grant Contingency	\$0	(\$7,818,750)	(\$7,818,750)		
<b>Total Capital Appropriation</b>	<b>(\$38,750,381)</b>	<b>(\$77,026,280)</b>	<b>(\$115,776,661)</b>	<b>(\$40,693,666)</b>	<b>-</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>\$35,673,395</b>	<b>\$35,673,395</b>		<b>\$42,521,174</b>	<b>\$33,501,282</b>	<b>\$14,586,741</b>
<b>Capital Funding Sources</b>						
Levy Proceeds from Fund 1453	\$37,955,661	\$49,595,483		\$52,752,365	\$27,875,450	
Real Estate Excise Tax (REET) I	\$2,125,542	\$2,442,639		\$2,053,476	\$2,467,122	
REET II	\$1,537,033	\$5,360,114		\$7,845,386	\$7,512,066	
State and Federal Grants	\$950,111	\$2,632,831		\$7,337,705	\$3,144,731	
Rental Car Sales Tax <sup>7</sup>	-	-		\$2,568,853	-	
Fund to Reduce Energy Dependence (FRED)	-	-		\$392,000	-	
Bond Proceeds <sup>8</sup>	\$11,863,586	\$11,863,586		-	-	
Miscellaneous <sup>9</sup>	\$398,650	\$698,799		-	-	
<b>Total Capital Revenue</b>	<b>\$54,830,582</b>	<b>\$72,593,453</b>	<b>\$-</b>	<b>\$72,949,785</b>	<b>\$40,999,369</b>	<b>-</b>
<b>Capital Expenditures</b>						
Regional Trail System	(\$18,978,777)	(\$21,782,365)		(\$41,984,247)	(\$33,535,335)	(\$8,383,834)
Regional Open Space Acquisition	(\$24,259,497)	(\$32,485,418)		(\$11,286,006)	(\$9,832,151)	(\$2,458,038)
Critical Infrastructure and Major Maintenance	(\$7,993,282)	(\$10,225,113)		(\$20,139,586)	(\$13,102,978)	(\$3,275,745)
Community Partnerships and Grants (CPG) <sup>10</sup>	(\$377,136)	(\$398,628)		-	-	-
Planning and Administration	(\$679,885)	(\$943,270)		(\$3,086,712)	(\$1,566,945)	-
Grant Contingency	-	-		(\$5,473,125)	(\$1,876,500)	(\$469,124)
<b>Total Capital Expenditures</b>	<b>(\$52,288,577)</b>	<b>(\$65,834,794)</b>	<b>\$-</b>	<b>(\$81,969,677)</b>	<b>(\$59,913,910)</b>	<b>(\$14,586,741)</b>
<b>Other Fund Transactions</b>						
Other General Ledger Expenses <sup>11</sup>	\$369,600	\$89,120	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$38,215,401</b>	<b>\$42,521,174</b>	<b>\$-</b>	<b>\$33,501,282</b>	<b>\$14,586,741</b>	<b>-</b>
<b>Fund Balance designated to current projects<sup>12</sup></b>		<b>(\$32,607,993)</b>		<b>(\$26,419,885)</b>	<b>(\$14,586,741)</b>	<b>-</b>
<b>Reserves</b>						
Regional Trail System Reserve <sup>13</sup>		(\$9,039,479)		(\$7,081,397)		
<b>Total Reserves</b>	<b>\$0</b>	<b>(\$9,039,479)</b>	<b>\$-</b>	<b>(\$7,081,397)</b>	<b>-</b>	<b>-</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$38,215,401</b>	<b>\$873,702</b>	<b>\$-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryforward reflects estimated Inception-To-Date (ITD) budget balances at the end of the 2015-2016 biennium.

<sup>2</sup> 2017-2018 Proposed Budget summarizes the expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Out-year budget estimates are based on the 2014-2019 Parks Levy model which informs revenue allocation to the various capital programs. With the 2014-2019 Parks Levy expiring at the end of 2019, no new revenue is assumed after December 31, 2019.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 09/01/2016, using EBS reports PA\_103 and GL\_010.

<sup>5</sup> 2015-2016 Estimated reflects updated estimates informed by the Division's 2016 spending analysis and the August 2016 economic and financial forecast.

<sup>6</sup> Out-year revenue and spending estimates are based on current revenue estimates and program spending plans.

<sup>7</sup> Rental Car Sales Tax revenue is a one-time transfer of accumulated funds to invest in permanent recreation amenities at Skyway Park and Steve Cox Memorial Park.

<sup>8</sup> Bond proceeds are from a CFT- and General Fund-backed bond which was sold for the remaining payment to acquire the Eastside Rail Corridor in 2015.

<sup>9</sup> Miscellaneous revenue includes minor interest earnings, energy rebates from energy efficiency projects, and a \$392,000 donation from Forterra per KC Motion #14702.

<sup>10</sup> Starting in 2014, the Community Partnership and Grant program is funded with Real Estate Excise Tax in Fund 3160 and the operating portion of the King County Parks Levy in Fund 1451. This reflects final expenditure of carryforward appropriation from 2008-2013 Parks Levy.

<sup>11</sup> Other General Ledger Expenses include minor accounting expenses that are not related to capital project budgets but still impact the ending fund balance.

<sup>12</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund. The amount represents the estimate total budget not spent at the end of the biennium net of revenue that is anticipated to be reimbursed after expenditures occur. Since capital budget does not immediately expire, unspent budget automatically carries forward to the next biennium.

<sup>13</sup> This reserve reflects anticipated construction costs for major regional trail projects to be appropriated when they reach final design. The 2017-2018 reserve is held for construction of the Lake to Sound Trail - Segment C. Appropriation will be requested when final design is complete.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3681 REAL ESTATE EXCISE TX CAP - Other

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033532	<b>PSB REET 1 TRANSFER TO 3160</b> STANDALONE		\$8,896,174	REET 1 Transfer to Parks Fund 3160 - This project transfers Real Estate Excise Tax 1 proceeds to support the Parks Capital program in Fund 3160 - Parks Recreation and Open Space.
1033533	<b>PSB REET 1 TRANSFER TO 3490</b> STANDALONE	✓	\$1,197	REET 1 Transfer to Parks Fund 3490 - This project transfers Real Estate Excise Tax 1 proceeds to the Parks Fund 3490- Parks Facility Rehab.
1033534	<b>PSB REET 1 DEBT SERVICE</b> STANDALONE		\$1,175,230	REET 1 Debt Service - This project is for debt service funded by REET 1.
1122223	<b>PSB REET 1 TRANSFER TO 3581</b> STANDALONE		\$1,505,439	REET 1 Transfer to Parks Fund 3581 - This project funding projects in the Parks Capital Fund 3581.
1130281	<b>PSB REET 1 RSD TRANSFER</b> STANDALONE		\$3,000,000	REET 1 Transfer to Roads Capital - This project transfers REET 1 proceeds to the Road Capital Fund.
<b>3681 - REAL ESTATE EXCISE TX CAP</b>		<b>Total</b>	<b>\$14,578,040</b>	

### 3682 REAL ESTATE EXCISE TX 2 - Other

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033537	<b>PSB REET 2 TRANSFER TO 3160</b> STANDALONE		\$5,455,971	REET 2 Transfer to Parks Fund 3160 - This project transfers Real Estate Excise Tax 2 proceeds to support the Parks Capital program in Fund 3160 - Parks Recreation and Open Space.
1033538	<b>PSB REET 2 TRANSFER TO 3490</b> STANDALONE	✓	\$2,992	REET 2 Transfer to Parks Fund 3490 - This project transfers Real Estate Excise Tax 2 proceeds to the Parks Fund 3490- Parks Facility Rehab.
1122224	<b>PSB REET 2 TRANSFER TO 3581</b> STANDALONE		\$8,296,524	REET 2 Transfer to Parks Fund 3581 - This project funding projects in the Parks Capital Fund 3581.
<b>3682 - REAL ESTATE EXCISE TX 2</b>		<b>Total</b>	<b>\$13,755,487</b>	
<b>Grand Total</b>				<b>\$28,333,527</b>

**2017-2018 Proposed Financial Plan  
Real Estate Excise Tax (REET) 1 /000003681**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	8,863,948	1,320,367	10,184,315	678,343	-
Real Estate Excise Tax	-	13,172,673	13,172,673	12,981,883	12,197,951
Interest and Misc.	-	85,000	85,000	60,000	80,000
	-	-	-	-	-
	-	-	-	-	-
<b>Total Capital Revenue</b>	\$ 8,863,948	\$ 14,578,040	\$ 23,441,988	\$ 13,720,226	\$ 12,277,951
<b>Capital Appropriation:</b>					
Debt Service <sup>7</sup>	-	(1,175,230)	(1,175,230)	(256,935)	(257,375)
Transfer to Parks Open Space - 3160	(7,170,448)	(8,896,174)	(16,066,622)	(11,856,553)	(12,020,576)
Transfer to Parks Capital - 3581	(1,210,166)	(1,505,439)	(2,715,605)	(1,587,061)	-
Transfer to Parks Facility Rehab - 3490	(483,335)	(1,197)	(484,532)	-	-
Transfer to RSD		(3,000,000)	(3,000,000)		
<b>Total Capital Appropriation</b>	\$ (8,863,948)	\$ (14,578,040)	\$ (23,441,989)	\$ (13,700,549)	\$ (12,277,951)

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual<sup>4</sup></b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	6,493,677	6,493,677		11,842,981	8,442,704	7,207,259
<b>Capital Funding Sources</b>						
Real Estate Excise Tax	9,658,243	13,669,232		13,172,673	12,981,883	12,197,951
Interest and Misc.	63,013	82,013		85,000	60,000	80,000
	-	-		-	-	-
	-	-		-	-	-
<b>Total Capital Revenue</b>	\$ 9,721,256	\$ 13,751,245		\$ 13,257,673	\$ 13,041,883	\$ 12,277,951
<b>Capital Expenditures</b>						
Debt Service	(2,068,412)	(2,068,412)		(1,178,230)	(256,935)	(257,375)
Transfer to Parks Open Space - 3160	(3,012,873)	(3,552,873)		(10,434,829)	(12,246,489)	(12,088,350)
Transfer to Parks Capital - 3581	(2,125,544)	(2,507,544)		(1,758,878)	(1,773,904)	(532,171)
Transfer to Parks Facility Rehab - 3490	(184,111)	(273,111)		(286,013)	-	-
Transfer to RSD		-		(3,000,000)	-	-
<b>Total Capital Expenditures</b>	\$ (7,390,940)	\$ (8,401,940)		\$ (16,657,950)	\$ (14,277,328)	\$ (12,877,896)
<b>Other Fund Transactions</b>						
		-		-		
<b>Ending Fund Balance</b>	\$ 8,823,992	\$ 11,842,981		\$ 8,442,704	\$ 7,207,259	\$ 6,607,314
<b>Fund Balance designated to current projects<sup>9</sup></b>	\$ (9,742,600)	\$ (8,863,948)		\$ (6,784,038)	\$ (6,207,259)	\$ (5,607,313)
<b>Reserves</b>						
Cash Flow Reserve <sup>9</sup>	(1,000,000)	(1,000,000)		(1,000,000)	(1,000,000)	(1,000,000)
Misc. Expenditure Reserve <sup>10</sup>		(658,666)		(658,666)		
<b>Total Reserves</b>	\$ (1,000,000)	\$ (1,658,666)		\$ (1,658,666)	\$ (1,000,000)	\$ (1,000,000)
<b>Projected Shortfall<sup>11</sup></b>	1,918,608	-		-	-	-
<b>Ending Undesignated Fund Balance<sup>12</sup></b>	\$ -	\$ 1,320,367		\$ -	\$ -	\$ -

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out-years estimates, revenue was estimated using the August 2016 Office of Economic and Financial Analysis (OEFA) forecast. Expenditures budgets were estimated based on estimated revenue available and Parks' budget assumptions for funds 3160 and 3581.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 06/15/2016, using EBS report GL-10.

<sup>5</sup> 2015-2016 Estimated reflects the August OEFA revenue projections and expenditure estimates as of 08/04/16, based on Parks' year-end estimates. The RSD transfer is assumed to be fully reimbursed by the end of the biennium. Debt service budget is assumed to be fully spent for debt service within the biennium.

<sup>6</sup> Out-year revenue estimates are based on the July 2016 OEFA forecast. Expenditures are estimated using the following spending rates on the budget for transfers to Parks (new and carryover) 2017-2018 at 65%, 2019-2022 at 70%. Debt service budget is assumed to be fully spent for debt service within the biennium it is appropriated.

<sup>7</sup> Debt service is a combination of debt service from 2001 and 2006 Bond sales, these bonds will be retired in 2023. This estimate is based on the debt service schedule provided by Finance.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> A cash flow reserve was established in the REET financial plan in the 2015-2016 Adopted Budget. This reserve is to mitigate the risk of actual REET revenues that are less than forecasted. Historically, REET revenues have been challenging to forecast and have had large fluctuations.

<sup>10</sup> This reserve supports potential projects under development. If these projects are feasible, this will be appropriated in a supplemental budget request.

<sup>11</sup> The projected shortfall in the 15-16 BTD column is a result including full expenditure carryover with only partial biennial revenues. Refer to the 15-16 estimated column for a more representative picture of the health of the fund.

<sup>12</sup> The projected ending undesignated fund balance in 15-16 Estimated is assumed to be revenue backing for the 17-18 Proposed as revenue backing from fund balance.

**2017-2018 Proposed Financial Plan  
Real Estate Excise Tax (REET) 2 /000003682**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	8,101,280	465,273	8,566,553	252,140	-
Real Estate Excise Tax	-	13,172,676	13,172,676	12,981,883	12,197,951
Interest and Misc.	-	80,000	80,000	61,000	75,000
	-	-	-	-	-
	-	-	-	-	-
<b>Total Capital Revenue</b>	<b>\$ 8,101,280</b>	<b>\$ 13,717,949</b>	<b>\$ 21,819,229</b>	<b>\$ 13,295,023</b>	<b>\$ 12,272,951</b>
<b>Capital Appropriation:</b>					
Debt Service	-	-	-	(3,326,474)	(3,326,474)
Transfer to Parks Open Space - 3160	(3,774,789)	(5,455,971)	(9,230,759)	(5,818,791)	(8,946,477)
Transfer to Parks Capital - 3581	(3,317,634)	(8,258,986)	(11,576,620)	(4,149,758)	-
Transfer to Parks Facility Rehab - 3490	(1,008,857)	(2,992)	(1,011,849)	-	-
<b>Total Capital Appropriation</b>	<b>\$ (8,101,280)</b>	<b>\$ (13,717,949)</b>	<b>\$ (21,819,228)</b>	<b>\$ (13,295,023)</b>	<b>\$ (12,272,951)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>8,469,202</b>	<b>8,469,202</b>		<b>9,818,692</b>	<b>8,534,722</b>	<b>6,175,338</b>
<b>Capital Funding Sources</b>						
Real Estate Excise Tax	9,658,175	13,669,232		13,172,676	12,981,883	12,197,951
Interest and Misc.	86,964	100,000		80,000	61,000	75,000
	-	-		-	-	-
	-	-		-	-	-
<b>Total Capital Revenue</b>	<b>\$ 9,745,139</b>	<b>\$ 13,769,232</b>		<b>\$ 13,252,676</b>	<b>\$ 13,042,883</b>	<b>\$ 12,272,951</b>
<b>Capital Expenditures</b>						
Debt Service <sup>7</sup>	(1,076,875)	(1,076,875)		-	(3,326,474)	(3,326,474)
Transfer to Parks Open Space - 3160	(3,114,227)	(4,307,223)		(5,999,993)	(6,334,690)	(8,162,941)
Transfer to Parks Capital - 3581	(1,537,031)	(5,360,112)		(7,524,803)	(5,741,103)	(1,722,330)
Transfer to Parks Facility Rehab - 3490	(780,472)	(1,675,532)		(1,011,849)	-	-
Other	-	-		-	-	-
<b>Total Capital Expenditures</b>	<b>\$ (6,508,605)</b>	<b>\$ (12,419,742)</b>		<b>\$ (14,536,645)</b>	<b>\$ (15,402,267)</b>	<b>\$ (13,211,745)</b>
<b>Other Fund Transactions<sup>7</sup></b>						
		-		-		
<b>Ending Fund Balance</b>	<b>\$ 11,705,736</b>	<b>\$ 9,818,692</b>		<b>\$ 8,534,722</b>	<b>\$ 6,175,338</b>	<b>\$ 5,236,544</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ (14,012,417)</b>	<b>\$ (8,101,280)</b>	<b>\$ -</b>	<b>\$ (7,282,584)</b>	<b>\$ (5,175,339)</b>	<b>\$ (4,236,545)</b>
<b>Reserves</b>						
Cash Flow Reserve <sup>9</sup>	(1,000,000)	(1,000,000)		(1,000,000)	(1,000,000)	(1,000,000)
Debt Service Reserve <sup>10</sup>		(252,139)		(252,139)		
<b>Total Reserves</b>	<b>\$ (1,000,000)</b>	<b>\$ (1,252,139)</b>	<b>\$ -</b>	<b>\$ (1,252,139)</b>	<b>\$ (1,000,000)</b>	<b>\$ (1,000,000)</b>
Projected Shortfall <sup>11</sup>	3,306,681	-	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>12</sup></b>	<b>\$ -</b>	<b>\$ 465,273</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are not consistent with Attachment A out-years estimates due to potential debt service, revenue was estimated using the August 2016 Office of Economic and Financial Analysis (OEFA) forecast. Expenditures budgets were estimated based on estimated revenue available and Parks' budget assumptions for funds 3160 and 3581.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 06/15/2016, using EBS report GL-10.

<sup>5</sup> 2015-2016 Estimated reflects the August OEFA revenue projections and expenditure estimates as of 08/04/16, based on Parks' year-end estimates.

<sup>6</sup> Out-year revenue estimates are based on the August 2016 OEFA forecast. Expenditures are estimated using the following spending rates on the budget for transfers to Parks (new and carryover) 2017-2018-65%, 2019-2022-70%. Debt service budget is assumed to be fully spent within the biennium.

<sup>7</sup> Debt Service is assumed for the construction of the Parks Central Maintenance Facility in the out-years. It is not currently reflected in the Ordinance Attachment, this will be revised when budget is requested.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> A cash flow reserve was established in the REET financial plan in the 2015-2016 Adopted Budget. This reserve is to mitigate the risk of actual REET revenues that are less than forecasted. Historically, REET revenues have been challenging to forecast and have had large fluctuations.

<sup>10</sup> This reserve is to fund debt service for the Parks Central Maintenance Facility contingent upon a supplemental request after the design phase is complete.

<sup>11</sup> The projected shortfall in the 15-16 BD column is a result including full expenditure carryover with only partial biennial revenues. Refer to the 15-16 estimated

<sup>12</sup> The projected ending undesignated fund balance in 15-16 Estimated is assumed to be revenue backing for the 17-18 Proposed as revenue backing from fund balance.

<sup>13</sup> This plan was update by Jillian Andrews on 9/6/2016.

# SOLID WASTE DIVISION

## Mission

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To bring the best people together to deliver value to our customers and stakeholders and continuously improve waste prevention, resource recovery, and waste disposal.

## Overview

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The Solid Waste Division (SWD) provides solid waste transfer, disposal, and recycling services at its transfer stations for residents and businesses in all of King County, except for the cities of Seattle and Milton. The SWD operates facilities to collect household hazardous waste from residents. Waste collected at these facilities is then properly recycled or disposed. Solid waste from King County is buried in the County-owned Cedar Hills Regional Landfill (CHRLF) where it is monitored and responsibly managed to protect the environment and comply with all applicable regulations.

SWD uses a combination of incentives, technical assistance, and regulations to promote desirable environmental practices by our customers, individuals and businesses, in order to safeguard and enhance the County's natural resources and environment. SWD provides green building assistance and training to staff throughout the county and in the suburban cities. All of SWD's waste prevention and recycling programs are intended to educate individuals and businesses about more sustainable practices and encourage them to reduce their waste and recycle more.

The Division also manages the Solid Waste Post-Closure Landfill Maintenance (PCLM) Fund and provides environmental monitoring and maintenance for closed landfills the County owns or for which the County has custodial responsibility.

The activities conducted in this budgetary unit include monitoring landfill gas, settlement, leachate and devising cost effective solutions for landfill systems as the closed and custodial landfills stabilize. The Solid Waste Operating appropriation unit is A72000 and is located in Fund 000004040. The Solid Waste Post-Closure Landfill Maintenance appropriation unit is A71500 and is located in Fund 000001040.

## 2017-2018 Problems, Opportunities and Priorities

The Solid Waste Division is focusing on sustaining current services, ensuring compliance with evolving regulations, and recovering from the Great Recession, while pursuing a few key opportunities and priorities that make operations more efficient and better prepare the division for the future. Highlights in each category in 2017-2018 for the Solid Waste Division include:

### Sustain Current Services

The Solid Waste Division deferred some services, and performed others at reduced levels, to avoid a planned rate increase in 2014, during the economic downturn. While skipping this rate increase saved ratepayers nearly \$22 million, the Division now needs to invest in services to continue to operate safely and maintain service levels.

- Increase funding to the Division's capital improvement programs, specifically the Solid Waste Post-Closure Landfill Maintenance Fund (PCLM), Landfill Reserve Fund (LRF), and Capital Equipment Recovery Program (CERP) Funds.
  - PCLM – increased funding is needed to continue to monitor closed landfills that can no longer be supported by fund balance. Funding for at least 20 years of monitoring was originally deposited in this fund, but monitoring is still ongoing and needs support through rate revenues until monitoring is complete.
  - LRF – more funds are needed to implement the Cedar Hills Area 8 Development / Facility Relocation project that will extend the life of the landfill as well as build up funds needed for 30 years of post-closure maintenance monitoring at Cedar Hills.
  - CERP – funding will clear out a backlog of vehicle replacements that were delayed during the Great Recession as well as begin replacement of equipment on its normal replacement schedule.
  - Add two temporary project managers, one dedicated to closed/custodial landfill projects and the other for projects at current facilities, to assure progress on the capital improvements projects (CIP) proposed in the 2017-2018 budget.
- Add truck drivers, transfer station operators, and scale operators to meet the increase in tonnage forecast from 2015-2016 to 2017-2018. Tonnage has grown faster than forecast and as an interim solution in 2016 SWD relied on overtime and temporary employees to meet this demand. Hiring these positions will be a more efficient use of resources and reduce the strain on the workforce.

### Ensuring compliance

The Solid Waste Division has requested one new FTE and some maintenance funds to comply with new storm water environmental requirements and to perform major maintenance on landfill gas and leachate systems at its landfills. These requests will ensure the Division maintains its leadership in providing economical local landfilling service while protecting the environment.

### Preparing for the future

The Division will evaluate less expensive alternatives to building a \$100+ million Northeast Transfer Station, enhance employee engagement to support its workforce, and dedicate resources to accelerate the achievement of recycling, disposal, and climate goals.

- Pilot demand management projects at the Factoria and Shoreline transfer stations to determine if specific strategies can direct customers to transfer stations with more capacity and create efficiency benefits for both operations and customers. Using existing capacity more efficiently may alleviate the need to build or reduce the scope of a new Northeast Transfer station, thereby avoiding debt service and reducing future rate increases. This strategy will involve peak pricing and extended hours for self-haul customers at Factoria to smooth usage at the station and hiring temporary staff at Shoreline to assist with moving customers through the station more quickly.
- Add one FTE to advance the Division more quickly toward critical recycling, disposal and climate goals by supporting efficient business decisions and updating the solid waste comprehensive plan. Add a second FTE focused on communications, employee engagement, and public involvement to support advisory committee stakeholder engagement, employee training and retention, implementation and internal communication.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

Equity and Social Justice (ESJ) for the Division means ensuring equitable access to disposal, recycling services, and educational materials, as well as assessing and mitigating any negative effect on vulnerable populations when considering policy changes and system upgrades. Examples of ESJ efforts in the division include:

- Destination Zero Waste tours of SWD facilities and job opportunities for school children, focusing on schools in low income areas and communities of color.
- “Recicla Más. ¡Es Facilísimo!” Spanish language recycling education program, and Spanish language signs installed at transfer stations.
- Create an ESJ Opportunity Fund where employees can submit ideas to fund investments that align with the King County Equity and Social Justice Strategic Plan and reduce existing disparities or mitigate future disparities both internally within the workforce and externally with the services SWD provides.

### Strategic Climate Action Plan (SCAP)

The County committed to achieving zero net greenhouse gas (GHG) emissions, or carbon neutrality, for the Department of Natural Resource and Parks by 2017, with the Wastewater Treatment Division and the Solid Waste Division each independently achieving carbon-neutral operations by 2025. Steps toward carbon neutrality include reducing activities that produce emissions (such as using diesel-fueled trucks to transport waste) while increasing activities that help offset emissions (such as recycling).

Other examples of efforts to address climate change include:

- Expanding recycling programs to advance towards the 70 percent recycling goal - for example, the “Compost More, Waste Less” education program focused on increasing residential food scrap recycling and adding tire and mattress recycling to the list of items that can be recycled at transfer stations.

- Using County staff to sort recyclables from select loads at Shoreline, Enumclaw, and Bow Lake transfer stations.
- Optimizing the landfill gas collection system at Cedar Hills to maximize methane recovery and conversion into pipeline-quality natural gas.
- Converting one SWD hauling tractor to a hybrid compressed natural gas (CNG) / diesel dual fuel engine and studying the viability of converting more trucks to this engine to further reduce greenhouse gas emissions in the future.

### Best Run Government

The Solid Waste Division advances towards becoming the Best Run Government by embracing continuous improvement, instituting best management practices, empowering employees to innovate, and striving for second-to-none customer service. This initiative requires the division to continuously assess how best to deliver services, improve operations, and use fewer resources. Examples of SWD's current efforts to improve results, save money, engage employees, and create a better experience and quality of life for residents and businesses include:

- SWD will build on 2015-2016 Lean successes in decreasing travel time for delivery of environmental samples by 45 percent, using the 5S methodology to re-organize inventory and create needed floor space at CHRLF stores, and revising processes to increase truck driver productivity at the Shoreline Recycling and Transfer Station by 33 percent. 2017-2018 activities include building Continuous Improvement capacity by providing "Introduction to Lean" and "A3 Problem Solving" training to SWD Executives, Managers, Supervisors and Leads, training two groups of internal Lean practitioners, and completing process improvements on the SWD contract routing and signature processes.
- SWD engages employees by collecting their feedback through a formal suggestion committee, and by Division leadership meeting with employees where value is created through training and collaboration. Weekly newsletters share important information throughout the Division, and during 2015-2016 SWD management team members made over 1,200 contacts with employees at their ten different work locations to discuss firsthand how best to move Division initiatives forward. Employees are asked each time to rate the quality of these interactions, consistent with King County's annual employee engagement survey, and those ratings have steadily advanced to an average of 4 (on a 1-5 point scale, with 1 being poorest and 5 being best) for enhancing leadership visibility and open/honest communications.



## Capital Improvement Programs

The Solid Waste Division has three Capital Improvement Program Funds: the Capital Equipment Recovery Program Fund, Construction Fund, and Landfill Reserve Fund.

### Capital Equipment Recovery Program

The Capital Equipment Recovery Program (CERP) provides adequate resources for replacement and major maintenance of solid waste rolling stock and compactors. By accumulating funds in the CERP, the Division ensures that it is able to cover the variable expenditures that come with replacing needed equipment even while revenue fluctuates. Contributions to the CERP are calculated by projecting future replacement costs, salvage values, and equipment life. Contributions are adjusted to reflect changes in facilities and operations that affect equipment needs. The contributions earn interest in an account until needed.

The Division maintains an equipment replacement plan and provides long-term financing by making annual contributions to the Capital Equipment Recovery Program from the operating fund.

### Construction Fund Program

The Solid Waste Division Construction Fund program maintains the transfer and disposal system's ability to meet service demands as well as the environmental control systems at closed landfills, while smoothing the rate impact of such actions over future years.

### Landfill Reserve Fund Program

The Landfill Reserve Fund (LRF) program constructs new refuse areas at the Cedar Hills Regional Landfill (CHRLF), the only active landfill in King County, closes filled sections of the landfill, provides for the repair and upgrades of major landfill systems (storm water, contaminated storm water, landfill gas, etc.), and provides for relocation of utilities and facilities as active areas of the property move, change, and expand. Additionally, the LRF accumulates a post-closure maintenance reserve which, upon landfill closure, will be transferred to the landfill post-closure fund to cover maintenance and monitoring activities throughout the post-closure period, estimated as 30 years. The budget for these post-closure activities is contained with the Solid Waste Post-Closure Landfill Maintenance Fund, described in the Overview.

## 2017-2018 Executive Proposed Operating Budget SOLID WASTE (EN\_A72000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>220,672,386</b>	<b>211,775,148</b>	<b>396.3</b>	<b>1.0</b>
Base Budget Adjustments	6,216,451	1,973,570	0.0	(1.0)
Decision Package Adjustments	48,001,603	42,368,583	9.3	12.0
<b>2017-2018 Executive Proposed Budget</b>	<b>274,890,441</b>	<b>256,117,301</b>	<b>405.5</b>	<b>12.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>274,891,000</b>	<b>256,118,000</b>	<b>405.5</b>	<b>12.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Customer Service Enhancements Modernize the Division's customer service software infrastructure to replace end-of-life custom software with countywide standard software, allow customers to email SWD, and provide consistent service to SWD customers over the phone, via the internet, and in person; also, provide enhanced education, training, signage, and support for self-haul customers to increase separation of garbage from recyclables at the transfer stations	220,000	0	0.0	0.0
(DS_002) Demand Management Conduct a 12-month pilot project of demand management strategies at Factoria and Shoreline to test the effectiveness of these strategies and their ability to reduce customer wait times, encourage use of the stations during off-peak hours, and shift use to less busy stations. The strategies include increasing pricing for self-haulers at Factoria during peak hours on weekdays and weekends, extending operating hours at Factoria, and hiring temporary staff at Shoreline to meet increased demand. If the pilot proves successful, this could eliminate the need to build or reduce the costs of building a new Northeast transfer station.	2,035,242	0	0.0	10.0

## 2017-2018 Executive Proposed Operating Budget

### SOLID WASTE (EN\_A72000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_003) Tonnage Based Costs Add four truck drivers, two transfer station operators, and one scale operator to meet the increased demand in waste being handled at Solid Waste facilities. Also, increase the amount of Business and Operations Tax paid to the Washington State Department of Revenue as a result of increased revenues from this increased tonnage collection.	1,940,799	0	7.3	0.0
(DS_004) Tire and Mattress Recycling Offer mattress and tire recycling at Shoreline, Bow Lake, Enumclaw, Factoria, and Vashon transfer stations. This will aid the division in reaching the SCAP's 70 percent recycling rate goal.	1,733,160	1,733,160	0.0	0.0
(DS_005) Enumclaw Self-Haul Hours Restoration Restore self-haul service at the Enumclaw Recycling and Transfer Station to seven (from five) days a week.	121,808	70,626	0.0	0.0
(DS_106) Automatic Vehicle Location Implement a county-wide initiative of Automatic Vehicle Location (AVL) technology on certain vehicles and equipment. The AVL technology will automate and expand timely data collection and inform decision making. This represents Fleet's portion to fund a county-wide initiative to implement Automatic Vehicle Location (AVL) technology. Project details are included in the KCIT capital budget within project #1129703.	168,044	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Solid Waste Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNR, 45 percent DOT, and 4 percent FMD).	403,453	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Factoria Staging Property Sale and Reinvestment Surplus the current staging area used during construction of the new Factoria Recycling and Transfer Station and use the sale proceeds to fund future capital projects in the Solid Waste Construction Fund.	4,000,000	8,000,000	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### SOLID WASTE (EN\_A72000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) Capital Equipment Recovery Program Transfer Increase the annual contribution from the Solid Waste Operating Fund to the Capital Equipment Recovery Program (CERP). In order to keep rates steady over the past four years, equipment replacement was deferred, creating a backlog. This increase will clear out this backlog and fund replacement of equipment on its normal replacement schedule.	6,800,000	0	0.0	0.0
(AC_003) Fund Landfill Post-Closure Maintenance Activities Fund post-closure maintenance activities at six closed and custodial landfills using Solid Waste rates in lieu of drawing down on fund balance in the Landfill Post-Closure Maintenance (LFPCM) Fund.	2,450,000	0	0.0	0.0
(AC_004) Environmental Regulation Compliance Add an engineer to conduct event-based sampling of stormwater runoff in order to comply with new regulations. Perform major maintenance on the Hobart landfill flare that is nearing the end of its useful life in order to remain in compliance.	444,233	0	1.0	0.0
(AC_005) Landfill One-Time Service Reliability Investments Invest in replacement of aging systems and equipment necessary to sustain landfill operations including a new tipper and wastewater system improvements.	644,000	0	0.0	0.0
(AC_006) Rate Backup and Transition Hire a term limited temporary (TLT) employee in 2018 to learn from and ultimately take on the responsibilities of rate development from the current employee who has announced their intention to retire. This work is highly technical, customized to the solid waste industry, and is mission-critical to the division, thus requiring the need for succession planning.	141,879	0	0.0	0.0
(AC_007) Green Building The Solid Waste Division has proposed to support a half-TLT in DPER to work on Green Building initiatives from the SCAP.	143,186	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### SOLID WASTE (EN\_A72000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_008) Advancement Towards Strategic Goals Hire a full time employee (FTE) to help the Division achieve its Strategic Goals of Environmental Excellence, Financial Stewardship, Customer Service Excellence, Employer of Choice, and Partner of Choice by supporting efficient business decisions, a long-sought update of the solid waste comprehensive plan and study of the integration of mixed waste processing into the regional solid waste system. The position will help the division achieve SCAP goals targeting recycling rates, carbon neutrality, and zero waste of resources; BRG goals for efficient business practices; and ESJ goals for integrating equity and social justice into policy changes and service decisions.	520,198	0	1.0	0.0
(AC_009) Fortify the Landfill Reserve Fund Transfer funds to the Landfill Reserve Fund (LRF) to meet new development, facility improvement, and closure and post-closure needs at the Cedar Hills Regional Landfill (CHRLF).	11,099,466	0	0.0	0.0
(AC_010) Employee Engagement Convert a TLT to a FTE for an ongoing body of work that includes increasing employee engagement, planning customer events, coordinating staff training opportunities, and supporting the various Solid Waste advisory committees.	228,233	0	1.0	0.0
(AC_011) ESJ Opportunity Fund Create an Equity and Social Justice (ESJ) Opportunity Fund to fund projects that will reduce disparities both internally, within its workforce, and externally, through its contracting and provision of services.	100,000	0	0.0	0.0
(AC_012) Dual Fuel Viability Study Study the operation and maintenance costs as well as the performance of the one municipal solid waste hauling tractor that was converted from a diesel engine to a hybrid compressed natural gas (CNG) / diesel dual fuel engine in 2016.	150,000	0	0.0	0.0
(AC_013) Transfer 2015-2016 Revenues to Reserves Transfer funds from the Solid Waste Division Operating Fund to the LRF using the one-time increase in revenues from enhanced tonnage collection in 2015-2016.	10,000,000	0	0.0	0.0
(AC_014) Bow Lake Recycling and Transfer Station Lighting Retrofit Retrofit the lighting systems at the Bow Lake Recycling and Transfer Station with newer light emitting diode (LED) lighting technology using the Fund to Reduce Energy Demand (FRED) funding mechanism.	125,000	125,000	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### SOLID WASTE (EN\_A72000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_300) Software Administration Efficiency Finalize the transition of Solid Waste's point-of-sale system to King County Department of Information Technology (KCIT) and collapse remaining software administration duties into an existing position within the division thereby saving one FTE.	(278,757)	0	(1.0)	0.0
<b>Technical Adjustments</b>				
(TA_001) Inflationary Increases to Facility Maintenance Invest in deferred facility maintenance activities at the CHRLF, the transfer stations, the Supervisory Control and Data Acquisition system (SCADA), and increase costs paid to the King County Environmental Lab for lab work.	846,000	0	0.0	0.0
(TA_002) Operations Inflationary Adjustment Sustain existing levels of service, taking into account the inflationary costs of handling and processing the waste entering the solid waste system.	1,141,053	0	0.0	0.0
(TA_003) Transfer Station Recycling Cover increased collection and processing costs associated with the increase in recycling at transfer stations and expand Styrofoam collection to more stations.	923,253	0	0.0	0.0
(TA_004) Waste Characterization and Graphics Inflation Fund cost increases for two planning and communication functions: solid waste characterization study fees and graphics supplies.	232,800	0	0.0	0.0
(TA_005) Credit Card Fees Adjustment Increase costs related to higher fees for accepting credit cards at transfer stations. This is driven by both an increase in the rate the division is charged per transaction plus an increase in the amount and number of transactions.	220,394	0	0.0	0.0
(TA_006) Washington State Association of Counties Solid Waste Membership Pay for membership in the Washington State Association of Counties that is starting a new special interest group for solid waste interests.	30,000	0	0.0	0.0
(TA_007) Labor loan-out to CIP and PCM Update the amount of loan out labor to the LFPCM fund and Solid Waste capital program.	(855,952)	0	0.0	2.0
(TA_008) DNRP Overhead Adjustment Adjust the portion of Department of Natural Resources and Parks (DNRP) overhead allocated to the Solid Waste Division.	(349,144)	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### SOLID WASTE (EN\_A72000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast. The major change is an update to the disposal fees collected at transfer stations based on projected tonnage and the rate increase.	0	32,439,797	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(1,175,998)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	27,000	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	23,040	0	0.0	0.0
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	3,381	0	0.0	0.0
<b>Central Rate Adjustments</b>	3,745,833	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	48,001,603	42,368,583	9.3	12.0

**2017-2018 Proposed Financial Plan  
Solid Waste Division / 000004040**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>31,463,033</b>	<b>41,540,411</b>	<b>26,140,848</b>	<b>13,394,904</b>
<b>Revenues</b>				
Disposal Fees <sup>4</sup>	227,340,139	233,350,717	253,411,615	278,240,634
Moderate Risk Waste (MRW)	5,319,234	8,072,119	8,103,020	8,430,000
Recycling Revenues (excluding MRW)	560,369	720,000	-	-
Grants	517,146	677,000	426,000	435,043
Interest earnings	593,032	502,457	395,695	535,095
Landfill Gas to Energy	5,450,978	2,000,000	2,000,000	2,000,000
Harbor Island Rental Income	1,251,262	1,190,456	1,251,566	1,309,470
Construction and Demolition Waste	1,152,755	1,373,352	1,373,352	1,392,314
SWD Other Revenues	(197,278)	231,200	802,848	852,446
SWD One-Time Revenues (Sale of Land)	-	8,000,000	-	-
DNR Administration (0381)	13,412,187	16,248,590	17,191,008	18,256,851
<b>Total Revenues</b>	<b>255,399,824</b>	<b>272,365,891</b>	<b>284,955,104</b>	<b>311,451,853</b>
<b>Expenditures</b>				
SWD Operating Expenditures <sup>5</sup>	(163,451,880)	(177,427,958)	(187,951,610)	(199,228,707)
Landfill Reserve Fund Transfer <sup>5,6</sup>	(33,191,970)	(40,578,496)	(34,000,000)	(38,840,000)
Capital Equipment Replacement Fund (CERP)	(7,000,000)	(13,800,000)	(13,800,000)	(12,600,000)
Debt Service - General Obligation Bonds	(20,277,409)	(26,327,000)	(35,261,482)	(38,417,491)
Construction Fund Transfer <sup>7</sup>	(2,000,000)	(8,000,000)	(4,000,000)	(4,000,000)
Landfill Post-Closure Maint. Fund Transfer	-	(2,450,000)	(2,589,650)	(2,745,029)
Cedar Hills Landfill Rent <sup>8</sup>	(5,989,000)	(5,989,000)	(6,170,000)	(6,357,000)
Host City Mitigation	-	(317,987)	(325,750)	(345,915)
DNR Administration (0381)	(13,412,187)	(16,248,590)	(17,191,008)	(18,256,851)
<b>Total Expenditures</b>	<b>(245,322,446)</b>	<b>(291,139,031)</b>	<b>(301,289,500)</b>	<b>(320,790,993)</b>
<b>Estimated Underexpenditures<sup>9</sup></b>	<b>-</b>	<b>3,373,577</b>	<b>3,588,452</b>	<b>3,807,273</b>
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>41,540,411</b>	<b>26,140,848</b>	<b>13,394,904</b>	<b>7,863,037</b>
<b>Reserves<sup>10</sup></b>				
Expenditure Reserve <sup>6</sup>	(10,000,000)			
Rate Stabilization Reserve(s)	(23,962,368)	(17,839,896)	(4,287,815)	
Rainy Day Reserve (30 days)	(7,578,043)	(8,300,952)	(9,107,089)	(9,695,306)
<b>Total Reserves</b>	<b>(41,540,411)</b>	<b>(26,140,848)</b>	<b>(13,394,904)</b>	<b>(9,695,306)</b>
Reserve Shortfall	0	-	-	1,832,269
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Estimated reflects 2015 actuals from EBS, plus 2016 estimates using May, 2016 EBS data; uses the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth based on projections and reflect the most recent estimates, including the outyear impact of supplementals.

<sup>4</sup> Revenue is based on forecast disposal tonnage above and projected rates of \$137.75 per ton in 2017-2018, \$142.00 per ton in 2019-2020, and \$145.00 per ton in 2021-2022. Tonnage assumed is as follows: 881,525 tons in 2015, 876,100 tons in 2016, 850,967 tons in 2017, 855,259 tons in 2018, 878,200 tons in 2019, 916,940 tons in 2020, 948,237 tons in 2021, and 980,775 tons in 2022.

<sup>5</sup> Includes the anticipated 4th quarter 2016 omnibus request:

- Operating Expenditures: \$5 million for increased costs related to increased tonnage (overtime) and \$1.5 million for one-time litigation expenses.

- Landfill Reserve Fund (LRF) Transfer: transfer \$5 million to the LRF due to increased tonnage.

<sup>6</sup> 2017-2018 includes a one-time \$10 million transfer to the Cedar Hills Landfill Post-Closure account from 2015-16 Expenditure

<sup>7</sup> Includes a one-time \$8 million transfer in 2018 resulting from the sale of construction staging property which the division intends to declare surplus following construction completion in December 2017.

<sup>8</sup> Based on current values and agreements. A new assessed property value is anticipated to be established after the completion of the Site Development Plan.

<sup>9</sup> Underexpenditures are based on 2% of the Solid Waste Division's operating expenditures excluding grant-funded expenditures.

<sup>10</sup> The Expenditure Reserve in 2015-2016 reserves funds for the one-time transfer discussed in footnote 6. The Rate Stabilization Reserve is used to mitigate future rate increases. The Rainy Day Reserve balance will remain above the 30-day cash reserve policy as agreed on (select annual SWD operating expenditures \* 30/365).

This plan was updated by John Walsh on 9/19/16.



## 2017-2018 Executive Proposed Operating Budget SW LF POST CLOSURE MAINT (EN\_A71500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>4,834,388</b>	<b>22,014</b>	<b>1.0</b>	<b>0.0</b>
Base Budget Adjustments	68,478	0	0.0	0.0
Decision Package Adjustments	(1,482,644)	2,470,437	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>3,420,222</b>	<b>2,492,451</b>	<b>1.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>3,421,000</b>	<b>2,493,000</b>	<b>1.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Update Loan In Labor Update the amount of labor loaned into the Landfill Post-Closure Maintenance (LFPCM) Fund from the Solid Waste Operating Fund.	84,018	0	0.0	0.0
(TA_002) Landfill Post-Closure Maintenance Technical Adjustments Adjust several supply and service accounts in the LFPCM to better reflect recent years' actual spending patterns and projected needs.	(1,582,575)	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast. The major change is in the transfer from Solid Waste Operating to pay for post closure maintenance activities.	0	2,470,437	0.0	0.0
<b>Central Rate Adjustments</b>	15,913	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>(1,482,644)</b>	<b>2,470,437</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Landfill Post-Closure Maintenance / 000001040**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>8,420,837</b>	<b>5,881,811</b>	<b>4,954,040</b>	<b>3,940,096</b>
<b>Revenues</b>				
Investment Earnings	42,026	42,451	15,000	15,000
Transfer from SWD Operating 4040	-	2,450,000	2,589,650	2,745,029
<b>Total Revenues</b>	<b>42,026</b>	<b>2,492,451</b>	<b>2,604,650</b>	<b>2,760,029</b>
<b>Expenditures</b>				
Post-Closure Maint. Expenditures	(2,581,052)	(3,420,222)	(3,618,595)	(3,842,947)
<b>Total Expenditures</b>	<b>(2,581,052)</b>	<b>(3,420,222)</b>	<b>(3,618,595)</b>	<b>(3,842,947)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	<b>5,881,811</b>	<b>4,954,040</b>	<b>3,940,096</b>	<b>2,857,177</b>
<b>Reserves<sup>4</sup></b>				
Custodial Landfill Post-Closure	(1,588,089)	(1,337,591)	(1,063,826)	(771,438)
Closed Landfill Post-Closure	(4,117,268)	(3,467,828)	(2,758,067)	(2,000,024)
Program Contingency	(176,454)	(148,621)	(118,203)	(85,715)
<b>Total Reserves</b>	<b>(5,881,811)</b>	<b>(4,954,040)</b>	<b>(3,940,096)</b>	<b>(2,857,177)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflects 2015 actuals from EBS, plus 2016 estimates using May, 2016 EBS data; uses the Budgetary Fund Balance figure published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth based on PSB Financial Planning Expenditure Assumptions and Guidance and reflect the most recent estimates, including outyear impacts of supplementals, if applicable.

<sup>4</sup> Program contingency reserves are set at 3% and the custodial and closed Landfill Post-Closure percentages are based on historical patterns and anticipated needs of 27% and 70% respectively.

This plan was updated by John Walsh on 8/31/16.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3810 SW CAP EQUIP REPLACEMENT - Solid Waste

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033485	<b>SW CERP CAPITAL REPAIRS</b> STANDALONE		\$2,400,000	Capital Equipment Recovery Program Capital Repairs - This project will provide for the major repairs and rebuild of Solid Waste Division rolling stock (refuse trailers, dozers, etc.). The purpose of the Capital Equipment Recovery Program (CERP) is to provide adequate resources for replacement and major maintenance of solid waste rolling stock and compactors.
1033487	<b>SW CERP EQ REPLACEMENT PURCHASE</b> STANDALONE		\$13,400,000	Capital Equipment Recovery Program Equipment Replacement Purchase - The purpose of the Capital Equipment Recovery Program (CERP) is to provide adequate resources for replacement and major maintenance of solid waste rolling stock and compactors. This project supports the replacement of Solid Waste equipment purchased after 1981. A separate fund was created and annual contributions are made to it from the operating fund in order to replace heavy equipment items as scheduled in the Equipment Replacement Plan.
<b>3810 - SW CAP EQUIP REPLACEMENT</b>		<b>Total</b>	<b>\$15,800,000</b>	

### 3901 SOLID WASTE CONSTRUCTION - Solid Waste

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033497	<b>SW SOUTH COUNTY RECYCLING &amp; TS</b> STANDALONE		\$0	South County Recycling and Transfer Station - This project will site, design, permit and construct a new transfer and recycling facility to replace the Algona Transfer Station.
1033502	<b>SW CH EQUIP WASH PLATFORM</b> STANDALONE	✓	(\$1,611,291)	Cedar Hills Equipment Wash Platform - Construction of a facility to clean the underside of heavy tracked equipment on the active landfill work area. Improvements to the truck wash facility. Includes an evaluation of existing truck wash; construction of a Heavy Equipment Undercarriage Wash Platform on a permanent foundation.
1033505	<b>SW FAC CAPITAL PROJ CNTRL SPRT ADMIN</b>		\$0	Facilities Capital Project Control Support - This project will fund support for the Solid Waste Division (SWD) to implement standardized project management processes including CPMWG requirements to ensure compliance with Ordinance 16764 as well as Executive Order 8-1, 8-2, 8-3, 8-4. This includes the update of project management manual, tracking performance, and implementation of a Project Management Document Management system for capital projects reporting. In order to standardize project management in SWD, a Centralized Project Management Unit (CPMU) was formed in 2015. Standardized project management process, protocols, training for CPMU will be developed through this project. This project will fund the work associated with developing, updating, and maintaining Project Information System Management (PRSIM) System to track, budget, and report capital projects performance.
1033507	<b>SW CONSTR CIP OVERSIGHT</b> ADMIN		\$3,407	Construction Capital Improvement Program Oversight - Covers the cost of CIP oversight services provided to the Solid Waste Division's Construction Fund projects by the King County Auditor's Office.
1116838	<b>SW ENUMCLAW ENV CNTRL SYS MOD</b> STANDALONE		\$553,247	Enumclaw Environmental Control System Modifications - This project will implement environmental improvements necessary to maintain compliance with local, state, and federal regulations deemed applicable. Investigation at the WAC 173-304 regulated facility Enumclaw Landfill to

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

				improve land fill gas control system and also to minimize custodial operations and maintenance requirements; and develop property for ultimate secondary use. There are two subprojects. Subproject one - Replacing aging and insufficient landfill gas flare with newer solar spark flare. This project produces the design, plans and technical specifications to construct a utility flare system, construction management, commissioning and startup services, develop Operations and Maintenance Plan and training. Subproject two - Revision of Post-Closure maintenance recommendations in preparation for termination of Post-closure. This project includes data review of entire site and surrounding wells-groundwater quality, new cross-sections to move towards ending post-closure maintenance.
1116840	<b>SW VASHON ENV CNTRL SYS MOD</b> STANDALONE		\$1,255,130	Vashon Environmental Control System Modifications - This project will implement environmental improvements necessary to maintain compliance with local, state, and federal regulations deemed applicable. Investigation at the WAC 173-351 Regulated facility Vashon Island Landfill has indicated needed improvements to maintain functioning of post closure environmental land fill gas control and treatment system due to aging system. This project includes planning, design and construction for the gas control upgrades. Evaluation of groundwater flow and quality evaluation and monitoring network upgrades.
1124104	<b>SW HOBART LF COVER &amp; GAS CTRL</b> STANDALONE		\$1,503,356	Hobart Landfill Cover and Gas Control - Investigation at the WAC 173-304 Regulated facility Hobart Landfill has indicated needed improvements to maintain functioning of post closure environmental control and treatment systems due to aging systems and changed conditions. This project includes planning, design and construction of the upgrades. There are three subprojects. Subproject one - Landfill Cover, Containment Wall and Leachate Control Alternatives Analysis. Subproject two - Produce the design, plans and technical specifications to construct a utility flare system, construction management, commissioning and startup services, develop Operations and Maintenance Plan and training. Subproject three - Design plans and technical specifications to construct a new leachate system.
1124107	<b>SW ALGONA TS DECONSTRUCT</b> STANDALONE		\$0	Algona Transfer Station Deconstruction - Deconstruct the existing Algona Transfer Station following the opening of the new South County RTS
1129849	<b>SW PC DUVALL ENVIRON CTRL SYS</b> STANDALONE		\$549,247	Post Closure Duvall Environmental Control Systems - Investigation at the WAC 173-301 Regulated facility Duvall Landfill to implement landfill control system (landfill gas, landfill cover) improvements to meet regulatory requirements; minimize custodial operations and maintenance requirements; and develop property for ultimate secondary use. This project includes planning, design and construction for the upgrades.
1129850	<b>SW HARBOR ISLAND DOCK DEMO</b> STANDALONE		\$1,869,209	Harbor Island Dock Demolition - Permitting and demolition of an existing 64,000 sq. ft. condemned dock at Harbor Island facility.
1129851	<b>SW PC PUY/KIT CNR ENV CTRL SYS</b> STANDALONE		\$549,247	Post Closure Puyallup / Kit Corner Environmental Control Systems - Investigation at the WAC 173-301 regulated facility Puyallup-Kit Corner Landfill to implement landfill control system (landfill gas, groundwater remediation and landfill cover) improvements to meet regulatory requirements; minimize custodial operations and maintenance requirements; and develop property for ultimate secondary use. This project includes planning, design and construction for the upgrades.
1129852	<b>SW PC HOUGHTON</b>		\$549,247	Post Closure Houghton Environmental Control Systems - Investigation at

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

	ENV CTRL SYS STANDALONE			the WAC 173-301 regulated facility Houghton Landfill to implement landfill control system (landfill gas, landfill cover) improvements to meet regulatory requirements; minimize custodial operations and maintenance requirements; and formally develop property for ultimate secondary use. This project includes planning, design and construction for the upgrades.
<b>3901 - SOLID WASTE CONSTRUCTION</b>		<b>Total</b>	<b>\$5,220,799</b>	
<b>3910 LANDFILL RESERVE - Solid Waste</b>				
Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033516	SW CH REV SITE DEV PLAN STANDALONE		\$405,128	<p>Cedar Hills Revised Site Development Plan - The scope of this project is to develop a revised site development plan with the purpose of extending the useful life of the County's Cedar Hills Regional Landfill beyond the year 2040 from its current projected useful life of 2030 and also develop an Environmental Impact Statement (EIS). The County anticipates that the work will proceed in two phases as follows: 1. Reevaluate the existing site development plan (2010); 2. Explore any new alternative development options to prepare a revised site development plan and will include preparation of site development plan options; identification and evaluation of any environmental impacts; evaluation of the alternatives and selection of the preferred site development option; 3.Prepare conceptual layout plans for five alternative site development plans and cost-economic model; 4.Prepare the Cedar Hills Regional Landfill revised Site Development Plan 2015; 5.Prepare an EIS report following the State Environmental Plan Act (SEPA) Review process including public consultation process, supplemental environmental studies, etc.; and 6.Prepare a Project Program Plan (PPP) for the preferred Site Development Plan. Phase 1: Reevaluate the Existing Site Development Plan and Develop a Revised Site Development Plan 1. The Consultant will review all the alternative development plans considered in the existing site development plan (2010) and will reconsider for further assessment of the impacts of alternative design plans prepared for Area 8 Development. 2. Research and consider any new alternative development plan options (see Task 200). 3. The Consultant will then use this information to: Prepare up to 10 site development plan options to present to the County. Identity and evaluate any environmental and regulatory impacts associated with each of the options. Develop conceptual design plans at 15-20% level for selected five (5) site development plan options. Evaluate and rank the five selected alternatives plans based on selected criteria. Develop an economic model for overall financial impacts for each of the five (5) selected alternative development plan options. Develop an overall ranking matrix based on the design, environmental and economic model for the selected five (5) alternative development plans.</p> <p>Phase 2 Prepare an Environmental Impact Statement (EIS) (called EIS 2015). The Consultant will prepare an EIS report based on the selected five (5) alternative site development plan options following the State Environmental Plan Act (SEPA) Review process including public consultation process, environmental studies, etc. Phase 1 was completed by its deadline of December 31, 2015. It is anticipated that Phase 2 will be completed by December 30, 2017.</p>
1033542	SW CH AREA 7 CLOSURE		\$7,035,071	Cedar Hills Area 7 Closure - This project consists of a five-stage construction of final cover system over a projected area of about 60 acres of Refuse

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	STANDALONE			Area 7 between the year 2011 and 2020. The staged construction are planned in 2013, 2015, 2017, 2018, and 2020. The work includes preliminary and final design, preparation of contract documents, and the installation of liner, landfill gas, leachate, and surface water control facilities.
1033543	<b>SW CH GW MONITORING WELLS</b> STANDALONE	✓	(\$35,967)	Cedar Hills Groundwater Monitoring Wells - Decommission and install new groundwater monitoring wells, and update hydrogeological report.
1033547	<b>SW LFR CAPITAL PROJ CNTRL SPRT ADMIN</b>		\$0	Landfill Reserve Capital Project Control Support - This project will fund support for the Solid Waste Division to implement standardized project management processes including CPMWG requirements to ensure compliance with Ordinance 16764 as well as Executive Order 8-1, 8-2, 8-3, 8-4. This includes the update of project management manual, tracking performance, and implementation of a Project Management Document Management system for capital projects reporting. In order to standardize project management in Solid Waste Division (SWD), a Centralized Project Management Unit (CPMU) was formed in 2015. Standardized project management process, protocols, training for CPMU will be developed through this project. This project will fund the work associated with developing, updating, and maintaining Project Information System Management (PRISM) System to track, budget, and report capital projects performance.
1033548	<b>SW LFR CIP OVERSIGHT ADMIN</b>		\$32,503	Landfill Reserve Capital Improvement Program Oversight - Covers the cost of CIP oversight services provided to the Solid Waste Division's Landfill Reserve Fund projects by the King County Auditor's Office.
1112415	<b>CH AREA 8 CLOSURE</b> STANDALONE		\$0	Cedar Hills Area 8 Closure - This project consists of a multistage construction of the final cover system over Refuse Area 8 between the years 2019 and 2027. The staged construction years will be determined. The work includes preliminary and final design, preparation of contract documents, and the installation of liner, landfill gas, leachate, and surface water control facilities.
1115992	<b>SW A8 DEV/FACILITY RELOCATION</b> STANDALONE		\$37,046,951	Area 8 Development/Facility Relocation - This project will develop a new landfill area at Cedar Hills Regional Landfill (CHRLF). This effort is consistent with the Project Program Plan (PPP) for development of alternatives at CHRLF approved by the King County Council in December 2010. The approved PPP summarized the five alternatives considered and recommended Alternative 2. Alternative 2 was projected to extend landfill life 5 to 6 years based on the tonnage forecast at that time. The project includes relocation of storm water management facilities and contaminated storm water management facilities, and design and construction of the new landfill areas. This project will be phased over a seven year period (2012 - 2018); There are three (3) sub-projects: sub-project 1 - South Solid Waste Area (SSWA) Excavation, sub-project 2 - Stormwater and Contaminated stormwater pond relocation, and sub-project 3 - construction of the Area 8 Refuse Facility. The schedule proposed in the PPP expected construction to occur between 2014 and 2018. During the project planning, the schedule was revised to focus construction activities between years 2015 and 2018.
1129844	<b>SW CHRLF PUMP STN REPAIR</b> STANDALONE		\$3,130,475	Cedar Hills Regional Landfill Pump Station Repair - This project includes the evaluation of pumps, controls and sizing for Pump Stations 1A, 2, 3, & 4; inspection of the condition of wet wells for PS1A, PS2, PS3, & PS4; analysis of tributary leachate flows to each pump station and implementation of

# CAP SUMMARY REPORT

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				the following repairs for Pump Station 1A: Repair influent piping valves and valve stems. Wet Well Liner Replacement. Top Slab and Maintenance Pad Replacement. Pump Retrieval and Power Cord Tie-off Upgrades. Level Sensor/Transducer Replacement.. Perform leak test. Replace discharge valves and valve vault
1129847	<b>SW CHRLF N FLARE STATION REHAB</b> STANDALONE		\$1,667,722	Cedar Hills Regional Landfill North Flare Station Rehabilitation - This project includes the design, repair and replacement of the following items: Design, permitting and construction of a rain shelter. Repair of flare footing supports. Replacement and commissioning of 4 blowers. Installation of a new air dry compressor. Exterior painting of flares and refractory repair. Upgrade of flare station electrical panel. Replace and commission flare ignitors.
1129848	<b>SW CHRLF AREA 5 TOP DECK</b> STANDALONE		\$482,223	Cedar Hills Regional Landfill Area 5 Top Deck - The primary goal of this project is to develop the top deck of the Area 5 for filling the last lift to 800 feet elevation and construct the final closure cover system for the closed surface. The work includes preliminary and final design, preparation of contract documents, and the installation of liner, landfill gas, leachate, and surface water control facilities. This project consists of the following under two major tasks: 1] area 5 Top deck Development (prepare grading and filling sequence plan; prepare the storm water and CSW plan; prepare LFG collection plan; update the Area 5 Plan of Operations). And 2] Area 5 Top Deck Closure (plan, design, and construction of final cover systems over a projected 34 acres of closed refused surfaces of Area 5 top deck between 2019 and the year 2021).
<b>3910 - LANDFILL RESERVE</b>		<b>Total</b>	<b>\$49,764,106</b>	
<b>Grand Total</b>			<b>\$70,784,905</b>	

**2017-2018 Proposed Financial Plan**  
**Capital Equipment Recovery Fund / Fund 000003810**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	7,718,754	-	7,718,754	-	-
Transfer from Solid Waste Operating Fund 000004040	-	13,800,000	13,800,000	14,827,600	11,284,715
Sale of Surplus Equipment <sup>7</sup>	-	1,738,500	1,738,500	1,528,900	950,285
Interest Revenue	-	261,500	261,500	443,500	-
Other Revenue	-	-	-	-	-
<b>Total Capital Revenue</b>	<b>\$ 7,718,754</b>	<b>\$ 15,800,000</b>	<b>\$ 23,518,754</b>	<b>\$ 16,800,000</b>	<b>\$ 12,235,000</b>
<b>Capital Appropriation:</b>					
SW CERP REPAIRS	(1,270,154)	(2,400,000)	(3,670,154)	(3,400,000)	(3,400,000)
SW CERP EQUIPMENT REPLACEMENT	(6,448,600)	(13,400,000)	(19,848,600)	(13,400,000)	(8,835,000)
Other Capital Projects	-	-	-	-	-
<b>Total Capital Appropriation</b>	<b>\$ (7,718,754)</b>	<b>\$ (15,800,000)</b>	<b>\$ (23,518,754)</b>	<b>\$ (16,800,000)</b>	<b>\$ (12,235,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>18,443,525</b>	<b>18,443,525</b>	<b>-</b>	<b>17,892,730</b>	<b>12,946,230</b>	<b>10,029,630</b>
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-		-	-	-
Transfer from Solid Waste Operating Fund 000004040	3,549,992	7,000,000		13,800,000	13,800,000	12,600,000
Sale of Surplus Equipment <sup>7</sup>	176,795	550,000		1,738,500	1,528,900	950,285
Interest Revenue	148,634	242,000		300,000	443,500	622,332
Other Revenue	316,521	350,000		-	-	-
<b>Total Capital Revenue</b>	<b>\$ 4,191,942</b>	<b>\$ 8,142,000</b>	<b>\$ -</b>	<b>\$ 15,838,500</b>	<b>\$ 15,772,400</b>	<b>\$ 14,172,617</b>
<b>Capital Expenditures</b>						
SW CERP REPAIRS	(451,932)	(1,451,932)		(3,400,000)	(3,400,000)	(3,400,000)
SW CERP EQUIPMENT REPLACEMENT	(7,240,863)	(7,240,863)		(17,385,000)	(15,289,000)	(9,502,850)
<b>Total Capital Expenditures</b>	<b>\$ (7,692,795)</b>	<b>\$ (8,692,795)</b>	<b>\$ -</b>	<b>\$ (20,785,000)</b>	<b>\$ (18,689,000)</b>	<b>\$ (12,902,850)</b>
<b>Other Fund Transactions</b>						
<b>Ending Fund Balance</b>	<b>\$ 14,942,672</b>	<b>\$ 17,892,730</b>	<b>\$ -</b>	<b>\$ 12,946,230</b>	<b>\$ 10,029,630</b>	<b>\$ 11,299,397</b>
<b>Fund Balance designated to current projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves<sup>8</sup></b>						
Rainy Day Reserve (15% of the rolling stock value)		(9,556,515)		(10,052,050)	(10,636,262)	(11,294,969)
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (9,556,515)</b>	<b>\$ -</b>	<b>\$ (10,052,050)</b>	<b>\$ (10,636,262)</b>	<b>\$ (11,294,969)</b>
Projected Shortfall	-	-	-	-	606,632	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ 14,942,672</b>	<b>\$ 8,336,215</b>	<b>\$ -</b>	<b>\$ 2,894,180</b>	<b>\$ -</b>	<b>\$ 4,428</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial to Date through May 2016.

<sup>5</sup> 2015-2016 and 2017-2018 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Assumes equipment salvage value of 10% acquisition cost, on average.

<sup>8</sup> The Rainy Day Reserve protects the fund against unanticipated asset retirements and is set at 15% of the replacement value of the rolling stock in the program.

This plan was updated by John Walsh on 8/31/16.



**2017-2018 Proposed Financial Plan  
Solid Waste Construction Fund / 000003901**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	16,716,797	1,510,442	18,227,239	-	-
Bond Proceeds under Ordinance 18089	30,000,000	-	30,000,000	35,000,000	45,000,000
Bond Proceeds under New Ordinance					15,000,000
Transfer from Solid Waste Operating Fund 4040	2,000,000	-	2,000,000	3,323,024	
Surplus Property Sale	-	3,550,357	3,550,357	-	-
Other Revenue	-	160,000	160,000	160,000	146,375
<b>Total Capital Revenue</b>	<b>\$ 48,716,797</b>	<b>\$ 5,220,799</b>	<b>\$ 53,937,596</b>	<b>\$ 38,483,024</b>	<b>\$ 60,146,375</b>
<b>Capital Appropriation:</b>					
SW Bow Lake Recycling and TS	(4,753,369)	-	(4,753,369)	-	-
SW Factoria Recycling and TS	(12,551,681)	-	(12,551,681)	-	-
SW South County Recycling and TS	(15,100,705)	-	(15,100,705)	(34,278,875)	(55,844,577)
Other Capital Projects	(16,311,042)	(5,220,799)	(21,531,841)	(4,204,149)	(4,301,798)
<b>Total Capital Appropriation</b>	<b>\$ (48,716,797)</b>	<b>\$ (5,220,799)</b>	<b>\$ (53,937,596)</b>	<b>\$ (38,483,024)</b>	<b>\$ (60,146,375)</b>
	\$ -	\$ -	\$ -	\$ -	\$ -

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>14,117,116</b>	<b>14,117,116</b>	<b>-</b>	<b>1,617,074</b>	<b>22,116,022</b>	<b>20,589,394</b>
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-		-	-	-
Bond Proceeds under Ordinance 18089 <sup>7</sup>	40,021,319	40,021,319		30,000,000	40,000,000	40,000,000
Bond Proceeds under New Ordinance		-		-	-	15,000,000
Transfer from Solid Waste Operating Fund 4040	-	2,000,000		-	4,000,000	4,000,000
Surplus Property Sale	-	-		8,000,000	-	-
Other Revenue	115,018	160,000		160,000	160,000	160,000
<b>Total Capital Revenue</b>	<b>\$ 40,136,337</b>	<b>\$ 42,181,319</b>	<b>\$ -</b>	<b>\$ 38,160,000</b>	<b>\$ 44,160,000</b>	<b>\$ 59,160,000</b>
<b>Capital Expenditures</b>						
SW Bow Lake Recycling and TS	(341,567)	(350,000)		-	-	-
SW Factoria Recycling and TS	(43,564,858)	(48,585,631)		(522,725)	(443,647)	(470,665)
SW South County Recycling and TS	(727,552)	(675,000)		(8,784,733)	(40,595,186)	(55,844,577)
Other Capital Projects	(3,081,598)	(5,070,730)		(8,353,594)	(4,647,795)	(4,498,657)
<b>Total Capital Expenditures</b>	<b>\$ (47,715,576)</b>	<b>\$ (54,681,361)</b>	<b>\$ -</b>	<b>\$ (17,661,052)</b>	<b>\$ (45,686,628)</b>	<b>\$ (60,813,899)</b>
<b>Other Fund Transactions</b>						
		-		-		
<b>Ending Fund Balance</b>	<b>\$ 6,537,877</b>	<b>\$ 1,617,074</b>	<b>\$ -</b>	<b>\$ 22,116,022</b>	<b>\$ 20,589,394</b>	<b>\$ 18,935,495</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ (6,537,877)</b>	<b>\$ (1,617,074)</b>	<b>\$ -</b>	<b>\$ (22,116,022)</b>	<b>\$ (20,589,394)</b>	<b>\$ (18,935,495)</b>
<b>Reserves</b>						
There are no reserves in this fund						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial Actuals to Date through May 2016.

<sup>5</sup> 2015-2016 and 2017-2018 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Includes only bond issuances authorized under Ordinance 18089. New debt in 2021-2022 will need new authorizing legislation.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

This plan was updated by John Walsh on 8/31/16.

**2017-2018 Proposed Financial Plan  
Landfill Reserve Fund / 000003910**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	8,276,880	9,188,608	17,465,488	-	-
Bond Proceeds	-	-	-	-	-
Transfer from Solid Waste Operating Fund 4040	19,173,775	40,575,498	59,749,273	32,071,360	28,038,819
Interest	-	-	-	-	-
Other Revenue	-	-	-	-	-
<b>Total Capital Revenue</b>	<b>\$ 27,450,655</b>	<b>\$ 49,764,106</b>	<b>\$ 77,214,761</b>	<b>\$ 32,071,360</b>	<b>\$ 28,038,819</b>
<b>Capital Appropriation:</b>					
SW Area 8 Development/Facility Relocation	(5,696,110)	(37,046,951)	(42,743,061)	-	-
SW Cedar Hills Area 6 Closure	(8,387,470)	-	(8,387,470)	-	-
SW Cedar Hills Area 7 Closure	(5,071,896)	(7,035,071)	(12,106,967)	(19,176,572)	(482,147)
SW Cedar Hills Area 8 Closure	-	-	-	-	(15,362,727)
SW Cedar Hills LFG Pipeline Upgrade	(1,048,401)	-	(1,048,401)	-	-
Other Capital Projects	(7,246,778)	(5,682,084)	(12,928,862)	(12,894,788)	(12,193,945)
<b>Total Capital Appropriation</b>	<b>\$ (27,450,655)</b>	<b>\$ (49,764,106)</b>	<b>\$ (77,214,761)</b>	<b>\$ (32,071,360)</b>	<b>\$ (28,038,819)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>47,100,369</b>	<b>47,100,369</b>		<b>37,988,303</b>	<b>16,786,254</b>	<b>17,013,720</b>
<b>Capital Funding Sources</b>						
Transfer from Solid Waste Operating Fund 4040	14,816,031	33,191,970		40,578,496	34,000,000	38,840,000
Interest	351,712	280,156		300,000	300,000	300,000
Other Revenue	78,233	-		-	-	-
<b>Total Capital Revenue</b>	<b>\$ 15,245,976</b>	<b>\$ 33,472,126</b>	<b>\$ -</b>	<b>\$ 40,878,496</b>	<b>\$ 34,300,000</b>	<b>\$ 39,140,000</b>
<b>Capital Expenditures</b>						
SW Area 8 Development/Facility Relocation	(12,141,156)	(26,321,177)		(40,740,092)	(2,002,968)	-
SW Cedar Hills Area 6 Closure	(10,724)	(10,724)		-	-	-
SW Cedar Hills Area 7 Closure	(3,955,353)	(4,564,777)		(12,124,054)	(19,176,572)	(482,147)
SW Cedar Hills LFG Pipeline Upgrade	(768,099)	(5,337,831)		-	-	-
Other Capital Projects	(3,129,585)	(6,349,683)		(9,216,399)	(12,892,994)	(27,556,672)
<b>Total Capital Expenditures</b>	<b>\$ (20,004,917)</b>	<b>\$ (42,584,192)</b>	<b>\$ -</b>	<b>\$ (62,080,545)</b>	<b>\$ (34,072,534)</b>	<b>\$ (28,038,819)</b>
<b>Other Fund Transactions</b>						
		-		-		
<b>Ending Fund Balance</b>	<b>\$ 42,341,428</b>	<b>\$ 37,988,303</b>	<b>\$ -</b>	<b>\$ 16,786,254</b>	<b>\$ 17,013,720</b>	<b>\$ 28,114,901</b>
<b>Fund Balance designated to current projects<sup>7</sup></b>	<b>\$ (42,341,428)</b>	<b>\$ (37,988,303)</b>	<b>\$ -</b>	<b>\$ (16,786,254)</b>	<b>\$ (17,013,720)</b>	<b>\$ (28,114,901)</b>
<b>Reserves</b>						
There are no reserves in this fund						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial to Date through May 2016.

<sup>5</sup> 2015-2016 and 2017-2018 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.  
This plan was updated by John Walsh on 8/31/16.

# WASTEWATER TREATMENT DIVISION

## Mission

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We protect public health and enhance the environment by collecting and treating wastewater while recycling valuable resources for the Puget Sound region.

## Overview

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The Wastewater Treatment Division (WTD) provides wastewater treatment for 17 cities and 17 local sewer districts in the central Puget Sound region. It treats wastewater for nearly 1.5 million residents of King County and parts of Pierce and Snohomish counties, including maintaining and operating the equipment and facilities that collect and treat wastewater before it is reused or released into Puget Sound.

The division's financing is generated primarily through customer charges including use charges on all residential and commercial customers and capacity charges on new sewer connections. The King County Council via Ordinance 18305 adopted a 2017 sewer rate of \$44.22 in June 2016, with the stated intention of maintaining this rate for two years. This is an increase of \$2.19 or 5.2 percent over the 2015-2016 sewer rate.

WTD products include: transfer and delivery of wastewater for treatment (conveyance), Right Water, Right Use (recycled water), Loop biosolids, green energy (harvested from wastewater processes), and education.

The WTD Debt Service Fund provides for the payment of principal and interest on debt that has been and is expected to be issued over the biennium for the Capital Improvement Program (CIP) of the Wastewater Treatment Division. Debt financing is the primary source of funds paying for capital improvements authorized under the Regional Water Services Plan and Asset Management programs. The 2017-2018 Proposed Budget provides for an expenditure of \$536.1 million for debt service and debt related items. The largest portion of this amount is for payments on County debt issued on behalf of WTD. This includes revenue bonds, limited tax general obligation bonds, and loans from the State Revolving Fund (SRF) and Public Works Trust Fund. The expenditure also includes funding of reserves required for new SRF Loans and credit enhancement fees payable to the County for the general obligation bonds issued for WTD.

The WTD Operating appropriation unit is A46100 and sits in Fund 000004611. The WTD Debt Service Fund is 000008920.

## 2017-2018 Problems, Opportunities and Priorities

Key opportunities and priorities in 2017-2018 for the Wastewater Treatment Division include:

- Selling biogas tagged with Renewable Identification Numbers (RIN) produced at the South Treatment Plant and using this revenue to further WTD's environmental sustainability goals.
- Converting several term limited temporary (TLT) positions to full-time positions (FTE) where the work has become permanent and ongoing, increasing FTEs in the Capital Improvement Program (CIP) to meet future capital demands, adding TLT positions for short term, special projects such as improving revenue collection efforts in the capacity charge program, and implementing succession planning for several project manager positions in the CIP program where incumbents are anticipated to retire.
- Further advancing the Executive Strategic Initiatives for Equity and Social Justice, Strategic Climate Action Plan, and Best Run Government, described in more detail below.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

WTD's Equity and Social Justice efforts over the upcoming biennium include:

- Expanding efforts to be more inclusive in communications, outreach, and education.
- Investing in partnerships which will increase awareness of select WTD programs.
- Developing career paths towards a racially equitable work workforce by investing in school-to-work pipelines for youth with the greatest barriers to meaningful employment.
- Facilitating engagement and education opportunities for students by partnering with school districts on field trips to WTD facilities.
- Racial equity training for WTD's entire workforce.

### Strategic Climate Action Plan (SCAP)

Wastewater Treatment has identified over 50 actions in the Strategic Climate Action Plan (SCAP) that have been and will be pursued in the future. The Division also has a goal of achieving carbon neutrality by 2025. Some highlights of these sustainability efforts include:

- Implementing several capital projects that will reduce energy usage and maintenance costs and increase renewable energy production at the plants, such as the West Point Oxygen Generation and Dissolution System (OGADS) Replacement and South Plant Biogas Heat projects.
- Analyzing new truck and engine technologies and modifications that will allow heavy duty Loop biosolid trucks to effectively reduce fuel consumption and/or use alternative fuels in the future.
- Investing in projects that advance the SCAP priority action of expanding use of reclaimed water.
- Increasing training on green operations and maintenance, methods to achieve platinum ratings for WTD projects, and improving construction and demolition waste diversion.

### **Best Run Government**

WTD is pursuing several ways of becoming the Best Run Government, including:

- **Lean/Continuous Improvement:** Continue programs and practices that support continuous improvement, savings, efficiencies, and increased productivity.
- **Bright Ideas:** Continue to encourage employee-generated ideas for efficiency / productivity through programs like WTD's Bright Ideas.
- **Capital Project Streamlining:** Examine the utility's various processes for delivering capital projects and look at latest thinking and innovations on project delivery in order to shorten the time it takes to deliver capital projects without sacrificing quality.
- **Financial Stewardship and Strategies:** Continue programs and practices that support financial stability, fiscal stewardship, savings, efficiencies, and reinvestment in the wastewater treatment program.
- **Workforce Development:** Continue workforce development efforts including leadership development, Lominger, and the 2015 King County Engagement Survey results.
- **Training:** Balance technical with human interaction training, emphasizing quality over quantity.
- **Reducing Costs:** Continue to take advantage of low interest rates, when available, to refinance debt. Refinancing in 2014 and 2015 resulted in over \$195 million in reductions to total outstanding debt.

## Capital Improvement Program

In accordance with the Wastewater Treatment Division's mission to protect public health and enhance the environment by collecting and treating wastewater while recycling valuable resources for the Puget Sound region, the objectives of the Wastewater Capital Improvement Program are to:

- Ensure continued operation and reliability of existing wastewater conveyance and treatment assets;
- Enhance regional water quality in compliance with federal, state, and local regulations;
- Provide sufficient wastewater conveyance and treatment capacity to meet the long-term needs of people and businesses in the WTD service area;
- Facilitate the creation of resources from wastewater;
- Allocate limited funds among multiple priorities including Combined Sewer Overflow (CSO) control and Conveyance System Improvement projects (CSI) to meet capacity demands and asset management to maintain facilities and infrastructure; and
- Incorporate King County's Strategic Climate Action Plan (SCAP), Best Run Government (BRG), and Equity and Social Justice (ESJ) Initiatives.

The WTD CIP Program has a mixture of standalone and programmatic projects that cover a range of different functions including:

- Treatment Plants – maintaining or upgrading the five treatment plants managed by WTD
- Conveyance Pipelines and Storage – providing asset maintenance on close to 400 miles of sewer pipe throughout the county
- Pump Stations - maintaining or upgrading pump stations that ensure smooth flow of sewage
- Combined Sewer Overflow (CSO) Control – build or upgrade CSOs to limit overflows into local bodies of water
- Biosolids – maintain or upgrade systems that recycle organic material from sewage that can be used for agricultural purposes
- Water Reuse – maintain or upgrade assets used in recycling water
- Environmental Lab – provide maintenance or upgrades at the Environmental Lab building
- Central Functions (such as planning) – assist in the management of the WTD CIP program
- Minor Asset Management (such as electrical systems) – maintenance of minor asset systems throughout the WTD system

## 2017-2018 Executive Proposed Operating Budget WASTEWATER TREATMENT (EN\_A46100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>276,483,016</b>	<b>873,913,405</b>	<b>605.7</b>	<b>2.0</b>
Base Budget Adjustments	15,331,234	7,991,055	0.0	(2.0)
Decision Package Adjustments	9,674,206	89,217,395	17.0	17.0
<b>2017-2018 Executive Proposed Budget</b>	<b>301,488,456</b>	<b>971,121,855</b>	<b>622.7</b>	<b>17.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>301,489,000</b>	<b>971,122,000</b>	<b>622.7</b>	<b>17.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Biomethane and Environmental Attribute Purchase and Sale Agreement Sell Renewable Identification Number (RIN) environmental attributes produced at the South Treatment Plant. This revenue will fund projects that further WTD's environmental sustainability goals.	1,750,000	4,053,662	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Wastewater Treatment Division's (WTD) share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD). WTD transferred an FTE to DNRP Admin to cover the Climate Engagement Specialist position.	61,127	0	(1.0)	0.0

### Administrative Service Changes

## 2017-2018 Executive Proposed Operating Budget

### WASTEWATER TREATMENT (EN\_A46100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_001) Equity & Social Justice Enhancements Enhance Equity and Social Justice (ESJ) efforts by expanding advertising to non-English speaking publications, increasing outreach to more diverse populations when recruiting interns, increasing community partnership through the Wheels to Water program, and many more activities	580,243	0	0.0	0.0
(AC_002) Strategic Climate Action Plan Enhancements Add two term limited temporary (TLT) employees to improve compliance with construction and demolition diversion efforts at job sites and ensure all eligible Wastewater Treatment Division (WTD) projects achieve platinum certification. Also, reduce net energy usage in the Loop biosolids fleet by installing instruments in trucks, increasing driver training opportunities, and creating a driver incentive program.	1,252,024	0	0.0	2.0
(AC_003) Efficiency Enhancements Implement a variety of efficiency measures including reducing thickening polymer usage at South Plant, optimizing the agitation air blower at Carnation, and placing one-third of primary tanks on standby during low flows in wet weather season to reduce energy usage	(280,789)	0	0.0	0.0
(AC_004) Revenue Enhancements Install digester pipe insulation to improve production of methane gas to increase revenues received from Puget Sound Energy.	0	10,000	0.0	0.0
(AC_005) Full Time Employee Additions Convert current TLTs to full time employee (FTE) positions where the work has been decided to be permanent and ongoing and increase staffing to meet demands in WTD's long term capital improvement program (CIP).	1,479,024	0	18.0	0.0
(AC_006) Term-Limited Temporary Employee Additions Add TLTs for a variety of temporary work including improving revenue collection of the capacity charge and succession planning for several project manager positions in the CIP program.	1,797,223	0	0.0	15.0
<b>Technical Adjustments</b>				
(TA_001) Systems Related Enhancements Adjust costs associated with enhancing a variety of systems utilized by WTD to better reflect recent years' actual spending patterns and projected needs.	1,462,186	0	0.0	0.0



**2017-2018 Executive Proposed Operating Budget**  
**WASTEWATER TREATMENT (EN\_A46100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_002) Director's Office Adjustments Adjust several service and supply accounts including advertising and survey work in the Director's Office to better reflect recent years' actual spending patterns and projected needs.	280,787	0	0.0	0.0
(TA_003) Finance and Administration Services Adjustments Adjust postage, credit card fees, and economic forecasting subscriptions in the Finance and Administration Services section to better reflect recent years' actual spending patterns and projected needs.	14,583	0	0.0	0.0
(TA_004) Central Services Adjustments Adjust several service and supply accounts including the transfer to Water and Land Resources Division for lab work, Local Hazardous Waste costs, and Department of Natural Resources and Parks overhead to better reflect recent years' actual spending patterns and projected needs.	(6,661,663)	0	0.0	0.0
(TA_005) East Operations Adjustments Adjust several service and supply accounts including exterior painting for the South Treatment Plant, Department of Ecology permits, and maintenance parts and materials in the South and Brightwater Treatment Plant sections to better reflect recent years' actual spending patterns and projected needs.	4,403,041	0	0.0	0.0
(TA_006) West Point Adjustments Adjust several service and supply accounts including Department of Ecology permits and maintenance parts and materials in the West Point Treatment Plant section to better reflect recent years' actual spending patterns and projected needs.	(410,577)	0	0.0	0.0
(TA_007) Stewardship and Sustainable Resources Adjustments Adjust diesel fuel, biosolids application, and maintenance and materials parts costs in the Stewardship and Sustainable Resources section to better reflect recent years' actual spending patterns and projected needs.	(49,303)	0	0.0	0.0
(TA_008) Environmental and Community Services Adjustments Adjust education and outreach costs, include the Water Works Grants program, and adjust maintenance and repair costs in the Environmental and Community Services section to better reflect recent years' actual spending patterns and projected needs.	4,358,599	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### WASTEWATER TREATMENT (EN\_A46100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_009) Capital Project Planning and Delivery Adjustments Adjust professional services and repair and maintenance costs in the Capital Project Planning and Delivery section to better reflect recent years' actual spending patterns and projected needs.	(768,507)	0	0.0	0.0
(TA_010) Brightwater CIP Adjustments Adjust labor costs in the Brightwater CIP section to better reflect recent years' actual spending patterns and projected needs.	(47,360)	0	0.0	0.0
(TA_011) Office of Sustainability and Innovation Reorganization Reorganization to establish the Office of Sustainability and Innovation within the Director's Office section.	0	0	0.0	0.0
(TA_014) Brightwater CIP Reorganization Transfer labor and training costs from the Brightwater CIP section to the Director's Office section.	0	0	0.0	0.0
(TA_015) Chemical Adjustments Adjust chemical costs based on forecasted price and quantity changes.	(2,516,356)	0	0.0	0.0
(TA_016) Utilities Adjustments Adjust utility costs based on forecasted price and quantity changes.	(438,648)	0	0.0	0.0
(TA_050) Revenue Adjustments Revise revenues to match current forecasts.	0	85,153,733	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(3,282,002)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	36,000	0	0.0	0.0
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	19,656	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget  
WASTEWATER TREATMENT (EN\_A46100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	6,634,917	0	0.0	0.0
Total Decision Package Adjustments	9,674,206	89,217,395	17.0	17.0

## 2017-2018 Executive Proposed Operating Budget WASTEWATER DEBT SERVICE (EN\_A46300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>494,821,158</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	9,426,354	0	0.0	0.0
Decision Package Adjustments	31,809,007	0	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>536,056,519</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>536,057,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Technical Adjustments Adjust the debt service requirement for parity debt and subordinate debt service based on assumptions in the 2017-2018 sewer rate proposal.	31,809,007	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>31,809,007</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Wastewater Enterprise Financial Plan / 000004611, 000003611, 000008920**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>294,583,592</b>	<b>470,611,370</b>	<b>371,989,254</b>	<b>374,961,930</b>
<b>Revenue and Financing (inflows)</b>				
Fees and other income	895,743,573	965,006,768	1,039,629,467	1,110,573,618
Bond Proceeds	122,900,000	55,989,283	274,345,719	293,381,288
Loans and Grants	100,880,515	29,633,508	1,000,000	1,000,000
Investment Income	5,330,099	6,115,086	10,219,834	16,919,502
<b>Total Revenues</b>	<b>1,124,854,187</b>	<b>1,056,744,645</b>	<b>1,325,195,020</b>	<b>1,421,874,408</b>
<b>Expenditures and Debt Service (outflows)</b>				
Operating	(276,483,000)	(301,489,000)	(324,722,000)	(351,089,000)
Debt Service Parity Debt	(330,216,000)	(325,036,450)	(358,910,546)	(399,336,518)
Debt Service Parity Lien Obligations	(95,226,350)	(108,423,994)	(107,677,844)	(106,924,319)
Subordinate Debt Service	(53,538,581)	(102,596,076)	(107,311,019)	(106,351,758)
Debt Issuance Cost	(1,666,000)	(266,686)	(5,411,814)	(5,602,365)
Capital Expenditures	(328,775,000)	(349,378,000)	(449,176,000)	(458,475,000)
Adjustments <sup>4</sup>	7,500,000	31,823,445	30,986,879	28,496,862
<b>Total Expenditures</b>	<b>(1,078,404,931)</b>	<b>(1,155,366,760)</b>	<b>(1,322,222,345)</b>	<b>(1,399,282,098)</b>
<b>Estimated Under (Over) Expenditures</b>				
<b>Other Fund Transactions</b>				
Brightwater Settlement <sup>11</sup>	129,578,522	-	-	-
<b>Total Other Fund Transactions</b>	<b>129,578,522</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>470,611,370</b>	<b>371,989,254</b>	<b>374,961,930</b>	<b>397,554,239</b>
<b>Reserves</b>				
Expenditure Reserves				
Emergency Capital Reserve <sup>5</sup>	15,000,000	15,000,000	15,000,000	15,000,000
Construction Cash Balance Reserve <sup>6</sup>	85,019,008	5,689,627	5,000,059	4,999,845
Cash Flow Reserves				
Liquidity Reserve <sup>7</sup>	14,755,700	15,310,800	16,552,900	17,897,100
Mandated Reserves				
Bond Reserve <sup>8</sup>	163,428,000	143,428,000	153,578,119	173,928,405
State Loan Reserve <sup>9</sup>	10,177,380	13,816,448	16,676,360	17,945,936
Rate Stabilization Reserve <sup>10</sup>	46,250,000	43,750,000	32,265,000	19,900,000
<b>Total Cash Reserves</b>	<b>334,630,088</b>	<b>236,994,876</b>	<b>239,072,439</b>	<b>249,671,286</b>
Working Capital Adjustments <sup>11</sup>	(129,578,522)			
<b>Ending Undesignated Fund Balance<sup>11</sup></b>	<b>6,402,759</b>	<b>134,994,379</b>	<b>135,889,490</b>	<b>147,882,953</b>
<b>Other Items</b>	<b>2016 DSC</b>	<b>2018 DSC</b>	<b>2020 DSC</b>	<b>2022 DSC</b>
Debt Service Coverage Ratio Parity Debt	1.88	2.07	2.02	1.98
Debt Service Coverage Ratio Total Payments	1.21	1.25	1.28	1.30
Operating Transfers to Capital	140,427,569	168,331,582	191,562,558	191,315,724
<b>Capital Budget Info</b>				
CIP Budget: Current Year	267,051,361	627,296,763	430,141,973	324,849,728
CIP Budget: Carryover from Prior Biennium	435,006,248	373,282,609	651,201,372	632,167,345
CIP Budget: Total	702,057,609	1,000,579,372	1,081,343,345	957,017,073
CIP Budget: Unexpended at Year End	373,282,609	651,201,372	632,167,345	498,542,073

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated based on 2015 audit results and 2017 Sewer Rate Plan adopted by Council, updated for current estimate of SRF loan reimbursements and 2016B new money borrowing

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> 2019-2020 and 2021-2022 estimates based on 2017 Sewer Rate Plan adopted by Council, updated for SRF loan awarded on 7/1/2017 and with budget estimates for RIN revenues and expenses

<sup>4</sup> Adjustment to variable rate interest expense for the Operating Transfers to Capital.

<sup>5</sup> Emergency Capital Reserve authorized by Motion 13798 of December 11, 2012. To be used for unanticipated system repairs or equipment replacement in the event of a natural disaster or some unforeseen system failure.

<sup>6</sup> Equals ending cash balances in Funds 3611 and 4611, with adjustments, plus \$5 million of the Liquidity Reserve.

<sup>7</sup> 15% of operating expenses as authorized by Motion 13798 of December 11, 2012, less \$5.0 million portion included in Construction Fund.

<sup>8</sup> Parity Bond Reserve under Ordinance 17599 of June 3, 2013

<sup>9</sup> Reserves required by loan agreements with the Dept. of Ecology. See Ordinance 18020 for SRF loans approved in 2015.

<sup>10</sup> As established by Ordinance 12314, Section 13.D

<sup>11</sup> Brightwater Settlement, Working Capital Adjustments, and Ending Undesignated Fund Balance includes:

Disposition of Brightwater Settlement will be addressed with the 2018 rate proposal.

This plan was updated by John Walsh on 8/31/16.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3611 WATER QUALITY CONST-UNRES - Wastewater Treatment

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1037498	<b>WTC STRUCTURE SITE IMPROVEMENT</b> PROGRAMMATIC		\$0	Structure Site Improvement - These asset management projects are aimed at making modifications, improvements, or upgrades to the structures, buildings, and property owned by the Wastewater Treatment Division. For example, replacing cranes, ladders, water lines; repairing structural damage from earthquakes; and improving the drainage on site. Other improvements may be made to bring the structures up to current code, increase safety, or minimize vandalism. These projects are generally less than \$1,000,000 total project cost.
1037513	<b>WTC BIOSOLIDS TRANSP</b> STANDALONE		\$0	Biosolids Transportation - This project provides major repairs and additions to the biosolids truck fleet; completion of a truck wash facility at South Treatment Plant (the drive-through wash structure will keep the undercarriage of the trucks clean and free from liquid salt and grime that are deteriorating portions of the lighting and braking systems); purchase of trailers for hauling grit, as well as replacing the aging and inadequate trailers currently in use; supplementing fleet management funds for replacing biosolids truck fleet in 2010; and maintenance as required to the shop/staging area at the King County Airport.
1037549	<b>WTC CAPITAL PROJECT OVERSIGHT</b> STANDALONE		\$754,721	Capital Project Oversight - This project funds project oversight activities for the Wastewater Treatment Division Capital Improvement Program by the County Council Auditors Office. The project also supports the Nov 13, 2014 Proviso 17941 for WTD to improve its planning and conceptual estimating processes, including communicating costs to upper management, a trend analysis program, and basis of estimate assumptions.
1037765	<b>WTC WATER QUALITY CAP OUTLAY</b> STANDALONE		\$663,032	Water Quality Capital Outlay - This project covers the small capital outlay portion of the Capital Asset Management Plan, which largely includes purchases of information technology equipment. The Wastewater Treatment Division follows general criteria in determining the replacement of these assets, including: the maintenance history of the equipment; the manufacturers' recommended useful life; quantifiable benefits; intangible cost/benefits; and the future impact of the decision to replace equipment in order to reduce maintenance costs. These are all factors which are considered in the equipment replacement plans.
1037767	<b>WTC BIOSOLIDS SITE DEVELOPMENT</b> STANDALONE		\$617,160	Biosolids Site Development - This project provides planning, engineering, and geographic information systems services in support of the WTD biosolids forestry application program. It also provides funds for improvements to forestry sites to allow biosolids application; namely, the construction and reconstruction of trails/roads used by the application equipment.
1037769	<b>WTC WTD TECHNOLOGY PROGRAM DEV</b> STANDALONE		(\$707,748)	Wastewater Treatment Division Technology Program Development - The Technology Assessment Program is involved in numerous concurrent testing and assessment activities. In 2016, this work will include evaluation of the cost and effectiveness of technologies and process changes that can improve the performance or reduce the costs of wastewater treatment. The recent interest in new ideas/proposals in the energy production/recovery, biosolids management, and nutrient recovery fields is anticipated to continue through 2016. Close-out of this project has been requested at the end of 2016 and a new project has been requested starting in 2017.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

1037789	<b>WTC CONVEYANCE SYS IMPROVEMENT</b> PROGRAMMATIC		\$0	Conveyance System Improvement - Conveyance system improvement planning is driven by the Regional Wastewater Service Plan's adopted conveyance standard of being able to convey the 20-year peak flow. For purposes of constructing facilities to meet future demand, the design standard used for planning new conveyance facilities is to accommodate the 20-year peak flow as projected in 2060. The year 2060 is based on 50 year planning horizon. A 50 year planning horizon is considered as a reasonable timeframe for modeling future wastewater flows. The 1037789 budget is a roll-up of sub-projects covering everything from staff labor to future projects and other expenses incurred to do conveyance planning for the region. The Conveyance System Improvement (CSI) project provides an opportunity for the County and local agencies to jointly address common conveyance issues, leverage available resources, and minimize customer disruption. The County values and encourages local sewer agency involvement as planning in the wastewater service area moves forward. Project schedule dates reflect the activities of multiple sub-projects.
1037815	<b>WTC EAST DIVISION CORR REPAIRS</b> STANDALONE		\$630,657	East Division Corrosion Repairs - This project funds coating and lining refurbishments of pipelines, structures, and equipment at WTD treatment plants and at offsite locations.
1038098	<b>WTC CSO CONTROL AND IMPRV</b> PROGRAMMATIC		\$0	Combined Sewer Overflow Control and Improvement - The master project contains several subprojects as a mechanism to track the capital projects in the combined sewer overflow (CSO Long-term Control Plan being implemented through 2030. When projects are ready for implementation, the budget is transferred to the Project Management Unit (PMU) under a new project number. The project reflects the Council approved 2012 Long-term CSO Control Plan. A new subproject - the Water Quality Assessment & Monitoring Study - was added in 2013 to develop information for the 2018 Long-term Control Plan Update and potentially, an integrated plan.
1038099	<b>WTC MITIGATION SITE MAINT MON</b> STANDALONE		\$2,769,797	Mitigation Site Maintenance Monitoring - For each mitigation site the following activities would be performed: 1. Maintenance and monitoring of mitigation site as required by the permit. 2. Monitoring report preparation. 3. Development of contingency measures if mitigation measures fail to meet the performance standard. 3. Coordination with permitting agencies for approval of monitoring report and contingency measures. 4. Installation of contingency measures with a work order contract. 5. Coordination with permitting agencies for final approval. 6. Perform Landscape maintenance on Green Stormwater Infrastructure sites (special training required). The Mitigation Site Maintenance and Monitoring Program is ongoing. Each year there is a potential for additional mitigation sites to be added if a Wastewater Treatment Division project will occur within critical areas or their buffers.
1038122	<b>WTC SUNSET HEATH PS FM UPGRADE</b> STANDALONE		\$50,352,111	Sunset Heathfield Pump Station and Force Main Upgrade - The Sunset/Heathfield Pump Stations and Forcemain Project as planned will increase the pumping capacity of the stations to 30 million gallons per day (mgd). The 2007 Conveyance System Improvements Program Update recommended replacing the current pump stations and either paralleling or replacing the existing force mains.
1038129	<b>WTC LOWER DUWAMISH SUPERFUND</b> STANDALONE		\$14,375,335	Lower Duwamish Superfund - The project implements King County's shared responsibilities under a signed Administrative Order on Consent (AOC) to conduct a Remedial Investigation/Feasibility Study (RI/FS) for the Lower Duwamish Waterway Superfund Site and pay for Environmental Protection

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				Agency and Washington State Department of Ecology oversight costs. The AOC is jointly signed by King County, the City of Seattle, the Port of Seattle, and Boeing. King County will also move ahead on cleanup of identified early actions areas at the site to quickly reduce risks. Phase 1: Existing RI data to define data gaps and early actions. Phase 2: Baseline and Residual risk assessments and RI; Early Action studies and cleanups. Phase 3: Feasibility study and proposed cleanup plan. Phase 4 Predesign Studies and allocation process. AOC amendments have added additional studies (phase 4): fisher, activated carbon pilot, and pre-design.
1038273	<b>WTC ODOR CORROSION</b> PROGRAMMATIC		\$4,502,217	Odor Corrosion - The Odor/Corrosion Control Program includes asset management projects that correct, mitigate or repair the effects of hydrogen sulfide damage; overhaul or replace failed odor/corrosion control equipment or odor/corrosion control equipment that has reached the end of its useful life; improve safety, reliability, efficiency or increase redundancy related to odor/corrosion control systems; and code required upgrades for odor/corrosion control equipment. This "Roll-Up Project" funds a number of odor/corrosion control sub-projects that vary in dollar value, but are typically less than \$1,000,000. The number of sub-projects fluctuates from one year to the next as projects are completed and new sub-projects are added through the engineering work request process. As a result, sub-projects contained with this project number are in various states of design, from planning to construction. In addition, this project number is used to initiate odor/corrosion control sub-projects throughout the year that develop into standalone projects with their own unique project number.
1038294	<b>WTC NOAA NON PROJECT SPEC</b> STANDALONE		\$0	National Oceanic and Atmospheric Administration Non-Project Specific - The Elliott Bay / Duwamish River Restoration program (EBDRP) panel convened by the National Oceanic and Atmospheric Administration meets four times per year to discuss issues related to work; reimbursement from the panel; stewardship of restoration sites under King County ownership; and monitoring of sediment remediation conducted by the County.
1038295	<b>WTC BIOSOLIDS EQUIPMENT</b> STANDALONE		\$0	Biosolids Equipment - The Biosolids Forestry Equipment project provides funding for the refurbishment and purchase of equipment for biosolids application in forestry environments. The schedule below reflects project activity that is comprised of numerous refurbishments and replacements, each of which may be in a different phase.
1038314	<b>WTC E DIV SCNDRY TANK COATING</b> STANDALONE		\$0	East Division Secondary Tank Coating - This project addresses corrosion damage in the secondary sedimentation tanks at South Treatment Plant. These tanks were constructed between 1963-2000. They are subjected to acids, chemicals, and abrasion; and have considerable corrosion at the metal equipment and piping. This project will repair and re-coat corroded metal in four tanks each year. Work will be performed during summer months to minimize disruption of operations. Tanks are prepared by abrasive blasting and then a high solids epoxy coating is applied. The sweeper arms will be removed by Maintenance and taken off-site for galvanizing. These repairs will extend the service life of the metal in these tanks by 10 years. The repair and re-coating of metal components in twenty tanks have been completed, four remain to be completed.
1038335	<b>WTC ELECTRICAL I AND C</b> PROGRAMMATIC		\$8,505,451	Electrical Instrumentation and Control - The Electrical and Instrumentation and Control (I&C) Program includes asset management projects that enhance the treatment process, overhaul or replace failed electrical I&C equipment or electrical I&C equipment that has reached the end of its



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				useful life, improve safety, reliability, efficiency or increase redundancy of the electrical I&C systems and code required upgrades for electrical I&C equipment. This "Rollup Project" funds a number of electrical and I&C subprojects that vary in dollar value, but are typically less than \$1,000,000. The number of subprojects fluctuates as projects are completed and new subprojects are added through the engineering work request process. As a result, subprojects contained within this project number are in various states of design, from planning to construction. In addition, this project number is used to initiate electrical I&C subprojects throughout the year that develop into standalone projects with their own unique project number. Project schedule dates reflect activities of multiple subprojects.
1048049	<b>WTC WTD CIP CONTINGENCY FUND</b> STANDALONE		\$8,900,000	Wastewater Treatment Division Capital Improvement Program Contingency Fund - This project will provide contingent budget authority to be used according to the requirements established in ordinance 14122, Section 6F and hereby added as a new section to K.C.C. chapter 4.04. and revised in ordinance 17929 (November 2014).
1048076	<b>WTC CONVEYANCE H2S CORR REHAB</b> PROGRAMMATIC		\$5,878,072	Conveyance Hydrogen Sulfide Corrosion Rehabilitation - The scope of the program is to rehabilitate conveyance pipeline damaged due to Hydrogen Sulfide corrosion. This project number is for program planning and a budget placeholder for future pipeline rehabilitation projects. No construction is being performed under this project number. Please see project numbers 1113154, 1114749, 1120695, 1122412, 1122413 and 1123983 for individual project information.
1048077	<b>WTC ENVIR LAB ENERGY IMPROVMNT</b> STANDALONE		\$1,751,819	Environmental Lab Energy Improvement - This project will replace aging fume hoods with new, more efficient hoods at the King County Environmental Lab.
1048079	<b>WTC ROOF REPL WTD FACILITIES</b> PROGRAMMATIC		\$1,814,960	Roof Replacements at Wastewater Treatment Division Facilities - Replace roofs on existing facilities as outlined each year in the Roof Inspection Annual Plan. This project is a Program made up of numerous individual subprojects See individual subprojects for specific details and information regarding scope, schedule and budget.
1113189	<b>WTC PROCESS REPLACEMENT IMPROV</b> PROGRAMMATIC		\$11,119,456	Process Replacement Improvement - The Process Replacement /Improvement projects in this asset management project are designed to enhance or improve the treatment process by adding redundancy, improving safety, or enhancing maintenance practices. This "Roll-Up Project" funds a number of process replacement and improvement sub-projects that vary in dollar value, but are typically less than \$1,000,000. The number of sub-projects fluctuates as projects are completed and new sub-projects are added through the engineering work request process. As a result, sub-projects contained within this project number are in various states of design, from planning to construction. In addition, this project number is used to initiate process replacement and improvement sub-projects throughout the year that develop into standalone projects with their own unique project number. Project schedule dates reflect activities of multiple sub-projects.
1113196	<b>WTC MECHANICAL UPGRADE AND REP</b> PROGRAMMATIC		\$7,549,573	Mechanical Upgrade and Replacement - These projects replace or upgrade mechanical systems at wastewater facilities that have served their useful life such as piping, hydraulic systems, and heating and ventilation systems. Mechanical projects are also implemented to improve efficiency, provide safety for operators, and to meet current codes. This "Roll-Up Project" funds a number of mechanical upgrade and replacement sub-projects that

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				vary in dollar value, but are typically less than \$1,000,000. The number of sub-projects fluctuates as projects are completed and new sub-projects are added through the engineering work request process. As a result, sub-projects contained within this project number are in various states of design, from planning to construction. In addition, this project number is used to initiate mechanical upgrade and replacement sub-projects throughout the year that develop into standalone projects with their own project number. Project schedule dates reflect activities of multiple sub-projects.
1113247	<b>WTC PIPELINE REPLACEMENT</b> PROGRAMMATIC		\$721,639	Pipeline Replacement - The pipeline replacement projects in this asset management project are primarily treatment process support systems. This piping conveys fluids such as potable and non-potable water, sludge, gases, chemicals, and air. This "Rollup Project" funds a number of pipeline replacement subprojects that vary in dollar value, but are typically less than \$1,000,000. The number of subprojects fluctuates as projects are completed and new subprojects are added through the engineering work request process. As a result, subprojects contained within this project number are in various states of design, from planning to construction. In addition, this project number is used to initiate pipeline replacement sub-projects throughout the year that develop into standalone projects with their own unique project number. Project schedule dates reflect activities of multiple subprojects.
1113334	<b>WTC COMP PLANNING REPORTING</b> PROGRAMMATIC		\$9,005,109	Comprehensive Planning Reporting - This project funds and staffs the Wastewater Treatment Division's (WTD) comprehensive planning functions. The planning functions are on-going planning and reporting for combined sewer overflow control, monitoring, and update of the Regional Wastewater Services Plan (RWSP). This project also supports WTD planning for climate change and supports policy development and planning level coordination for WTD. The project tracks on-going coordination with Seattle Public Utilities (SPU), and budgets in the reimbursements from SPU for work WTD performs for SPU's benefit. Any new initiatives or capital planning efforts are scoped under this project as well.
1113351	<b>WTC LAB ASSET MGMT PROGRAM</b> STANDALONE		\$596,747	Lab Asset Management Program - This project includes the refurbishment or replacement of the capital assets of the Environmental Laboratory. Large building components, such as roofs and sidewalks, are not included. The schedule below reflects project activity that is comprised of numerous refurbishments and replacements, each of which may be in a different phase.
1114367	<b>WTC SP RPLS RS PMPS MTRS DRVS</b> STANDALONE		\$2,204,504	South Plant Raw Sewage Pumps Motors and Drives - South Plant Raw Sewage Pumps No. 1, 4, and 6 were installed in 1965 and are at the end of their useful life. This project will assess, schedule and implement a multiyear replacement program for these pumps and their associated ancillary equipment including increased pumping capacity to meet future flow increases.
1114374	<b>WTC WP RPLC SOLIDS CNTRL SYS</b> STANDALONE		\$60,392	West Point Replace Solids Control System - Complete the design and construction for the replacement of obsolete control system equipment with equipment that conforms to WTD control system standards. The scope includes replacement of the existing PLCs (programmable logic controllers) with Emerson Ovation Controllers in the Solids process area.
1114383	<b>WTC RECLAIM H2O PLAN &amp; INFSTRC</b> STANDALONE		\$1,510,249	Reclaimed Water Plan and Infrastructure - The project includes customer development and support for existing reclaimed water facilities, planning, negotiating agreements, obtaining initial permits, customer connections,

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				and engineering planning for reclaimed water use from South Plant, Carnation, and Brightwater.
1116794	<b>WTC N LK SAM FLOW DIVERSION</b> STANDALONE		\$5,754,302	North Lake Sammamish Flow Diversion - This project will divert up to 29 million gallons per day (mgd) of peak flow from the North Lake Sammamish (NLS) Basin to the Brightwater Treatment Plant (BWTP) by 2021 and up to 43 mgd of peak flow to the BWTP by 2050. The project must also allow for emergency flows from Brightwater to be diverted to the Eastside Interceptor (ESI). The planning alternative is to divert NLS flows through the North Creek force mains via the York Pump Station, essentially reversing the flow direction through York by adding valves and piping.
1116796	<b>WTC SP RECLAIMED H2O FAC MODS</b> STANDALONE		\$1,986,022	South Plant Reclaimed Water Facility Modifications - Upgrade the existing reclaimed water system at South Plant to replace the pilot facility with a permanent facility, improve the reliability of reclaimed water produced and provide safety enhancements for WTD staff. The work includes: 1. Replace the existing temporary chemical pump building with a permanent building, 2. Modify the existing storage tank to meet current system requirements, 3. Provide a permanent chemical storage tank, 4. Provide spray washing system at the chlorine tanks and the reclaimed water storage tank, 5. Provide fill stations for the sodium hypochloride and the coagulant.
1116797	<b>WTC JAM/ARC BLDG REPLACEMENT</b> STANDALONE		\$0	Jameson/Arcweld Building Replacement - This project will incorporate information previously gathered in the Planning Level Alternatives Analysis developed in June of 2012, performed under a separate Minor Asset Management project. Re-evaluate and update current and future organizational business needs and requirements. Perform alternatives analysis and develop a recommended alternative. Upon approval from Capital Systems Team (CST), implement the recommended alternative.
1116798	<b>WTC WP OGADS REPLACEMENT</b> STANDALONE		\$45,942,187	West Point Oxygen Generation and Dissolution System Replacement - This project evaluated the replacement of the oxygen generation and dissolution equipment at the West Point Treatment Plant and will proceed with design and construction of the replacement if authorized by the WTD Capital Systems Team (CST). The West Point Treatment Plant requires oxygen to meet the aeration demands of the secondary treatment process. For both oxygen generation and dissolution equipment, the project will implement alternatives that will reduce overall energy consumption.
1116800	<b>WTC N MERCER ENATAI INT PAR</b> STANDALONE		\$9,922,064	North Mercer Island and Enatai Interceptor Parallel - This project will increase the capacity of the existing North Mercer Island and Enatai Interceptor components of the regional wastewater system to convey the 20-year peak wastewater flows projected through the year 2060 from sewer basins in north Mercer Island and the southwest portion of the City of Bellevue.
1116801	<b>WTC LK HILLS&amp;NW LK SAM INTCPPT</b> STANDALONE		\$12,162,516	Lake Hills and Northwest Lake Sammamish Interceptor - This project will increase the capacity of the Lake Hills Trunk and NW Lake Sammamish Interceptor sewers to convey the 20 year peak flow capacity through the year 2060. Available data on condition of the existing pipes will be used to verify which portions of the pipes should be replaced, refurbished, or paralleled. The project is located in the City of Redmond and unincorporated King County. The sewer includes 4.5 miles of gravity pipe and two siphon sections.
1116802	<b>WTC HANFD AT RAINIER &amp; BVIEW N</b> STANDALONE		\$1,555,672	Hanford at Rainier and Bayview North - This project will construct a 0.34-million gallon, off-line storage tank and install conveyance that will divert flows during storm events from the Hanford trunk to the Bayview tunnel.

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				The main components of this project include: Hanford@Rainier CSO -- 1) 0.34-MG offline storage tank with pumps to empty the storage tank; 2) Modifications to the existing Hanford@Rainier Overflow Structure Bayview North CSO -- 1) Conveyance from Bayview North Overflow Structure to Bayview Tunnel; 2) Modifications to the existing Bayview North Overflow Structure
1121402	<b>WTC GEORGETOWN WET WEATHER TS STANDALONE</b>		\$213,377,092	Georgetown Wet Weather Treatment Station - The project consists of building a Wet Weather Treatment Station (WWTS), conveyance pipelines, and outfall structure to treat Combined Sewer Overflows (CSO's) prior to discharge into the Lower Duwamish Waterway. The WWTS includes an influent pump station, equalization basin, screening facility, CSO treatment process, and disinfection. Modifications to both the S. Brandon St. and S. Michigan St. Regulator Stations will be required for diversion of flows to the WWTS. Ancillary facilities include an odor control facility, electrical/controls building, and emergency generator. CSO treatment will consist of high rate primary treatment followed by ultra violet disinfection prior to discharge.
1121404	<b>WTC IPS HIGH VOLT SG REPL STANDALONE</b>		\$3,512,147	Influent Pump Station High Voltage Switchgear Replacement - This project is to replace the high voltage (15kV) switchgear 137,035 in the South Treatment Plant Influent Pump Building that supports the Raw Sewage Pumping equipment.
1121409	<b>WTC WEST DUWAMISH CSO CONTROL STANDALONE</b>		\$11,924,113	West Duwamish Combined Sewer Overflow Control - Use current modeling data to determine the lowest life cycle cost approach to control West Michigan and T115 using green stormwater infrastructure, storage or some combination of the two.
1121410	<b>WTC UNIVERSITY GSI STANDALONE</b>		\$27,098,123	University Green Stormwater Infrastructure - The Combined Sewer Overflow (CSO) Long-term Control Plan (LTCP) recommends green stormwater infrastructure (GSI) and a wet weather storage facility to control the University CSO location to the state standard of one event per year. The size and cost of this storage facility may be reduced through the use of GSI. This project is for the GSI element of control facilities at the University CSO location.
1121411	<b>WTC MONTLAKE GSI STANDALONE</b>		\$26,461,748	Montlake Green Stormwater Infrastructure - The Combined Sewer Overflow (CSO) Long-term Control Plan (LTCP) recommends green stormwater infrastructure (GSI) and a wet weather storage facility to control the Montlake CSO location to the state standard of one event per year. The size and cost of this storage facility may be reduced through the use of GSI. This project is for the GSI element of control facilities at the Montlake CSO location.
1123517	<b>WTC E FLEET MAINT FAC REPLCMNT STANDALONE</b>		\$2,398,901	East Fleet Maintenance Facility Replacement - This project entails acquiring property, obtaining permits and constructing a new biosolids truck parking, maintenance, and repair facility. The site will accommodate a vehicle maintenance building, vehicle parking, vehicle electrification, materials storage, and landscaping.
1123624	<b>WTC COAL CRK SIPHON TRUNK PARA STANDALONE</b>		\$12,761,872	Coal Creek Siphon Trunk Parallel - This project will increase the capacity of the downstream half of Coal Creek Trunk. The trunk to be upgraded is 7,100 lineal feet, ranges in diameter from 15 to 21 inches, and ranges in flow from 7 to 10 million gallons per day (MGD). The upgraded sewer will be required to convey between 11 and 19 MGD to meet the year 2060, 20 year peak flow criteria.
1123625	<b>WTC SP HYPO</b>		\$1,814,529	South Plant Hypo and Caustic Chemical Storage - Relocate or provide new

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	<b>CAUSTIC CHEM STORE</b> STANDALONE			localized storage tanks as well as associated pumps, instrumentation and controls for hypo and caustic odor control chemicals at the South Plant DAFTS and Dewatering process areas.
1123626	<b>WTC SP BIOGAS HEAT SYS IMPROVE</b> STANDALONE		\$18,132,635	South Plant Biogas Heat System Improvement - Implement modifications identified in the recently completed South Plant Biogas Utilization Study. Modifications include: Replacement of the existing gas scrubbing system (installed in 1987) with a new gas scrubbing system (Pressure Swing Adsorption or alternative) and upgrading the current plant heating systems to meet year-round plant heat demand with one unit out of service using either raw-gas boilers or new high-temperature heat extractors. Ref: SP Biogas Utilization Study final report (Dec 2013)
1123627	<b>WTC WP 2ND MIX LIQ BLOWER REPL</b> STANDALONE		\$447,376	West Point 2nd Mix Liquid Blower Replacement - This project will evaluate the replacement of two existing centrifugal mixed liquor channel air blowers with alternative technology such as high-speed turbo blowers. The Variable Frequency Drive (VFD) equipped turbo blowers are a newer and more energy efficient technology, and can generate more cubic feet per minute (CFM) of air per kilowatt (kW) than the existing centrifugal blowers. This project will evaluate: the air requirements for the secondary mixed liquor channel physical/biological processes; and alternative air delivery system efficiencies and cost data. Based on those findings, the project will determine what equipment (blowers, piping, valves, etc.) requires replacement.
1123629	<b>WTC DENNY RS BACKUP POWER</b> STANDALONE		\$372,725	Denny Regulator Station Backup Power - Provide permanent back-up power at the Denny Way Regulator Station Facility, which in addition to the regulator station also houses the effluent dechlorinating and sampling systems for the Elliott West Combined Sewer Overflow (CSO) effluent outfall.
1123630	<b>WTC ESI SECT 2 REHAB PHASE II</b> STANDALONE		\$16,266,278	Eastside Interceptor Section 2 Rehabilitation Phase II - The scope of this project is to evaluate alternatives and implement the rehabilitation of approximately 3,900 linear feet of the Eastside Interceptor Section 2 (ESI 2), located in Renton.
1123632	<b>WTC KENT AUBURN PHASE B</b> STANDALONE		\$13,434,902	Kent Auburn Phase B - The scope of this project is to complete the final design, prepare bidding documents and construct the Pacific Pump Station Discharge and Auburn West Interceptor Parallel pipelines. The pipelines total about 3 miles in length and include regions of both force main and gravity sewer, ranging in diameter from 16 inches to 48 inches.
1123633	<b>WTC NB OUTFALL REPLACEMENT</b> STANDALONE		\$0	North Beach Outfall Replacement - Design and construct the replacement of the North Beach Outfall. This project will explore alternative procurement strategies, such as design-build. This project will also require coordination and negotiations with Burlington Northern Santa Fe railway (BNSF) because the alignment of the outfall is in the BNSF right-of-way.
1126444	<b>WTC CAPITAL PROJECTS CLOSEOUT</b> PROGRAMMATIC		\$2,267,551	Capital Projects Closeout - The project will fund and track costs incurred by WTD capital projects after they have been completed and closed out in the accounting system.
1127126	<b>WTC JOINT SHIP CANAL CSO</b> STANDALONE		\$15,061,399	Joint Ship Canal Combined Sewer Overflow - This project will fund King County's share of the capital costs for the Joint Ship Canal Water Quality Project (SCWQP), a Combined Sewer Overflow (CSO) control project with Seattle Public Utilities (SPU). SPU is the lead agency for design, construction and operation of this facility.
1127489	<b>WTC PRIMARY SED</b>		\$4,653,824	Primary Sedimentary Roof Structure - Remove or retrofit the roof structure

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	<b>ROOF STRUCTURE</b> STANDALONE			over the primary sedimentation area of West Point Plant. The West Point Treatment Plant was constructed in the early 1960s. The primary sedimentation area roof structure had a seismic upgrade in the 1990s for the East- West oriented frames. The North- South frames were not upgraded. Analysis in 2010 showed the East- West frames meet a Life Safety performance level but the North- South frames do not; therefore, the roof structure as a whole does not meet a Life Safety performance level.
1128354	<b>WTC INTERBY PS PARTIAL FM RPLC</b> STANDALONE		\$5,490,917	Interbay Pump Station Partial Force Main Replacement - The project will determine the locations and length and of the Interbay Pump Station force main segments to be replaced. Following WTD Capital Systems Team approval the project will proceed with design and construction of the needed replacements.
1129526	<b>WTC WP LSG PIPING REPLACEMENT</b> STANDALONE		\$2,515,523	West Point Low Pressure Biogas Piping Replacement - Replace the Low Pressure Biogas (LSG) piping system at the West Point Treatment Plant (WTP). Recent inspections identified not less than six holes in the LSG piping. Temporary patches have been installed at these locations. The LSG pipe system at West Point was installed during the original plant construction in the 1960 for Digesters 1-3. The system was expanded in the mid 1980's with the construction of Digesters 4 and 5; and again in the 1990's with the addition of Digester 6.
1129527	<b>WTC IBAY PS FM ODOR/CORR CNTRL</b> STANDALONE		\$883,114	Interbay Pump Station Force Main Odor/Corrosion Control - Evaluate odor control alternatives at the Interbay Force Main Transition Structure (Wheeler Street). Design and construct recommended alternative.
1129528	<b>WTC OFFSITE REPLACE SMALL GENS</b> STANDALONE		\$1,061,423	Offsite Replacement of Small Generators - Replacement of small generators at various offsite stations. The work involves the design and construction of replacement generators at the following facilities: 8th Avenue .Regulator Station, Brandon Outfall, Brandon Regulator Station, Chelan Regulator Station, Connecticut Regulator Station, Dexter Regulator Station, Hanford Regulator Station, Hanford Outfall, Harbor Regulator Station, King Street Regulator Station, Lake City Tunnel Regulator Station, Montlake Regulator Station, Norfolk Regulator Station, South Michigan Outfall, South Michigan Regulator Station, West Michigan Regulator Station, and the Ballard Regulator Station.
1129529	<b>WTC WP REFURB PE &amp; RAS PIPES</b> STANDALONE		\$4,666,851	West Point Refurbish Primary Effluent and Return Activated Sludge Pipes - Restore and/or replace portions of the Primary Effluent (PE) and Return Activated Sludge (RAS) lines in the secondary process area at the West Point Treatment Plant.
1129531	<b>WTC SP C2/C3 PIPE REPLACEMENT</b> STANDALONE		\$4,109,875	South Plant C2/C3 Pipe Replacement - Provide funding and a standalone project number for the implementation phase of the previously initiated South Plant C2/C3 Header Replacement Project #1122486. That project scope is to replace 1,900 linear feet of C2/C3 header piping in the South Plant aeration gallery.
1129532	<b>WTC BW OPTIMIZE AERATION BASIN</b> STANDALONE		\$2,587,792	Brightwater Optimize Aeration Basin - At the Brightwater Treatment Plant (BW), optimize the three aeration basins to improve diffuser and zone control and to reduce process chemical costs, energy usage, and foaming.
1129533	<b>WTC CHELAN AVE CSO</b> STANDALONE		\$9,086,838	Chelan Avenue Combined Sewer Overflow - This consent decree driven project will control the Chelan Combined Sewer Overflow (CSO) to no more than one overflow per year on a rolling twenty year average. It will include the construction of a storage facility for an estimated 4-5 million gallons of

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				mixed storm and wastewater (as determined by the WTD's modeling group), related conveyance lines and required support facilities including odor control and emergency power generation. This project may also include some elements of Green Stormwater Infrastructure (GSI).
1129534	<b>WTC SAMMAMISH PLATEAU DIV</b> STANDALONE		\$3,243,272	Sammamish Plateau Diversion - Development of an approximately 24-inch pipeline extending about 18,500 feet along the east side of Lake Sammamish located within E. Lake Sammamish Parkway NE from Inglewood Hills road to the NE Lake Sammamish Interceptor.
1129535	<b>WTC FUTURE CSI PROJECT</b> STANDALONE		\$0	Future Conveyance System Improvement Projects - This project is a place holder for a future Conveyance System Improvement (CSI) project starting in 2018. Potential projects include 1) Richmond Beach Storage 2) Thornton Creek Parallel 3) Medina Storage 4) Garrison Creek Parallel or 5) ULID #1 Contract 4.
1129536	<b>WTC CAPITAL PROJECT FORMULATE</b> STANDALONE		\$7,557,298	Capital Project Formulate - Develop capital projects to a Planning level of scope, schedule, and budget.
1129537	<b>WTC H2S CORR REHAB 2020-2021</b> STANDALONE		\$745,992	Hydrogen Sulfide Corrosion Rehabilitation 2020-2021 - The scope of the program is to rehabilitate conveyance pipeline damaged due to Hydrogen Sulfide corrosion. This project number is for program planning and a budget placeholder for future pipeline rehabilitation projects. No construction will be performed under this project number.
1129538	<b>WTC TECH ASSESS &amp; INNOVATION</b> STANDALONE		\$2,016,285	Technology Assessment and Innovation - The Technology Assessment and Innovation Program is involved in numerous concurrent testing and assessment activities. In 2017-18, this work will include evaluation of the cost and effectiveness of technologies and process changes that can improve the performance or reduce the costs of wastewater treatment. The recent interest in new ideas/proposals in the energy production/recovery, biosolids management, and nutrient recovery fields is anticipated to continue through 2017 and 2018. This project is a continuation of Project No. 1037769 which will close at the end of 2016.
1129756	<b>WTC MEDINA FM ODOR CONTROL</b> STANDALONE		\$2,448,352	Medina Force Main Odor Control - This project is to design and construct the selected alternative from project # 1127392 -Medina Force main and Siphon Odor Control project (alternative analysis only) for the Medina Pump Station force main and siphon. Design and construct the selected alternative.
<b>3611 - WATER QUALITY CONST-UNRES</b>		<b>Total</b>	<b>\$627,296,763</b>	
<b>Grand Total</b>			<b>\$627,296,763</b>	

# WATER & LAND RESOURCES DIVISION

## Mission

King County Water and Land Resources Division protects King County's water and lands so that residents can enjoy them safely today and for generations to come.

## Overview

The Water and Land Resources (WLR) Division is a division in the King County Department of Natural Resources and Parks (DNRP). The division, which has approximately 370 employees, was created in 1997 when the County combined the former King County Surface Water Management (SWM) program with portions of Metro's Water Pollution Control Division and the King County Resources and Natural Lands programs and Flood Hazard program. Today WLR includes the SWM program, the Environmental Lab, Science and Technical Support, portions of the King County Local Hazardous Waste (LHW) program, River and Floodplain Management as well as programs that provide economic and technical support for forestry and agriculture, acquiring open space, restoring habitat, and control of noxious weeds.

The division is made up of four Lines of Business (LoB): Stormwater Services, Resource Lands, Rivers and Floodplains Management, and Environmental Monitoring. The division's operating budget includes five special revenue operating funds and nine Capital Improvement Program (CIP) funds. The table below provides a matrix of WLR's funds included in this budget and how they relate to the four Lines of Business. This complex funding structure for the division is supported by a wide array of revenue sources that include fees for services, interlocal agreements, federal and state grants, transfers from other County agencies for the provision of services, tax levies, and bonds.

FUNDS	Lines of Business			
	Stormwater Services	Resource Lands	Rivers	Environmental Monitoring
Surface Water Management (SWM) Fund 1211	X	X		X
Shared Services Fund 1210				X
Flood Control District Contract Fund 1561			X	
Noxious Weeds Fund 1311		X		
SWM Capital Fund 3292	X	X		
Conservation Futures 3151		X		
Open Space Non-Bond 3522				
Critical Areas Mitigation 3673				
Transfer of Development Rights 3691				
Farmlands & Open Space 3480				



## 2017-2018 Problems, Opportunities and Priorities

### Division-wide

**Aging Workforce/Succession Planning** A recent analysis by WLR Human Resource staff indicated that WLR, like many public agencies, has a significant percentage of its workforce who are approaching retirement age. The analysis concluded that as many as 18 percent of WLR employees will be retirement eligible within the next five years. The agency is at a risk of a loss of institutional knowledge. Finally, there are costs associated with retirements in the form of vacation and sick leave payouts, which for some long-time employees can run into the tens of thousands of dollars.

**Improved Delivery of Capital Projects** WLR manages three capital programs: Stormwater, Flood Hazards, and Resource Lands. The combined 2017-2018 request for these programs is about \$208 million. To promote greater consistency, transparency, accountability, and efficiency, King County established a set of project management tools and standards in an effort to improve the countywide project management processes and functions. In 2017-2018 WLR will be promoting collaboration between the programs and using these tools and standards to monitor, track, and improve delivery of capital projects.








### Providing Funding for Critical Infrastructure and Habitat Restoration

The King County Executive is proposing a rate increase to the Surface Water Management (SWM) fee for 2017-2018. The SWM fee is paid by residents and businesses in unincorporated King County to manage surface water, prevent localized flooding, and protect water quality. This fee is the primary funding source for the programs that are part of the Stormwater LoB as well as habitat restoration projects in the Resource Lands LoB.

The Road Service Division (Roads) manages all drainage infrastructure within the roads right-of-way (ROW) of unincorporated King County. The conveyance system is for runoff generated on the right-of-way; some is for runoff that flows from outside of the right-of-way. Roads is assessed annual SWM fees like other property owners in unincorporated King County. However, Roads also receives a 70 percent discount, consistent with state law. Roads has limited ability to continue maintenance of regional conveyance in its right-of-way under its current revenue structure. In addition to funding WLR programming, the SWM fee rate increase proposal includes funding for \$2 million of carryover of previously committed Roads drainage projects and \$4.5 million of funding for additional drainage work in the ROW.

The current single-family residential rate is \$171.50 per year. Commercial property owners pay based on the amount of impervious surface (i.e., hard surfaces such as parking lots, roofs, and driveways) on a parcel. The more impervious surface a property has, the more stormwater runoff it will have during rainstorms and the higher its SWM fee. The Executive is proposing to increase this rate by approximately 50 percent to \$258 per year for single-family residences. If approved by the King County Council, the new SWM rates will go into effect on January 1, 2017.

The table below outlines the impact of the rate change on property-owners in unincorporated King County.

Rate Category	% Impervious Surface	2015-2016 Rate	2017-2018 Rate	Number of Billable Parcels	% Revenue Generated
1 Residential 	N/A	\$171.50 / parcel	\$258 / parcel	80,484	55%
2 Very Light 	≤ 10	\$171.50 / parcel	\$258 / parcel	2,612	2%
3 Light 	10.1 ≤ 20	\$ 413.38 / acre	\$ 695.28 / acre	538	4%
4 Moderate 	20.1 ≤ 45	\$ 905.92 / acre	\$ 1,343.00 / acre	657	5%
5 Mod. Heavy 	45.1 ≤ 65	\$ 1,546.40 / acre	\$ 2,289.61 / acre	1,509	4%
6 Heavy 	65.1 ≤ 85	\$ 2,116.79 / acre	\$ 3,171.86 / acre	1,113	3%
7 Very Heavy 	85.1 ≤ 100	\$ 2,638.96 / acre	\$ 3,937.85 / acre	560	4%

## Stormwater Line of Business

**Asset Management** Over many years, the SWM program has acquired an extensive system of surface water management facilities (e.g. ponds, tanks, and swales). Some facilities were constructed by the SWM program; many were built by private developers to standards and specifications as required by King County at the time of construction, and after a warranty phase, turned over to King County for management. As these facilities were acquired, they were inventoried in different formats (e.g. paper files or databases). Many of these facilities that are now decades old may require major renovation, repair, or replacement, but the full extent and timing of these needs is not presently known. The asset management initiative, which commenced in the 2013-2014 biennium, began the process of integrating facility data into a common format and assessing what additional information may need to be collected to facilitate future planning for replacement. In addition, a risk assessment model for facilities has been developed to inform when facilities should be replaced or undergo major maintenance.

The asset management information collected under this program is being combined with drainage asset information developed for Roads so that decision makers will have a more complete picture of the need and cost of future drainage improvements.

**Impact of Beavers on Ecosystem Projects** In the past ten years, WLR has seen a steady increase in the potential for damage to public and private property resulting from both upstream related flooding and downstream losses from sudden failure of beaver dams, particularly in the Cascade foothills. The division has taken strong action to prepare for emergencies and to proactively reduce potential injury or damages. Historically abundant throughout the area, the beaver population was greatly diminished but has been rebounding in recent years in rural and suburban King County (as well as other Puget Sound counties). As the WLR Division leads the way in restoring natural habitats, trees and shrubs planted in areas where beavers are re-emerging can become an attractive source of food to beavers, and building materials as well. At the same time, state law creates a more challenging situation for trapping and removing beavers than historic management techniques.

## Resource Lands Line of Business

**Resource Lands Preservation** WLR's resource lands program is anticipating significant increases in funding in the next five years. Two of the Resource Land program's major funding sources, Transfer of Development Rights (TDR) and the Mitigation Reserve Program (MRP) may receive as much as \$30 million more in this timeframe. The TDR program provides incentives for landowners to preserve farm, forest, and open space lands. The MRP program provides sponsors of some development projects with an option to purchase mitigation credits from King County to fully satisfy mitigation obligations associated with projects that result in unavoidable impacts to wetlands, rivers, streams, or buffers.

**Agriculture Lands** Two of WLR's major dedicated funding sources are the Surface Water Management (SWM) Fee and the Flood Control District Assessment (FCD). To the extent that work supporting or in partnership with agricultural efforts can be linked to water quality, drainage, or habitat improvements, the SWM fund may be used. To the extent that flood hazard management can be demonstrated, the FCD revenues may be used. However, much of the work to be done involves work that cannot be directly tied to those two revenue sources and, as a result, leaves the WLR land-based programs competing for General Fund and grants.

The most pressing challenge is adequately managing the Farmland Preservation Program; there is limited capacity to pursue new acquisitions with current staffing levels. Work necessary to do adequate public outreach, education, and inspections for the properties already in the program is greater than one staff person can address. WLR is currently unable to address all the compliance issues and proposals for activities on the properties in the program.

## Rivers Line of Business

The Rivers Line of Business supports the King County Flood Control District as the contracting agency. The primary challenges are to: continue to make progress rehabilitating aging infrastructure while also responding to new flood damages following six flood events in the 2015-2016 flood season; implement projects given staff and consulting resource constraints; and deliver structural and non-structural protection projects at the pace desired by the District as well as interested stakeholders.

**CIP Expenditure Rates and Staffing Resources** While the King County Flood Control District's (FCD) capital program expenditures have increased each year (2015 total capital expenditure was \$47.5 million), the amount carried over from one year to the next has continued to grow (\$69 million was carried over from 2014 to 2015, \$88.5 million was carried over from 2015 to 2016). In 2014 the Board authorized a service provider evaluation to identify efficiencies and (if appropriate) additional resources to increase the rate of capital project delivery and provide the operating and capital flood risk reduction services that are described in the District's work program due to a growing committed fund balance and the need to increase service delivery. That work was completed in December 2015.

**Corridor Plan Implementation** Funding will remain unchanged from the prior year pending the FCD Board's decision for corridor plan implementation. In February 2016 the Board of Supervisors adopted the interim Green River System-Wide Improvement Framework (SWIF) and submitted it to the Army Corps of Engineers. Projects adopted in the interim SWIF include an additional \$44 million compared to

the 2016 adopted capital program for the Green. The adopted capital investment plan for the interim SWIF is reflected in the preliminary draft 2017-2022 capital program.

**River Recreation Planning** Changes in rivers – whether man-made or natural – are accepted differently by different river user groups;; however all in-river recreationalists (e.g. rafters, swimmers) may be subjected to a possible increase in hazards. There are considerable risks to the district in not addressing these hazards. The District is committed to recreation planning efforts to address these risks and minimize risk.

### Environmental Monitoring Line of Business

**Environmental Lab/Science and Technical Support Dynamic Customer and Revenue Base** The Environmental Lab and the Science and Technical Support Sections provide a wide range of services related to sampling, data collection and analysis. These services, including water quality, flow, sediment, tissues/toxics and fish/bug habitat, are used by other county agencies as well as state agencies and other local jurisdictions. Service demands of customers are very dynamic.

One key opportunity for the Environmental Lab is to continue its expansion of services to new clients. Over the past 10 years, the Lab has been able to increase the amount of funding it receives by extending services to reimbursable clients by more than \$1.0 million per year. Some areas of potential expansion include toxic algae testing, micro source tracking, and arsenic speciation. In addition, the Lab's new research vessel SoundGuardian is capable of running 70 percent faster than Liberty, and thus will allow the Lab's field unit to complete more work and potentially more reimbursable work.

Another key opportunity is to align with the Science Section to provide more environmental sampling and analysis in response to emerging environmental concerns such as toxic contaminants. There are also potential challenges, such as the current funding structure, available skill sets, and competing environmental priorities (e.g., freshwater quality, marine water quality, sediment quality) given limited resources.

One key problem for the Lab is the aging facility. As an asset owned by the County, it is necessary for any facility-related projects to compete with other capital priorities. As the facility is aging, funding has been prioritized for the replacement of several critical building systems. However, the facility upgrade must remain a priority in order to keep the lab functioning effectively.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

In 2015-2016 WLR Division completed an Equity and Social Justice Report that drives the 2017-2018 priorities. This report focused on the DNRP ESJ objectives:

1. Workforce diversity
2. Engage and train employees to improve workplace inclusivity
3. Strengthen community outreach and engagement
4. Drive equity considerations into routine business

This 2017-2018 Proposed Budget includes funding to increase diversity and inclusion efforts in recruitment and hiring practices, allowing for additional ESJ training for HR staff and position advertising through new access to diversity networks. This also includes an internship component within the Division's Director's Office.

To mitigate the SWM fee increase for low-income property owners in unincorporated King County, this budget includes a proposal to develop a low-income discount program for the SWM fee, which will be developed in 2017 and implemented in 2018.

As part of the Don't Drip and Drive campaign, which educates people of impacts of vehicle leaks and behavior change to fix these issues, the program will continue to promote vehicle leak information to Spanish speaking residents, through local partnerships and Esparza+ Business Communications which includes workshops, outreach, media, and web content for vehicle owners.

### Strategic Climate Action Plan (SCAP)

WLR is engaged in several activities that support the goals and targets in the King County Strategic Climate Action Plan. As a leader in managing, protecting, and restoring King County's floodplains, open space, biology, and stormwater, WLR has aggressively incorporated climate response into its 2017-2018 work programs. Highlights include:

- **Preserving Open Space and Supporting Agriculture**

The division plays an active role in Goal Area 5: forest and agriculture in protecting open space. WLR is co-lead with the Parks and Recreation Division on this priority action. Open space acquisition is in many places in the WLR budget; the Conservation Futures (Resource Lands CIP) program's primary goal is to preserve open space. Thousands of trees are planted annually as part of the WLR work program; this is an ongoing effort and is included in several programs in the budget. Tree planting is a focus of the Lower Green River Basin Steward added in the SWM fund.

WLR is also the primary agency on priority actions to streamline support for forests and agriculture and expand the local food economy. The 2017-2018 proposal includes an increase and staffing support to implement the Farm, Fish, Flood program in support of the Local Food Initiative's goal of 400 net new acres of farmland each year.

- **Preparing for Climate Change**

WLR is the lead on several of the priority actions to prepare for climate change. Stormwater, Flood, and Science sections include efforts related to analyzing climate change impacts funded through a Department of Ecology grant. As part of this effort, WLR and Wastewater Treatment Division are co-funding research at the University of Washington to assess climate change impacts on rainfall patterns in King County. WLR staff will assess potential impacts on stormwater design requirements and make design recommendations based on those impacts. This proposal requests Flood District funding to assess climate impacts on flood sizes and frequencies. Updating salmon recovery plans in 2017-2018 is a priority for the Resource Lands LoB. Staff time in the division will also be dedicated to planning for low stream flows and working regionally to prepare for climate change impacts.

### **Best Run Government**

A major component to support the Best Run Government Initiative has been for WLR to engage with its employees through supporting growth and development. The 2017-2018 work plan includes continued support for the Lominger development activities, employee training and development opportunities, and implementation of the action plans to increase employee engagement.

The second major component of this initiative is continuous improvement and a sustainable financial future. To support this area, WLR is committed to identifying processes where efficiencies could lower costs and/or increase value in the services provided. The division continues to develop Lean competencies in its staff through training and development plans. In addition to these ongoing activities, the Line of Business planning process identified investments in technology that will improve services and reduce costs over time. The proposals are for the Surface Water Management (SWM) billing system replacement, the Laboratory Information Management System (LIMS) replacement, and implementation of the CityWorks information management system to share a common data platform with other County agencies.

The third component of the Best Run Government initiative is partnerships. WLR has included a proposal in the 2017-2018 budget for a water quality grant program that will offer small grants to support community projects that improve water quality. In addition, WLR has been working with the Road Services Division on a partnership approach to addressing regional drainage issues and funding strategies.

## **Surface Water Capital Improvement Program**

The Water and Land Resources Division's (WLR) vision of "Healthy aquatic and terrestrial ecosystems to enhance the quality of life in King County" is embodied in the Surface Water Capital Improvement Program (CIP). Two of the division's goals which are central to the Surface Water CIP are Environmental Quality and Productive Partnerships. The Water and Land Resources Division's (WLR) Surface Water Capital Improvement Program (CIP) has two primary goals:

- To protect public safety, water quality, and property from stormwater runoff and pollution, and
- To protect and restore aquatic ecosystems from damage caused by storm and surface water runoff, pollution, and past land development practices.

The responsibility for implementing these goals rests with the capital units of the Stormwater Services and Rural and Regional Services sections.

The Stormwater Services Section (SWS) is responsible for protecting public safety, properties, and water quality from the impacts of stormwater runoff to and from developed lands. Included in this responsibility is the operation and maintenance of stormwater facilities, coordinated compliance with state and federal stormwater regulations, enforcement of King County water quality code, and outreach/technical assistance to landowners on drainage and water quality issues and implementation of capital improvements.

The SWS Capital Program implements projects to replace/rehabilitate aging stormwater facility assets (Asset Preservation), add stormwater controls in areas where none currently exist or are inadequate to protect water quality, address chronic flooding problems associated with the natural drainage system, address drainage problems impacting private properties (Neighborhood Drainage Assistance Program), and address drainage problems impacting the productivity of agricultural lands (Agricultural Drainage Assistance Program). These projects originate from citizen complaints, facility inspections, asset management and other study/planning efforts, or as a result of legal mandates pursuant to the federal Clean Water Act and National Pollutant Discharge Elimination System (NPDES) municipal stormwater permit.

The Rural & Regional Services (RRS) section is responsible for protecting and improving aquatic and riparian habitat conditions towards conserving threatened species, implementing the Watershed Salmon Recovery Plans and working with landowners, including agriculture and forestry landowners, to promote projects that provide habitat restoration while supporting the long-term sustainability of rural working lands.

## Resource Lands Conservation Capital Improvement Program

The Resource Lands Conservation (RLC) Capital Improvement Program (CIP) supports the Water and Land (WLR) division's goals of Environmental Quality, Productive Partnerships, and Sustainable Resources. The RLC CIP encompasses five component programs – Conservation Futures Tax Levy (CFT), Open Space Acquisitions, Transfer of Development Rights (TDR), Farmland Preservation, and Mitigation Reserve (MRP) programs. The responsibility for implementing these programs rests with the Acquisitions Unit in the Rural and Regional Services section and the Director's Office.

Together these five programs work in concert to purchase land, development rights, and conservation easements on properties that have significant ecological and/or resource lands benefits; and through the MRP, to generate funds through sales of mitigation credits to restore and enhance the ecological function of these properties.



## Flood District Capital Improvement Program

The King County Flood Control District (FCD) contracts with the River and Floodplain Management Section (RFMS) within the Water and Land Resources Division to implement the District's capital improvement program. This body of work is guided by the following goals:

1. To reduce the risks to public safety and financial losses from flood and channel migration hazards.
2. To avoid or minimize the environmental impacts of flood hazard management.
3. To reduce the long-term costs of flood hazard management.

The capital program contributes to these goals primarily by reconstructing and repairing the system of levees and revetments along King County's major river systems. Most of these facilities are at least 50 years old and will be reconstructed using modern engineering techniques that make them more stable, allow for greater conveyance and flood storage, minimize adverse environmental impacts such as the loss of fish habitat, and reduce maintenance costs. The capital program also reduces flood risk by removing homes and other structures from the floodplain. This is done either by elevating the structures above flood waters, which occurs most commonly in the Snoqualmie Valley where the flooding is slow moving, or in other basins such as the Cedar River, where flood waters are swift and dangerous, homes are purchased outright to remove residents from the floodplain.

The program is based primarily on the 2006 King County Flood Hazard Management Plan that recommends regional policies, programs, and projects to reduce the risk to people and property from river flooding and channel migration in King County. The purpose of this Plan is to create a long-term vision for flood hazard management for King County's floodplains, with an emphasis on major river systems, and recommends specific near-term actions consistent with that vision to reduce flood and channel migration risks and to protect, restore, or enhance riparian and aquatic ecosystems. Other actions are being defined by several river corridor plans that provide greater specificity to these flood protection strategies, as well as facility damage assessments following significant flood events that occur every one or two years.

The total 2017-2018 Executive Proposed CIP budget for the Flood District Capital Program is \$105 million. This capital improvement budget is budgeted in the Flood District Contract operating fund, in accordance with District requirements. Final project allocations are subject to the Flood Control District Board's approval.



## 2017-2018 Executive Proposed Operating Budget

### SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>60,471,675</b>	<b>53,967,914</b>	<b>114.8</b>	<b>5.5</b>
Base Budget Adjustments	(3,971,394)	(675,990)	0.0	(5.5)
Decision Package Adjustments	16,447,519	22,283,562	7.8	1.0
<b>2017-2018 Executive Proposed Budget</b>	<b>72,947,800</b>	<b>75,575,486</b>	<b>122.6</b>	<b>1.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>72,948,000</b>	<b>75,576,000</b>	<b>122.6</b>	<b>10.0</b>

#### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_004) Contract Support Increase Transfer of a vacant 0.5 FTE contract specialist from the Flood program and increase this position to 1.0 FTE. It is estimated that this position will loan out at 75 percent for SWM funded contract work for the Stormwater and Regional Services Sections and 25 percent to support Flood capital project work.	(7,580)	0	1.0	0.0
(DS_005) Asset Management Increase Increase to implement the 10-year Stormwater Services Asset Management Plan for proactively managing the 1,100 WLRD owned stomwater facilities to mitigate the risks from the high cost of replacing assets after they fail and impacts of failure on water quality, public safety or loss of facility function. This increase ramps up the program, with a plan for future additions to meet the 10-year goal to work through the backlog.	4,965,503	0	4.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_006) Increase for the Habitat Restoration Capital Improvement Program Increase the transfer to the Habitat Restoration Capital Improvement Program (CIP) and reallocate the Monitoring and Maintenance program from the CIP to SWM operating. This will allow more funding to be available for capital investments and the ability to further leverage grants and partnership agreements.	1,036,348	0	0.0	0.0
(DS_007) Implement Farm, Fish, Flood The Local Food Initiative goal of 400 net new acres of farmland each year requires an increased focus on regulatory support/efficiencies to ensure that current farmland remains in production, lands can be made more productive and unfarmed land can be brought back into production. Additionally, the recently completed next phase of the Farm Fish Flood process identified the need for County leadership and support for a Regulatory Task Force to address permitting and regulatory hurdles facing farmers in the Snoqualmie Valley. This proposal creates a new TLT position, Agriculture Permitting Specialist, to provided much-needed support for both of those priorities.	251,843	0	0.0	1.0
(DS_009) Lower Green River Basin Stewardship Add 0.75 FTE basin steward, project program manager III, to coordinate and assist in program implementation to establish a tree canopy along the twenty-one mile Lower Green River shoreline. This position will convene partners and interested parties to plan the tree planning and work to prioritize federal, state and local planning efforts, develop a public outreach campaign and seek new funding resources.	122,229	0	0.8	0.0
(DS_011) Stormwater Mapping Extend the 9 TLT engineer I, to continue collecting and updating stormwater right-of-way (ROW) mapping inventory through 2017. This effort is important to meet the National Pollutant Discharge Elimination System (NPDES) permit requirements for King County's stormwater system mapping.	1,002,481	0	0.0	0.0
(DS_013) CityWorks Stormwater Information IT Project Add 1 FTE engineer I, King County Information Technology (KCIT) support and licensing fees to implement the CityWorks Information management system. As a result of this implementation, all new stormwater infrastructure plans and County workgroup drawings will be added to the stormwater infrastructure inventory. This project has gone through the IT project prioritization process.	349,214	0	1.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_014) Water Quality Grant Program Establish a Water Quality Grant Program available for residents of unincorporated King County. This program will allow unincorporated residents the opportunity to apply for funding to make water quality improvements through community based projects infrastructure and/or building community awareness. This program will be modeled after the Wastewater Treatment Division's Waterworks grant program.	250,000	0	0.0	0.0
(DS_015) Low Income Discount Program Create a low income discount program for the SWM fee. This funds the administration of the program and estimates the impact of revenue not collected as a result of the discount. This program will be developed in 2017, estimated to take effect in 2018, modeled after the SWM senior discount/exemption program, and administered by the Assessor's Office. This discount will help mitigate the effects of the SWM rate increase for low income property owners in unincorporated King County.	50,000	(200,000)	0.0	0.0
(DS_017) Agricultural Drainage Assistance Program (ADAP) Add Add funding for the Agricultural Drainage Assistance Program (ADAP) to support increased demand from farmers in the Agricultural Production District who have requested assistance with ditch cleaning. This funding will help reach the goal of cleaning two miles of ditch per year in the APD. Projects selected to receive funding will be assessed based on criteria such as timing of the request, cost match, feasibility, number of impacted properties and the contribution to the goal to bring agricultural land back into production.	700,000	0	0.0	0.0
(DS_018) Natural Drainage System Flood Projects Increase the SWM Capital Improvement Program (CIP) transfer to address chronic flooding problems in natural drainage systems in unincorporated King County.	1,000,000	0	0.0	0.0
(DS_025) Increase in Public Benefit Rating System (PBRS) Application Fee Increase the PBRS application fee from \$480 to \$1,200. The last increase to the application fee was in 2010. This increased fee is comparable with neighboring Counties' Current Use Program fees. This increase will allow the program to increase staff engagement with landowners and increase marketing efforts to potential participants.	48,000	48,000	0.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_029) Revenue Adjustment for Surface Water Management (SWM) Fee Increase to Support WLR Programs Increase the revenue for the SWM fee to support status quo operating and capital programs and increases in decision packages DS_005, DS_006, DS_007, DS_009, DS_011, DS_013, DS_014, DS_015, DS_017, DS_018, DS_101, and DS_102.	0	16,294,509	0.0	0.0
(DS_030) SWM Fee Increase to Support Roads Drainage Projects Increase the SWM fee revenue to mitigate negative impacts on the Road Services Division (RSD) from the increased SWM Fee. This includes funding to support the unfunded 2015-2016 \$2 million transfer to RSD for drainage work in the right-of-way (ROW) and an additional transfer in the amount of Roads SWM fee increases to support additional ROW drainage projects.	6,489,959	6,489,959	0.0	0.0
(DS_034) Loan out Labor for Climate Change in Shared Services Add loan out labor from the SWM program to support the Department of Ecology (DOE) Climate Change Grant in the Shared Services Fund. Water and Land Resources Division (WLR) and Wastewater Treatment Division are co-funding research at the University of Washington to assess climate change impacts on rainfall patterns in King County. The staffing support is used as a match for the DOE Grant. WLR staff in the Stormwater and Science sections will assess potential impacts on stormwater design requirements and make design recommendations based on those impacts.	(199,482)	0	0.0	0.0
(DS_038) DOE Grants—Don't Drip & Drive and STORM Coordinator Continue the Don't Drip and Drive vehicle leak behavior change effort and fund the Stormwater Outreach for Regional Municipalities (STORM) Coordinator supported by DOE Grants of Regional or Statewide Significance (GROSS) grants. The Don't Drip and Drive program works to raise vehicle owners' awareness and motivate them to fix leaks which are a major contributor to pollution in the Puget Sound. STORM is a coalition of over 83 Washington cities and counties working together on NPDES stormwater education and outreach on a regional scale, WLR staff coordinates this program using this grant funding.	225,000	225,000	0.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_101) Beaver Management Implement a consistent and coordinated strategy throughout the division to address and monitor the growth of beaver populations in King County. This addresses the recent recommendation in the King County Comprehensive Plan to develop a coordinated beaver management strategy. WLR staff will convene and lead a County team to develop effective and appropriate approaches to various problems caused by beavers, create a communication plan and protocols for external collaboration and outreach. This includes pilot programs to test the identified strategies.	284,689	0	0.0	0.0
(DS_102) Fish & Habitat Effectiveness Monitoring Creates a monitoring program to provide information on habitat and fish population status and trends to allow the program to demonstrate return on the investments in ecosystem, salmon recovery and land protection projects and stormwater controls in order to inform recovery strategies and capital investments. This includes the development of a database and fish mapping in unincorporated King County.	500,000	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Surface Water Management's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	1,416	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Administrative Adjustment Adjust accounts to reflect loan in and loan out labor based on the 2017-2018 staffing model and associated services and supply accounts. Adjust overhead accounts and debt service to reflect current estimates.	(421,274)	0	0.0	0.0
(AC_002) Business & Finance Officer Position Transfer Transfer of a business and finance officer from Shared Services into SWM to support the SWM billing process and begin succession planning to ensure continuity of the process. This position will also provide support for SWM grant billing and the new billing system build.	219,545	0	1.0	0.0
<b>Technical Adjustments</b>				

**2017-2018 Executive Proposed Operating Budget**  
**SURFACE WATER MANAGEMENT LOCAL DRAINAGE SERVICES (EN\_A84500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_001) Basin Stewardship Adjustment for Staffing Net zero changes to reflect the current spending patterns and adjust expenses to reflect actual spending trends in salary contingency and overtime within the basin stewardship program.	7,987	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues for grants awarded, contract reductions for Inter-Local Agreement (ILA) cities, and current SWM revenue projects for current SWM fee rate.	0	(573,906)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(480,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	15,000	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	176,320	0	0.0	0.0
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	14,643	0	0.0	0.0
<b>Central Rate Adjustments</b>	(154,321)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	16,447,519	22,283,562	7.8	1.0

**2017-2018 Proposed Financial Plan**  
**Surface Water Management Operating Fund /000001211**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>8,243,227</b>	<b>3,405,434</b>	<b>6,750,984</b>	<b>6,697,872</b>
<b>Revenues</b>				
SWM Fees	51,181,115	71,786,431	69,418,642	64,126,653
General Fund	1,700,000	1,700,000	1,841,100	2,014,163
Other Revenues	1,675,597	2,089,055	2,262,447	2,475,117
<b>Total Revenues</b>	<b>54,556,712</b>	<b>75,575,486</b>	<b>73,522,189</b>	<b>68,615,933</b>
<b>Expenditures</b>				
Expenditures	(42,980,905)	(49,407,655)	(53,056,292)	(57,095,226)
CIP Transfer	(8,874,000)	(13,761,436)	(13,761,436)	(13,761,436)
Debt Service	(4,349,600)	(3,288,750)	(2,961,800)	(2,280,250)
Asset Management for Roads	(1,000,000)			
Transfer to Roads <sup>4</sup>	(2,190,000)	(6,489,959)	(4,489,959)	(4,489,959)
<b>Total Expenditures</b>	<b>(59,394,505)</b>	<b>(72,947,800)</b>	<b>(74,269,487)</b>	<b>(77,626,871)</b>
<b>Estimated Underexpenditures<sup>5</sup></b>		717,864	694,186	641,267
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	3,405,434	6,750,984	6,697,872	(1,671,799)
<b>Reserves</b>				
SWM Rate Reserve <sup>6</sup>	(1,027,031)	(3,981,908)	(3,790,392)	
Rainy Day Reserve (30 days) <sup>7</sup>	(2,378,403)	(2,769,077)	(2,907,480)	(3,047,371)
<b>Total Reserves</b>	<b>(3,405,434)</b>	<b>(6,750,985)</b>	<b>(6,697,872)</b>	<b>(3,047,371)</b>
Reserve Shortfall	-	-	-	4,719,171
<b>Ending Undesignated Fund Balance</b>	-	-	-	-

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect actual expenditures from EBS using report GL010 and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is based on Hyperion system.

<sup>3</sup> Outyear projections are based on the following assumptions for expenditures and revenues:

Revenues

SWM revenues include the following annexation assumptions from PSB: Duwamish/Sliver 1/1/17; North Highline 1/1/20; West Hill 1/1/20; East Federal Way 1/1/20.

General Fund and Other Revenues reflect inflationary increases of 8.3% in 2019-2020 and 9.4% in 2021-2022 per PSB's assumptions

Expenditures

Operating expenditures reflects inflationary increases of 8.3% in 2019-20 and 9.4% in 2021-2022 per PSB's assumptions, and reductions for North Highline, West Hill and East Federal Way annexations direct services.

CIP Debt Service on 2014 bond issuance shown as separate line, reflects full debt amortization commencing in 2017.

<sup>4</sup> In 2017-2018 the transfer to Roads includes \$2 million of unfunded carryover previously appropriated in the SWM Capital Fund (3292) in 2015-2016. Funding for this transfer is included in the requested SWM fee rate increase.

<sup>5</sup> Under-expenditure assumptions for budget are usually calculated at 1 to 1.5% of estimated SWM revenues. This assumption is revisited and updated throughout the biennium.

<sup>6</sup> The rate reserve is accumulated to mitigate against future rate increases. The SWM program faces potential large revenue losses due to potential annexations.

<sup>7</sup> Reserves reflect a 30-day rainy day reserve based on the annual estimated SWM fund expenditures, excluding transfers to Roads.

<sup>8</sup> This plan was updated by Kathy Waymire on 9/9/2016.

## 2017-2018 Executive Proposed Operating Budget WATER AND LAND RESOURCES (EN\_A74100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>67,740,638</b>	<b>67,904,683</b>	<b>170.8</b>	<b>2.0</b>
Base Budget Adjustments	2,379,823	613,007	0.0	(2.0)
Decision Package Adjustments	2,911,785	4,121,522	(2.0)	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>73,032,246</b>	<b>72,639,212</b>	<b>168.8</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>73,033,000</b>	<b>72,640,000</b>	<b>168.8</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_016) Lake Geneva Lake Management District Implement the WLR work program to support the Lake Management District in the Lake Geneva watershed, established in Ordinance 18310.	28,403	28,403	0.0	0.0
(DS_019) National Estuary Program Grant Add grant funding to support WLR partnering with the King Conservation District (KCD) and the United States Forest Service (USFS) to collaborate on fish, water quality, and agricultural improvements. This is a continuation of a program started in 2016.	28,155	28,155	0.0	0.0
(DS_022) Equity and Social Justice Initiative in Hiring Add funding to increase diversity and inclusion efforts in recruitment and hiring practices and employee engagement. This includes membership fees to use services offered by the Historically Black Colleges and Universities (HBCU) through Connect.com, advertising with the Professional Diversity network, ESJ training for HR staff and internships within the WLR director's office.	80,000	0	0.0	0.0



## 2017-2018 Executive Proposed Operating Budget WATER AND LAND RESOURCES (EN\_A74100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_032) South Central Local Integrating Organization Grant Continue to provide staffing for the South Central Action Area Caucus Group using funding from the Environmental Protection Agency (EPA) Puget Sound Partnership South Central Local Integrating Organization grant awarded in 2015/2016. The group is comprised of several local governments, tribes, non-profit organizations, environmental groups and other organizations. The staffing is provided through consultant support and WLR finance and administrative support.	150,000	150,000	0.0	0.0
(DS_034) Climate Change Grant Increase to support the Department of Ecology (DOE) Climate Change Grant. WLR and Wastewater Treatment Division are co-funding research at the University of Washington to assess climate change impacts on rainfall patterns in King County. The staffing support is used as a match for the DOE Grant. WLR staff in the Stormwater and Science sections will assess potential impacts on stormwater design requirements and make recommendations based on those impacts.	266,557	249,999	0.0	0.0
(DS_035) Add Environmental Lab Vehicle Add a vehicle to the Field Science Unit to support a growing work program and staff increases. The vehicle will be needed for stormwater monitoring and sampling and for emergency response services for water quality incidents.	42,000	0	0.0	0.0
(DS_037) Local Hazardous Waste Management Program (LHWMP) Changes Move the expenditure authority from Solid Waste to Shared Services for the LHWMP's workforce and organization development needs to align with the organizational location of the project manager supporting the workforce development program.	320,000	320,000	0.0	0.0
(DS_039) Grant Contingency Increase the grant contingency to be used within the biennium if grants are awarded to the programs within Shared Services. It is estimated that by the end of 2016, Shared Services programs will have submitted approximately \$2.3 million in grant applications.	1,000,000	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget WATER AND LAND RESOURCES (EN\_A74100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_101) Beaver Management Implement a consistent and coordinated strategy throughout the division to address and monitor the growth of beaver populations in King County. This addresses the recent recommendation in the King County Comprehensive plan to develop a coordinated beaver management strategy. WLR staff will convene and lead a County team to develop effective and appropriate approaches to various problems caused by beavers, create a communication plan and protocols for external collaboration and outreach. This includes pilot programs to test the identified strategies.	75,964	250,000	0.0	0.0
(DS_102) Fish & Habitat Effectiveness Monitoring Create a monitoring program to provide information on habitat and fish population status and trends to allow the program to demonstrate return on the investments in ecosystem, salmon recovery and land protection projects and stormwater controls in order to inform recovery strategies and capital investments. This includes the development of a database and fish mapping in unincorporated King County. Revenue supporting this proposal exceeds expenditures because this program is supported using existing staff.	127,018	500,000	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust the Water and Land Resources Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	2,587	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Shared Services Administrative Changes Adjust loan in/ loan out labor associated with supply and service accounts and true up desktop costs for direct service cost centers.	516,152	0	0.0	0.0
(AC_002) Business and Finance Officer Position Transfer Transfer of a business and finance officer from Shared Services into SWM to support the SWM billing process and begin succession planning to ensure continuity of the process. This position will provide support for SWM grant billing and the new billing system build.	(219,545)	0	(1.0)	0.0

## 2017-2018 Executive Proposed Operating Budget WATER AND LAND RESOURCES (EN\_A74100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_003) Lake Stewardship Section FTE Reduction Eliminate 1 vacant position in the Science and Technical Support section's Lake Stewardship Program and distributes the work plan using existing available staff, previously loaned out to completed capital projects.	(55,707)	0	(1.0)	0.0
(AC_004) Redistribute KCIT Desktop Charges Redistribute KCIT desktop charges from the centrally charged location to the various programs within Shared Services.	(55,350)	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to align with the Division's overhead allocation model, remove already received grant revenue and expired contracts, and adjust other miscellaneous revenue accounts based on forecasted changes.	0	2,554,645	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(1,058,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	10,000	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	51,840	40,320	0.0	0.0
<b>Central Rate Adjustments</b>	1,601,710	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	2,911,785	4,121,522	(2.0)	0.0

**2017-2018 Proposed Financial Plan  
Shared Services Operating Fund /000001210**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance<sup>1</sup></b>	<b>189,175</b>	<b>200,122</b>	<b>31,465</b>	<b>-</b>
<b>Revenues</b>				
WTD Operating	27,615,552	30,291,292	32,874,477	35,981,723
Local Hazardous Waste <sup>4</sup>	12,210,319	12,982,655	14,089,792	15,421,538
Surface Water Management Fee	13,904,445	15,147,638	16,439,400	17,993,227
Flood Control District	4,086,816	4,369,623	4,742,256	5,190,487
Noxious Weeds	809,950	897,733	974,290	1,066,378
Lake Geneva Lake Mgmt. District <sup>5</sup>	-	28,403	28,522	28,522
Other Revenue <sup>6</sup>	8,352,470	8,921,867	9,662,382	10,570,646
<b>Total Revenues</b>	<b>66,979,552</b>	<b>72,639,211</b>	<b>78,811,119</b>	<b>86,252,521</b>
<b>Expenditures</b>				
WLRD Administration	(19,524,084)	(22,437,836)	(24,300,176)	(26,584,393)
Environmental Lab	(20,883,414)	(22,691,890)	(24,575,317)	(26,885,397)
Local Hazardous Waste	(10,560,519)	(11,401,829)	(12,348,181)	(13,508,910)
Science and Technical Services	(9,445,347)	(10,043,282)	(10,876,874)	(11,899,301)
Lake Geneva Lake Mgmt. District <sup>5</sup>	-	(28,403)	(22,422)	(22,422)
Regional Services <sup>7</sup>	(6,555,241)	(6,429,006)	(6,962,613)	(7,617,099)
<b>Total Expenditures</b>	<b>(66,968,605)</b>	<b>(73,032,246)</b>	<b>(79,085,584)</b>	<b>(86,517,521)</b>
<b>Estimated Under expenditures<sup>8</sup></b>		<b>224,378</b>	243,000	265,000
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance<sup>9</sup></b>	200,122	31,465	-	-
<b>Reserves</b>				
Expenditure Reserve (s) <sup>10</sup>	(200,122)	(31,465)		
<b>Total Reserves</b>	<b>(200,122)</b>	<b>(31,465)</b>	-	-
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	-	-	-	-

**Financial Plan Notes**

<sup>1</sup> Beginning Balance is consistent with the Finance reported fund balance and the EBS GL-30. 2015 Actuals and 2016 Actuals through May 2016 using the GL\_10 and estimated for remainder of 2016.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Out year projections assume expenditure growth of 8.53% in 2019-20 and 9.45% in 2021-2022 for internal revenue sources. Lake Geneva Lake Mgmt. District is based on LMD planning documents. Other Revenue is increased by 8.3% in 2018-2019 and 9.4% in 2012-2021 per PSB guidance. Division cost allocation is adjusted so that the revenues recover full costs in the out years.

<sup>4</sup> The Local Hazardous Waste Management Program (LHWMP) is a regional partnership consisting of King County Water and Land Resources Division (WLR), King County Solid Waste Division (SWD), Seattle Public Utilities, Public Health-Seattle & King County, the Muckleshoot and Snoqualmie Tribes, and 37 other cities in King County as represented by the Sound Cities Association. The program is governed by a multi-jurisdictional Management Coordination Committee (MCC) and provides services through multi-agency matrixed teams. It is funded through dedicated hazardous waste fees and grant funds which fully support the LHWMP's work. Revenues for the LHWMP are allocated to local government and County agency partners to carry out agreed upon work plans approved by the MCC.

<sup>5</sup> Lake Geneva Lake Management District (LMD) is part of the Science and Technical in Hyperion. The LMD was adopted by the Council in 2016 (Ord. 18228) and was submitted to relevant landowners for consent to the formation. Relevant landowners approved the creation of the LMD. This lake has several state listed aquatic noxious weeds, high water episodes and has recently experienced a decline in water clarity. Out year assumption based on the LMD planning document as an average biennium budget, all revenues and expenditures will be tracked for the 10 year life of the LMD and reconciled at the end of each year. Assessor's Office has mailed out LMD bills to landowners.

<sup>6</sup> Other revenue includes federal and state grants, contracts for services with other jurisdictions and from internal transfers from other county agencies.

<sup>7</sup> Regional Services Section is split between the Surface Water Management and Shared Services Funds. Shared Service portion includes the section administration unit, the Water Resource Inventory Areas (WRIAs) 7, 8 and 9, the WRIA portion of Flood Control Zone Districts grant program and the groundwater management unit.

<sup>8</sup> Underexpenditure assumption is 1% of the WLR Administration based on historical activity. This is revised through the biennium.

<sup>9</sup> The Shared Services Fund does not have a minimum fund balance requirement. The fund operates on a reimbursement basis for services provided to County agencies and outside entities, including federal and state grants, and contract for services. Policy does not mandate the fund have a minimum fund balance.

<sup>10</sup> Residual funds are shown as a Expenditure Reserve. Residuals are included in next budget planning to reduce WLR Admin Cost Distribution.

<sup>11</sup> This plan was updated by Kerry Thrasher on September 09, 2016.

## 2017-2018 Executive Proposed Operating Budget NOXIOUS WEED PROGRAM (EN\_A38400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>5,140,351</b>	<b>4,883,559</b>	<b>16.5</b>	<b>0.0</b>
Base Budget Adjustments	270,215	9,225	0.0	0.0
Decision Package Adjustments	219,013	214,598	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>5,629,578</b>	<b>5,107,382</b>	<b>16.5</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>5,630,000</b>	<b>5,108,000</b>	<b>16.5</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Noxious Weed Program Van Add a passenger van to support the Noxious Weed Control Program education program. This van will provide transportation for staff and displays to the outreach events, for the program's information booths, workshops and presentations. When the van is not used for outreach it will be used for field work.	12,098	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Administrative Changes Loan out Labor and Overhead Adjust loan in and loan out labor and adjust for DNRP and WLR overhead. The loan out for Stormwater will be to inspect stormwater flow control Best Management Practices during the winter months allowing for seasonal staff to continue working during the winter months. The loan out will also support the Flood section through field work, flood patrol and other necessary office tasks.	51,013	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_050) Revenue Adjustments Adjust revenue to reflect the forecasted revenues from the Noxious Weed Fee.	0	214,598	0.0	0.0

**2017-2018 Executive Proposed Operating Budget  
NOXIOUS WEED PROGRAM (EN\_A38400)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	74,880	0	0.0	0.0
<b>Central Rate Adjustments</b>	81,021	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	219,013	214,598	0.0	0.0

**2017-2018 Proposed Financial Plan  
Noxious Weeds Fund /000001311**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>903,173</b>	<b>1,071,831</b>	<b>831,112</b>	<b>326,994</b>
<b>Revenues</b>				
Noxious Weed Fee	4,598,064	4,678,952	4,725,742	4,772,999
Interest Income	10,278	9,000	9,000	9,000
Grants/Other	216,530	419,429	419,429	419,429
<b>Total Revenues</b>	<b>4,824,872</b>	<b>5,107,381</b>	<b>5,154,171</b>	<b>5,201,428</b>
<b>Expenditures</b>				
Wages and Benefits	(2,852,907)	(3,132,679)	(3,314,374)	(3,519,865)
Supplies and Other Services <sup>4</sup>	(381,950)	(865,002)	(915,172)	(971,913)
Intragovernmental Services <sup>5</sup>	(1,368,191)	(1,609,152)	(1,702,482)	(1,808,036)
Contingencies <sup>6</sup>	(22,905)	(22,746)	(24,065)	(25,557)
Encumbrance Carryover	(30,262)	-	-	-
<b>Total Expenditures</b>	<b>(4,656,214)</b>	<b>(5,629,578)</b>	<b>(5,956,094)</b>	<b>(6,325,372)</b>
<b>Estimated Underexpenditures<sup>7</sup></b>		<b>281,479</b>	<b>297,805</b>	<b>316,269</b>
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance<sup>8</sup></b>	<b>1,071,831</b>	<b>831,112</b>	<b>326,994</b>	<b>(480,681)</b>
<b>Reserves</b>				
Rate Stabilization Reserve(s) <sup>9</sup>	(877,822)	(596,547)	(78,823)	
Rainy Day Reserve (30 days) <sup>10</sup>	(194,009)	(234,566)	(248,171)	(263,557)
<b>Total Reserves</b>	<b>(1,071,831)</b>	<b>(831,112)</b>	<b>(326,994)</b>	<b>(263,557)</b>
Reserve Shortfall	-	-	-	744,238
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflect actuals using the EBS GL010 through 03/31/2016 and projected for through year-end 2016. Beginning fund balance is consistent with the 2014 year-end budgetary fund balance memo produced by Finance (FBOD).

<sup>2</sup> 2017-2018 Proposed Budget is consistent with the budget request in Hyperion.

<sup>3</sup> Out year projections are based on the following assumptions for expenditures and revenues and reflects the most recent estimates:

Noxious Weed Fee revenue are assumed to increase by 1% annually based on assumed parcel growth by the Assessor's Office as of 05/27/2016

Grants/other revenues are assumed unchanged from 2017-2018 budget

Expenditures are assumed to increase by 5.8% in 2019-2020 and 6.2% in 2021-2022 based on the Office of Performance, Strategy, and Budget (PSB) assumptions updated 03/08/2016.

<sup>4</sup> Supplies and other services expenditure category includes account 52000, 53000 and 56000.

<sup>5</sup> Intragovernmental services expenditure category includes account 55000, 57000 and 58000.

<sup>6</sup> Contingencies expenditure category includes account 59800 and 59900.

<sup>7</sup> Estimated annual under expenditures are 5%. The Noxious Weed program has higher historic under expenditure rates of about 10%. This assumption is revisited and updated throughout the biennium. Encumbrance carryover was for a vehicle purchased in 2014 but paid for in 2015.

<sup>8</sup> It is anticipated that in 2021-2022 the Program will require a fee assessment increase for continued baseline operations.

<sup>9</sup> A four year rate increase was approved for the 2015-2016 biennium to cover operations through 2018. A new fee assessment will be needed for the 2021-2022 to continue operations at current levels.

<sup>10</sup> Consistent with new fund balance policies which were approved by the County Council in Motion 13764, the Noxious Weed program maintains a 30-day Rainy Day Reserve based on expenditures. Amounts above the Rainy Day Reserve are maintained in a rate reserve.

<sup>11</sup> This plan was updated by Hong Nguyen on 09/01/2016.

## 2017-2018 Executive Proposed Operating Budget KING COUNTY FLOOD CONTROL CONTRACT(EN\_A56100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>188,286,184</b>	<b>188,261,318</b>	<b>47.5</b>	<b>3.0</b>
Base Budget Adjustments	(170,488,742)	(170,176,278)	0.0	(3.0)
Decision Package Adjustments	109,385,554	109,097,956	8.5	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>127,182,996</b>	<b>127,182,996</b>	<b>56.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>127,183,000</b>	<b>127,183,000</b>	<b>56.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Position Increases in Flood Add 5 FTEs recommended or assumed in the 2015 Service Provider Evaluation to support the Flood program. Add back two positions previously approved but left vacant at the request of the Flood Control District. These positions are a project program manager III and a capital project manager III. This would reauthorize filling these positions to support the Flood CIP program through consultant oversight and capital project design, and implementation, communication, community engagement and coordination. The conversion of a 3-year TLT environmental scientist III to support ongoing needs in the capital program in project feasibility, design, permitting compliance, and mitigation requirements. Add an administrative specialist II position for document preparation and records management for the section adjusting administrative staffing levels to be a ratio of 1 per 25 staff. Add a communication specialist II to support the program through implementing recommendations from public meetings preparation of materials, websites and social media and update communication plans for CIP projects.	652,706	0	5.0	0.0



**2017-2018 Executive Proposed Operating Budget**  
**KING COUNTY FLOOD CONTROL CONTRACT(EN\_A56100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_002) Add a Capital Project Team Add 4 FTEs to conduct feasibility analysis, engineering design and permitting, prepare consultant contracts and bid packages and oversee construction of large levee rehabilitation projects. This adds a capital project manager III, environmental scientist II, project/program manager II and an engineer I. This will allow the section to provide more Flood Capital services and support the backlog of existing project commitments.	214,418	0	4.0	0.0
(DS_004) Transfer of Position to SWM Transfer a vacant 0.5 FTE contract specialist position to the SWM program to reflect the need for contract support in SWM. The position will be loaned out to Flood, if contract support is needed.	(118,952)	0	(0.5)	0.0
(DS_020) University of Washington (UW) Climate Change Add budget to support the UW Climate Change project through loan in labor and consultant contracts. An employee from the Science section of WLR will be loaned in to provide technical review and direction for the project.	300,000	0	0.0	0.0
(DS_021) Add Vehicles Add two vehicles to be available for flood patrol, construction projects, and other field support.	50,000	0	0.0	0.0
(DS_023) US Geological (USGS) Services Purchase additional services from the USGS, which includes adding new gauges to the White River and South Fork Skykomish river. This will allow for more information on changing river condition during flood season. This additional service was requested by the Flood Control District following review of the 2015-2016 Flood Response Report.	105,900	0	0.0	0.0
(DS_024) Purchase of Trimble and Acoustic Doppler Purchase a Trimble and an Acoustic Doppler to be available for staff in the field. The Trimble is high quality survey equipment and the current one is frequently in use. The Acoustic Doppler is specialized survey equipment used in water data collection when for safety reasons due to flow conditions a person cannot enter the water.	55,000	0	0.0	0.0
(DS_026) WA Conservation Corps (WCC) Increase Increase the use of the WCC crews for weeding, maintenance and planting field work. This increases the WCC crew from 1 in 2015-2016 to 1.25 in 2017 and to 1.5 in 2018. This increase is necessary because of growing acreage of floodplain properties owned by the Flood Control District and the recent completion of large-scale capital projects with permit-required maintenance.	358,346	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### KING COUNTY FLOOD CONTROL CONTRACT(EN\_A56100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_027) Flood Control District Support Add budget at the request of the Flood Control District for District planning, outreach and policy technical services in 2017 and 2018. This budget was originally added in the mid-2015 Flood Control District budget revision.	784,000	0	0.0	0.0
(DS_101) Beaver Management Implement a consistent and coordinated strategy throughout the division to address and monitor the growth of beaver populations in King County. This addresses the recent recommendation in the King County Comprehensive Plan to develop a coordinated beaver management strategy. WLR staff will convene and lead a County team to develop effective and appropriate approaches to various problems caused by beavers, create a communication plan and protocols for external collaboration and outreach. This includes pilot programs to test the identified strategies. Flood labor will be loaned out to represent Flood concerns and issues related to beaver management.	(5,653)	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Rivers Loan in / Loan out Labor Adjustments Adjust loan in and loan out labor accounts to reflect the staffing allocation model.	(48,676)	0	0.0	0.0
(AC_004) Capital Improvement Plan Adjustment Adjust the Capital Improvement Plan (CIP) budget with the carryover balance and the latest estimate of the 2017-2018 CIP.	106,423,009	0	0.0	0.0
(AC_006) Ongoing Maintenance on Flood Project and Properties Adjust budget to reflect maintenance required on Flood projects and properties. The increase is a result of growing acreage in the floodplain and the completion of large projects in the CIP that have on-going maintenance requirements.	606,512	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Flood Technical Adjustment Adjust accounts to reflect inflationary increases and current spending trends. Updates overhead accounts for DNRP and WLR.	564,905	0	0.0	0.0
(TA_002) Technical Contract Adjustment Adjust and move all technical contracts between cost centers to cross walk between the County and District budgets allowing for additional accuracy and transparency.	(435,000)	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**KING COUNTY FLOOD CONTROL CONTRACT(EN\_A56100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_003) Remove Landslide Mapping Reduce budget to remove the Landslide Mapping project which ended in June 2016.	(290,078)	0	0.0	0.0
(TA_050) Revenue Adjustment Adjust revenue to reflect current operating and Capital Flood District reimbursements requested in the budget proposal.	0	109,097,956	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(522,000)	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	49,920	0	0.0	0.0
<b>Central Rate Adjustments</b>	641,197	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	109,385,554	109,097,956	8.5	0.0

**2017-2018 Proposed Financial Plan**  
**Flood Control District Operating Contract Fund/000001561**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>1,822</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>				
Flood Control Reimbursement	17,784,732	21,684,739	23,049,175	24,513,120
Inter-County River Improvement Fund	96,000	94,850	56,791	-
Miscellaneous	62,973			
Capital Program Revenues	93,057,785	105,403,407	137,680,156	76,253,241
<b>Total Revenues</b>	<b>111,001,491</b>	<b>127,182,996</b>	<b>160,786,122</b>	<b>100,766,360</b>
<b>Expenditures</b>				
Annual Maintenance	(4,330,739)	(5,164,890)	(5,479,432)	(5,813,130)
Flood Hazards Plan, Grants, Outreach	(977,571)	(645,790)	(685,118)	(726,842)
Flood Hazard Studies, Maps, Tech Services	(1,813,283)	(2,952,877)	(3,132,707)	(3,323,489)
Flood Preparation, Flood Warning Center	(976,827)	(1,536,269)	(1,629,828)	(1,729,085)
Program Management, Finance, Budget	(2,443,727)	(1,829,724)	(1,941,154)	(2,059,371)
Program Implementation	(3,459,805)	(2,436,954)	(2,585,364)	(2,742,813)
Overhead / Central Costs	(3,943,575)	(6,417,325)	(6,808,140)	(7,222,756)
District Planning, Outreach, Policy Services	-	(795,760)	(844,222)	(895,635)
<b>Total Expenditures</b>	<b>(17,945,528)</b>	<b>(21,779,589)</b>	<b>(23,105,966)</b>	<b>(24,513,120)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Capital Fund Expenditures <sup>5</sup>	(93,057,785)	(105,403,407)	(137,680,156)	(76,253,241)
<b>Total Other Fund Transactions</b>	<b>(93,057,785)</b>	<b>(105,403,407)</b>	<b>(137,680,156)</b>	<b>(76,253,241)</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserves<sup>6</sup></b>				
<b>Total Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect Biennial-to-Date revenue and expenditure actuals from the GL-010 report as of 6/23/16 as well as updated revenue and expenditure estimates.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion. The total expenditures in Hyperion are equal to the operating and capital expenditures combined.

<sup>3</sup> Outyear projections assume operating expenditures increase by 3% annually. Capital expenditures are based on proposed CIP.

<sup>4</sup> Other fund transactions include the expenditures in the Flood District Contract Capital fund 3571, but which are budgeted under fund 1561 per the practice of the King County Council.

<sup>5</sup> Capital expenditures reflect proposed appropriation in each biennium based on the proposed CIP in June 2016.

<sup>6</sup> This fund operates on a reimbursement basis. Flood Control District practice has been to keep all reserves in the District fund (190010010) and reimburse the County's contract fund for all expenditures not covered by other revenue sources.

<sup>7</sup> This plan was updated by Steve Klusman on 9/9/2016.

## 2017-2018 Executive Proposed Operating Budget INTERCOUNTY RIVER IMPRVMT (EN\_A76000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>100,000</b>	<b>100,000</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	0	0	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>100,000</b>	<b>100,000</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>100,000</b>	<b>100,000</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Administrative Service Changes</b>				
(AC_001) Reduction to Balance Fund Reduce to align with available funding after central rate charges.	(1,904)	0	0.0	0.0
<b>Central Rate Adjustments</b>	1,904	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	0	0	0.0	0.0

**2017-2018 Proposed Financial Plan**  
**Intercounty River Improvement Fund/000001820**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected</b>
<b>Beginning Fund Balance</b>	<b>5,662</b>	<b>6,791</b>	<b>6,791</b>	<b>-</b>
<b>Revenues</b>				
ICRIF Levy	101,129	100,000	50,000	
<b>Total Revenues</b>	<b>101,129</b>	<b>100,000</b>	<b>50,000</b>	<b>-</b>
<b>Expenditures</b>				
Central Rates	(3,246)	(5,150)		
Transfer to Fund 1561	(96,754)	(94,850)	(56,791)	
<b>Total Expenditures</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(56,791)</b>	<b>-</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>6,791</b>	<b>6,791</b>	<b>-</b>	<b>-</b>
<b>Reserves<sup>4</sup></b>				
<b>Total Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>6,791</b>	<b>6,791</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect Biennial-to-Date revenue and expenditure actuals from the GL-010 report as of 6/27/16 as well as updated revenue and expenditure estimates. Fund balance is consistent with the Finance reported fund balance summary.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> ICRIF agreement began in 1919 & was effective for 100 years. It is assumed that it will not be renewed so revenue will no longer be collected. Expenses are projected through 2019 only.

## 2017-2018 Biennial - Executive Proposed

### 3151 CONSERV FUTURES SUB-FUND - Water and Land Resources

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1047152	<b>WLCF CFL PROGRAM SUPPORT</b> STANDALONE		\$349,418	Conservation Futures Levy Program Support - This project provides for ongoing program management support to the Conservation Futures Program. This includes preparation of Interlocal agreements with cities, review of reimbursement requests from cities, staffing the Conservation Futures Citizen Committee, review and preparation of legislation and other land acquisition related support.
1047186	<b>WLCF KC TOLT RVR NATRL AREA</b> STANDALONE		\$200,000	King County Tolt River Natural Area - This project will acquire critical salmon habitat for protection and future restoration, between the Tolt River and Tolt River Road, east of Carnation.
1047194	<b>WLCF LWR CDR R CNSRVTN ARA</b> STANDALONE		\$50,000	Lower Cedar River Conservation Area - This is a multiple year, multiple parcel open space and salmon habitat acquisition project in the lower Cedar River corridor east of Renton.
1047196	<b>WLCF COUG- SQUAK CORIDR ADD</b> STANDALONE		\$250,000	Cougar-Squak Corridor Addition - This project is located on the northwest side of Squak Mountain, east of State Route 900 (Renton-Issaquah Road). It has a goal of connecting Cougar Mountain and Squak Mountain, from Squak Mountain State Park to Cougar Mountain Regional Wildland Park.
1047220	<b>WLCF TDR PROGRAM SUPPORT</b> STANDALONE		\$142,983	Transfer Development Rights Program Support - Administration and management of open space acquisitions and sales of Transfer Development Rights credits in support of the Conservation Futures program goals.
1047226	<b>WLCF SNO - SNO RVRFRNT RCH</b> STANDALONE		\$150,000	Snoqualmie Riverfront Reach - This is a multiple-parcel, multi-year project to acquire riverfront open space properties along the Snoqualmie River in Snoqualmie.
1047227	<b>WLCF BEL BELLEVUE GRNWX&amp;OS</b> STANDALONE		\$397,500	Bellevue Greenway and Open Space System - This is a multiple-parcel, multiple-year open space acquisition project, which will acquire additional open space parcels identified in the City of Bellevue's Greenways and Open Space System..
1047228	<b>WLCF ISS-ISSAQUH CRK WTRWY</b> STANDALONE		\$200,000	Issaquah Creek Waterways - This multi-year, multi-parcel acquisition project will acquire property along Issaquah Creek in the City of Issaquah, with a goal of preserving critical streamside habitat. 2015: Eight properties along Issaquah Creek are added to the project scope to help further the project goals. These same parcels will be included in Issaquah's application for additional CFT funds later in 2015.
1113919	<b>WLCF KC Patterson Creek</b> STANDALONE		\$25,000	King County Patterson Creek - This project will acquire forest and habitat land within a 178-acre area to conserve water quality, upland wildlife and salmonid habitat in the headwaters of Patterson Creek. The project is located near 250th Avenue NE, northeast of the City of Sammamish. The first acquisition priority is up to 160 forested acres owned by the State of Washington Department of Natural Resources (DNR).
1116223	<b>WLCF KC TDR Active Farmland</b> STANDALONE		\$300,000	Transfer Development Rights Active Farmland - This project will acquire Transferable Development Rights (TDRs) from unprotected, active rural farmlands, including those that support farmer's markets in cities.
1116226	<b>WLCF KC Mid Fork Snoq NA</b> STANDALONE		\$59,305	King County Middle Fork Snoqualmie Natural Area - This project will acquire properties in the Middle Fork Snoqualmie Natural Area, to buffer a popular trail entrance, and to protect habitat values in the Natural Area
1116231	<b>WLCF KC Bear Crk Waterways</b> STANDALONE		\$281,789	King County Bear Creek Waterways - This project will acquire riparian habitat that allow for restoration of critical salmon habitat on Bear Creek north of Redmond. The first two acquisition priorities for allocation include a three-acre property in the South Focus Area between Avondale and

## 2017-2018 Biennial - Executive Proposed

				Novelty Hill roads, which connects two portions of the Lower Bear Creek Natural Area, and up to 20 acres on Paradise Lake Road. 2014: \$175,000 is added to this project to acquire a 20-acre conservation easement in the headwaters area of upper Bear Creek, adjacent to a similar conservation easement purchased last year from the same owner.
1116241	<b>WLCF KC Wetland 14 / Spring LK</b> STANDALONE		\$330,000	King County Wetland 14 / Spring Lake - This project will acquire open space lands adjacent to Wetland 14 Natural Area and Spring Lake-Lake Desire Park. The first funded property is a ten-acre, approximately half-mile long linear parcel located on the eastern boundary of Wetland 14 Natural Area. The parcel contains a gravel access road and a wooded buffer to the Wetland 14 Natural Area. It is located on SE 170th Street, west of 184th Avenue SE.
1116245	<b>WLCF KC Soos Cr Add</b> STANDALONE		\$0	King County Soos Creek Addition - This project will fund direct costs of the acquisition of land to improve access to Soos Creek Park, west of Covington, including title and appraisal work, and landowner negotiations.
1116248	<b>WLCF KC Paradise Villy-Judd Cr</b> STANDALONE		\$0	King County Paradise Valley-Judd Creek - This project will acquire up to six parcels containing high quality riparian habitat along Judd Creek on Vashon Island. The first priority is three parcels on 111th Avenue SW.
1116264	<b>WLCF KC MASTER</b> STANDALONE		\$12,191,836	Conservation Futures King County Master - This project holds King County's share of projected Conservation Futures Levy funding for 2018 to be allocated by the Conservation Futures Citizens Committee through the annual application, review and approval process in July 2017.
1122034	<b>WLCF COV South Covington Park</b> STANDALONE		\$100,000	South Covington Park - This project consists of three parcels totaling 5.65 acres on SE Wax Road, in the Jenkins Creek corridor. There is a dual goal for the project: the first is creating a trail connection between the planned Covington Town Center, which is located nearby to the northeast, and a city-wide trail system that connects with other Covington parks and open spaces. The second goal is habitat protection along Jenkins Creek, which runs parallel to the future trail. The project site is critically located at a planned trail crossing on SE Wax Road.
1122057	<b>WLCF KC Dairies in King Co/TDR</b> STANDALONE		\$400,000	Dairies in King County / Transfer Development Rights - This multiple-year, multiple-parcel project are supported by King County's TDR Program and Farmlands Preservation Program. The project will purchase TDRs from King County dairy farms or the lands that support their operations. The project includes two dairies in the Snoqualmie Valley APD, and eight in the Enumclaw APD. Additional properties that directly support these dairies with uses like grazing, haying, manure spreading or crop tillage are also part of the project scope.
1122058	<b>WLCF KC Griffin Creek Nat Area</b> STANDALONE		\$70,000	King County Griffin Creek Natural Area - The Griffin Creek Natural Area project will acquire up to 13 forested parcels with high quality riparian habitat along Griffin Creek near East Griffin Creek Road NE. The project has a goal of further completing the habitat protection and conservation vision for this lower reach.
1123818	<b>WLCF NEW LAKE BOREN / MAY CK T</b> STANDALONE		\$199,000	Lake Boren/May Creek Tributary - This new project will acquire two parcels totaling 3.52 acres at the south end of Lake Boren in Newcastle, west of Coal creek Parkway. The properties are adjacent to Lake Boren Park and contain houses that will be removed.
1123828	<b>WLCF KC MITCHELL HILL FOR ADD</b> STANDALONE		\$250,000	King County Mitchell Hill Forest Additions - This project provides funding to acquire up to 182 acres of forested open space to King County's Mitchell Hill Forest. Seven parcels are a first priority, with two parcels located on SE 62nd Way and totaling almost 80 acres, and a third parcel being an inholding property, located at 285th Avenue SE, and four parcels located between and linking Mitchell Hill Forest and Washington State Department



## 2017-2018 Biennial - Executive Proposed

				of Natural Resources ownership east of 286th Avenue SE..
1123830	<b>WLCF KC SOUTH FORK SKYKOMISH</b> WLCF CONSRVTN FUTURES BDGT		\$0	King County South Fork Skykomish - This project is to conduct real estate work, including title and appraisal work and initial landowner negotiations, to explore properties with passive outdoor recreational opportunities in the South Fork Skykomish River basin. The project areas are located along and near US Highway 2, near Skykomish, including the confluence of the Tye and Foss Rivers.
1126724	<b>WLCF BTH WAYNE GC FRONT NINE</b> STANDALONE		\$200,000	Bothell Wayne Golf Course Front Nine - This project is located on Bothell Way in Bothell at 96th Avenue NE, south of NE Bothell Way. It is 50 acres in size overall, and covers the "Front Nine" holes of the Wayne Golf Course, plus four acres adjacent to the to the Front Nine that currently hold the golf course parking lot and clubhouse. As a first priority, the project will provide additional trail access for the Burke Gilman Trail, with a preference being the four-acre property that has as a small portion, an existing gravel parking lot. The project may also provide public access to the 46-acre portion of the golf course that is currently protected from development by a conservation easement held by Bothell.
1126725	<b>WLCF BTH WAYNE GC BACK NINE</b> STANDALONE		\$800,000	Bothell Wayne Golf Course Back Nine - This new 37.72-acre project will provide funding towards the purchase of the "Back Nine" holes of the Wayne Golf Course, including a wooded hillside, east of Waynita Way NE in Bothell. This site is currently unprotected from future development and the goal is to purchase it to preserve the open space and prevent future residential development. A portion of the property may in the future be used for riparian habitat mitigation restoration that enhances water quality and riparian habitat for the migratory salmonid population of the Sammamish Slough, and the project will also provide passive public access.
1126728	<b>WLCF KRK JUANITA HGTS PK/CK</b> STANDALONE		\$135,000	Kirkland Juanita Heights Park/Creek - This project consists of the acquisition of up to six wooded parcels totaling 2.19 acres at NE 117th Place in Kirkland. The project will help provide a trail connection between a public right-of-way that connects to Juanita Heights Park, and public rights-of-way that link to Juanita Beach Park on Lake Washington.
1126743	<b>WLCF KC GR LWR NEWAUKUM CK</b> STANDALONE		\$300,000	King County Green Lower Newaukum Creek - This new project will acquire riparian habitat in the lower Newaukum Creek basin and at the creek's confluence with the Green River near Whitney Bridge Park, south of Black Diamond. The project area includes the lower Newaukum Creek ravine. The first priority for acquisition is three vacant parcels on the Green River immediately west of 212th Way SE. There is a habitat restoration opportunity on the vacant parcels along the Green River, while meadow or pasture land could be retained off the river and out of the regulated riparian restoration buffer.
1126744	<b>WLCF KC GR MID NEWAUKUM SP CK</b> STANDALONE		\$300,000	King County Green Mid Newaukum Big Spring Creek - This new multiple-parcel project will acquire an addition to the Big Spring /Newaukum Creek Natural Area, with a first priority being a five-acre property at the corner of 244th Avenue SE and SE 424th Street, north of Enumclaw. The goal is to protect salmonid habitat and water quality on Newaukum Creek, and to maintain cold water flow conditions from Big Spring Creek into Newaukum Creek.
1129219	<b>WLCF CAR CARN TOLT COMMONS PK</b> STANDALONE		\$25,000	Carnation Tolt Commons Park - This new project will acquire an addition to the Carnation Tolt Commons Park in Carnation city center. It will provide an expansion of an existing community Greenspace and farmers market.
1129220	<b>WLCF FED HYLEBOS CK CONS</b> STANDALONE		\$98,300	Federal Way Hylebos Creek Conservation - This project will acquire a 6.92-acre parcel on Hylebos Creek in Federal Way, located on the west side of Pacific Highway South, near S. 359th Street. The project goal is to protect

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				riparian and salmonid habitat, and it will allow for habitat restoration in the future.
1129221	<b>WLCF LFP SPU PROPERTY</b> STANDALONE		\$250,000	Lake Forest Park Seattle Public Utilities Property - This project will acquire up to 5.6 acres of woodland and stream habitat, located on 40th Place NE, at the intersection of 45th Place NE in the city of Lake Forest Park.
1129222	<b>WLCF NBD PART PARK RSNAKE MTN</b> STANDALONE		\$1,000,000	North Bend Partnering for a Park Rattlesnake Mountain - This project will acquire up to three parcels totaling 31.86 acres, located along Ribary Way, immediately south of Interstate 90 and east of Interstate 90 Exit 31, in North Bend.
1129223	<b>WLCF RNT MAY CK FAWCETT S</b> STANDALONE		\$400,000	Renton May Creek Fawcett South - This new project will acquire a 5.23 acre open space parcel located on the south side of May Creek, east of Lake Washington Boulevard North, west of Interstate 405 in Renton. The project will preserve riparian and salmonid habitat, and allow for future habitat restoration. It is also a visual buffer for the May Creek Trail, which runs along the north side the creek.
1129231	<b>WLCF SEA BITTER LK PLAY ADD</b> STANDALONE		\$1,000,000	Seattle Bitter Lake Playfield Addition - This new project will acquire a 3.5 acre open space addition to the Bitter Lake Playfield in north Seattle. It is located north of N. 130th Street and west of Linden Avenue at Bitter Lake Place. The project will provide passive shoreline access to Bitter Lake and protect a rare large open space in north Seattle's Bitter Lake Hub Urban Village.
1129232	<b>WLCF SEA LK CITY URB VILL ADD</b> STANDALONE		\$1,200,000	Seattle Lake City Urban Village Addition - This project will acquire a .33-acre parcel as an addition to a parcel previously acquired by Seattle with Conservation Futures Funds for the purpose of helping to meet an open space shortfall in an urban neighborhood. The property is located at the corner of NE 125th Street and 33rd Avenue NE, in the Lake City Hub Urban Village of Northeast Seattle.
1129233	<b>WLCF SEA DELDRIDGE OPEN SPACE</b> STANDALONE		\$40,000	Seattle Delridge Open Space - This project will acquire a .46-acre degraded wetland open space, located at 23rd Avenue SW at the corner of SW Findlay Street in West Seattle's Delridge neighborhood. The project will provide a setting for environmental education and community restoration of the natural features of the property.
1129234	<b>WLCF SEA LAKERIDGE PARK ADD</b> STANDALONE		\$30,000	Seattle Lakeridge Park Addition - This project will acquire a .125-acre inholding in south Seattle's Lakeridge Park. It is located on Holyoke Way South at South Ryan Street in south Seattle.
1129235	<b>WLCF LONGFELLOW CREEK ADD</b> STANDALONE		\$200,000	Longfellow Creek Addition - This project will acquire a .12 acre property located on 24th Avenue SW, near the intersection with 25th Ave. SW in West Seattle. The project will provide an addition to Seattle's Longfellow Creek Greenspace, and allow for future restoration of the creek channel. The property contains a house that will be removed.
1129237	<b>WLCF MAGNOLIA GREENBELT</b> STANDALONE		\$40,000	Magnolia Greenbelt - This project will acquire two inholding parcels totaling .4-acres, in the Magnolia Greenbelt, located north of the Magnolia bridge in Seattle's Magnolia neighborhood.
1129238	<b>WLCF SEA NTH BEACH NAT AREA</b> STANDALONE		\$30,000	Seattle North Beach Natural Area - This project will acquire a woodland .26-acre parcel located in the North Beach Natural Area. It is located on the mapped street NW 91st Street, east of 30th Avenue NW in northwest Seattle.
1129250	<b>WLCF KC EMERALD NECKLACE TRAIL</b> STANDALONE		\$200,000	King County Emerald Necklace Trail - This project will acquire up to 160 forested acres, in eight parcels, located east of NE 9th Street, north of Soaring Eagle Park in unincorporated King County. The project area is just to the east of the City of Sammamish. The project will provide upland habitat protection and a passive trail connection between Soaring Eagle

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				Park and King County's Patterson Creek Natural Area.
1129252	<b>WLCF KC SNOQUALMIE FOREST</b> STANDALONE		\$25,000	King County Snoqualmie Forest - This new project will pursue property title and appraisal information, as well as initial landowner discussion, for unprotected forest lands located within and along the border of the 89,000-acre conservation easement held by King County over the Snoqualmie Forest, east of Carnation.
1129253	<b>WLCF KC COUGAR MTN PARK ADD</b> STANDALONE		\$50,000	King County Cougar Mountain Park Additions - This new project will acquire up to 104 forested acres of additional property adjoining Cougar Mountain Regional Wildland Park, just west of the City of Issaquah. The properties will provide a habitat and visual buffer to the access hiking trail that leads from Newport Way up to the park.
1129255	<b>WLCF KC LWR CEDAR/MTH TAY</b> STANDALONE		\$300,000	King County Lower Cedar River/Mouth of Taylor - This is a new project that will acquire 9.9 acres (2 parcels) in for wetland restoration that will benefit salmon species in the Cedar River Watershed. The project is located on Maxwell Road on Taylor Creek, north of the City of Maple Valley.
1129264	<b>WLCF KC BIG BEACH</b> STANDALONE		\$350,000	King County Big Beach - This new project has a first priority of acquiring two parcels totaling five acres, within a larger project area of 28 parcels and 76 acres. It is located along the southern shoreline of Vashon Island at the entrance to Quartermaster Harbor, near SW 266th Lane and 125th Place SW. The goal of the project is to protect the natural beach habitat functions, including beach sand and gravel replenishment from shoreline bluffs, which is necessary in the life cycle of salmon species from throughout Puget Sound.
1129266	<b>WLCF KC MAURY IS ADD-COMM TR</b> STANDALONE		\$200,000	King County Maury Island Additions-Community Trails - This new project will acquire a 20-acre forested parcel adjacent to the Maury Island Natural Area, on SW 260th Street, to allow for a trail connection between the Natural Area and the Maury Island Marine Park.
1129267	<b>WLCF KC PINER POINT NAT AREA</b> STANDALONE		\$250,000	King County Piner Point Natural Area - The Piner Point Natural Area project is a new multiple-parcel acquisition project that will acquire approximately 1,000 feet of shoreline and bluff habitat lying between King County's Piner Point Natural Area and Northilla Beach Natural Area. The project will purchase several smaller parcels in fee or conservation easements, though fee interests are more desirable, to better allow for better ecological restoration of some of the parcels. There are existing bulkheads and smaller house/cabin structures that would be removed. The project will provide improved public access and scenic views of Mount Rainier, downtown Tacoma and Puget Sound. The project includes a scope of 17 acres and 24 parcels. The first priority for acquisition with this funding is four parcels located at or near the terminus of Piner Point Road SW. the contain dwellings that will be removed, to allow for improved beach replenishment necessary for improved shoreline habitat. This project will benefit shoreline species, including salmonid species from throughout Puget Sound.
1129268	<b>WLCF KC VASHON SPRING BEACH</b> STANDALONE		\$140,000	King County Vashon Spring Beach - This new project will acquire 3 parcels totaling 70 forested acres, located On Puget Sound, along the west shoreline of Vashon Island, north of Spring Beach Road. The goal of the project is to protect shoreline habitat and to link the existing shoreline habitat at Spring Beach Park with permanently protected habitat located immediately to the north at Camp Sealth.
1129269	<b>WLCF KC FARMLAND ENUM APD/TDR</b> STANDALONE		\$190,000	King County Farmland Easements in Enumclaw - This new Project will protect existing farmland through the purchase of conservation easements under the King County Farmlands Preservation Program on the Enumclaw Plateau. There are currently 3 parcels totaling 43.86 acres included in the project scope.

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1129270	<b>WLCF KC VASHON IS S UP FOR</b> STANDALONE		\$25,000	King County Vashon Island South Upland Forests - This new project will acquire 23.75 acre (3 parcels) within a 70-acre area that contains a total of ten parcels, located on Wax Orchard Road, Vashon Island. The project goal is to preserve larger block forests on southern Vashon Island for multiple benefit purposes, including ecological habitat preservation, passive public access, carbon sequestration that benefits climate change reduction, and appropriate working forest timber harvest activity that will also complement and benefit the other broader project goals.
1129271	<b>WLCF KC FARMLAND SAMM APD/TDR</b> STANDALONE		\$125,000	King County Farmland Easements in Sammamish - This new Project will protect existing farmland through the purchase of conservation easements under the King County Farmlands Preservation Program on the Sammamish Valley, north of Redmond and south of Woodinville. There are currently 2 parcels totaling 21.36 acres included in the project scope.
1129272	<b>WLCF KC FARMLAND GREEN APD/TDR</b> STANDALONE		\$125,000	King County Farmland Acquisition: Lower Green - This new Project will protect existing farmland through the purchase of conservation easements under the King County Farmlands Preservation Program on the Lower Green River Valley, north of Auburn and south of Kent. There are currently 2 parcels totaling 21.36 acres included in the project scope.
1129273	<b>WLCF KC RED BARN RANCH</b> STANDALONE		\$161,500	King County Red Barn Ranch - This new project will acquire a 38.69 acre farm located at SE 340th Street and SE Lake Moneysmith Road, in unincorporated King County north of the Green River and east of Auburn. The project will further the promotion of farming activity in King County by providing land for lease to new farmers.
1129314	<b>WLCF AUB WATTS PROPERTY</b> STANDALONE		\$111,000	Auburn Watts Property - This new project will acquire a 16 acre portion of a 21.85-acre property in Auburn, adjacent to Auburn's Mary Olson Farm. The project will preserve an existing forested canyon. The property is important to the farm as an interpretive area, and acquisition will preserve the high quality habitat on the site.

**3151 - CONSERV FUTURES**      **Total**      **\$24,247,631**  
**SUB-FUND**

### 3292 SWM CIP NON-BOND SUBFUND - Water and Land Resources

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033882	<b>WLER ECO RESTORE &amp; PROTECT</b> PROGRAMMATIC		\$1,176,947	Ecological Restore and Protect - This project undertakes actions to restore and preserve important habitat ecosystems and/or protect property from events such as flooding, erosion, adverse water quality, vandalism or the deterioration of habitat. The highest priority projects in this program are those which protect or restore habitat for endangered species to maintain the health of the habitat. This includes projects for recon and feasibility analyses of proposed future projects; preserve and protect funds to protect acquired property from misuse by installing fences, bollards or removal of structures; project management improvements, including development and implementation of project management standards/procedures, payment of fees for use of PRISM and project audits; and adaptive management actions following project construction to ensure that project meet project goals and objectives, including protection private property and public safety.
1034167	<b>WLER WRIA 7 ECOSYSTM RESTORATN</b> PROGRAMMATIC		\$505,750	WRIA 7 Ecosystem Restoration - This project undertakes actions to protect or restore aquatic ecosystems in the unincorporated portions of the Snoqualmie Watershed. The projects are primarily identified through WRIA 7 salmon conservation planning, Surface Water Management basin planning, and other investigation efforts by the Snoqualmie basin steward.

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				Typical actions include reconnecting side-channel habitat to the main stem river, removing levees and other forms of bank hardening, eliminating man-made barriers to fish migration (such as blocked culverts), increasing riparian forest cover to improve water quality, and adding large wood to increase instream habitat complexity.
1034171	<b>WLER WRIA8 ECOSYSTEM RESTORATN</b> PROGRAMMATIC		\$5,232,779	WRIA 8 Ecosystem Restoration - This project undertakes actions to protect or restore aquatic ecosystems in the unincorporated portions of the Cedar/Lake Washington Watershed. The projects are primarily identified through WRIA 8 salmon conservation planning, Surface Water Management basin planning, and other investigation efforts by the Cedar/Lake Washington watershed steward. Typical actions include reconnecting side-channel habitat to the main stem river, removing levees and other forms of bank hardening, eliminating man-made barriers to fish migration (such as blocked culverts), increasing riparian forest cover to improve water quality, and adding large wood to increase instream habitat complexity.
1034245	<b>WLER WRIA9 ECOSYSTEM RESTORATN</b> PROGRAMMATIC		(\$1,913,781)	WRIA 9 Ecosystem Restoration - This project undertakes actions to protect or restore aquatic ecosystems in the unincorporated portions of the Green/ Duwamish Watersheds. The projects are primarily identified through WRIA 9 salmon conservation planning, Surface Water Management basin planning, and other investigation efforts by the Middle Green river basin steward. Typical actions include reconnecting side-channel habitat to the main stem river, removing levees and other forms of bank hardening, eliminating man-made barriers to fish migration (such as blocked culverts), increasing riparian forest cover to improve water quality, and adding large wood to increase instream habitat complexity.
1034280	<b>WLER WRIA10 ECOSYSTM RESTORATN</b> PROGRAMMATIC		\$998,000	WRIA 10 Ecosystem Restoration - This project undertakes actions to protect or restore aquatic ecosystems in the unincorporated portions of the White River Watershed. The projects are primarily identified through WRIA 10 salmon conservation planning, Surface Water Management basin planning, and other investigation efforts by the WRIA10 basin stewards. Typical actions include reconnecting side-channel habitat to the main stem river, removing levees and other forms of bank hardening, eliminating man-made barriers to fish migration (such as blocked culverts), increasing riparian forest cover to improve water quality, and adding large wood to increase instream habitat complexity.
1034282	<b>WLER VASHON ECOSYSTEM RESTORAT</b> PROGRAMMATIC		\$392,844	Vashon Ecosystem Restoration - This project undertakes actions to protect or restore aquatic ecosystems in the unincorporated portions of the Vashon-Maury Island Watershed. The projects are primarily identified through salmon conservation planning, Surface Water Management basin planning, and other investigation efforts by the basin stewards. Typical actions include reconnecting side-channel habitat to the main stem river, removing levees and other forms of bank hardening, eliminating man-made barriers to fish migration (such as blocked culverts), increasing riparian forest cover to improve water quality, and recreating log jams to increase the dynamic complexity of river flows.
1034287	<b>WLER SMALL HABITAT RESTORATION</b> PROGRAMMATIC		\$817,999	Small Habitat Restoration - The mission of SHRP is to build small low-cost habitat restoration projects to enhance and restore streams and wetlands and riparian habitat. Projects include stabilizing eroding streambanks, restoring fish access to upstream habitat, installing livestock fences, controlling invasive weeds, planting native vegetation and providing technical assistance to landowners and agencies. Projects are implemented in the White, Green, Puget Sound, Cedar-Sammamish-Lake Washington and Snoqualmie River basins and along Puget Sound.

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1048125	<b>WLSWC PUBLIC SAFETY/PROPERTY</b> PROGRAMMATIC		(\$4,990,801)	Stormwater Public Safety & Property Protection - This program is required to develop support services that are needed for an effective Capital Improvement Project Program. As an example, this program will support the ongoing improvement of the project management manual which is required by the County Executive Order and to ensure Capital Improvement Program projects are managed uniformly. This program will also support the development of the new Construction Management and Inspection Manual.
1111168	<b>WLFAC CAPITAL PROJECT OVERSIGH</b> ADMIN		\$44,916	Capital Project Oversight - The goals for the program include: (1) provide effective independent oversight; (2) focus the oversight on high-risk projects; (3) increase the likelihood of project success; (4) identify problems in a timelier manner; (5) provide clear, succinct reports; and (6) facilitate decision-making by the council.
1117841	<b>WLFAC 3RD BURDEN IMPCT 2013/14</b> ADMIN		(\$44,916)	Third Burden Impact - This project is for the purpose to fund the impact to the capital projects in fund 3292 that were impacted by the increase in the indirect overhead (third burden) rate.
1129370	<b>WLSWC STEWARDSHIP WATERQUALITY</b> STANDALONE		\$150,000	Stormwater Water Quality Stewardship - This project provides match funding (partial reimbursement) for cooperators to implement agricultural best management practices as detailed in the Livestock Management and Critical Areas Ordinances. The cap per property is currently being analyzed. These cost share grants are awarded to landowners implementing practices included in a farm plan from the King Conservation District, USDA Natural Resources Conservation Service or other approved provider. Typical Best Management Practices include manure and crop residue composting structures, buffer fencing for streams and wetlands, riparian plantings, roof runoff management, and high tunnels (simple greenhouses). King County conducts periodic outreach to advertise the program and monitors for compliance and effectiveness.
1129371	<b>WLSWC GENERAL</b> PROGRAMMATIC		\$420,000	Stormwater General Project Support - This program provides funding for ongoing support services to Stormwater Capital Improvement and Preservation projects and programs, and oversees grant opportunity to fund capital projects. CIP support services include the ongoing implementation and improvement of the project management to comply with county requirements, provide general supports to CADD and Survey.
1129377	<b>WLSWC EMERGENT NEED CONTG</b> STANDALONE		\$200,000	Stormwater Emergent Need Contingency - This project provides a mechanism for funding existing Stormwater capital projects that has insufficient appropriation due to unforeseen circumstances and unanticipated project costs.
1129378	<b>WLSWC SWS GRANT CONTINGENCY</b> STANDALONE		\$5,750,000	Stormwater Grant Contingency - This SWS Grant Contingency provides spending authority for receipt of funds from a grant donor or other external funding source.
1129379	<b>WLSWCFS FEASIBILITY STUDIES</b> WLSWCFS FEASIBILITY STUDIES		\$881,116	Stormwater Feasibility Studies - This program funds studies that identify and assess the feasibility of potential CIP projects. Work in the program includes investigating and evaluating site conditions; and performing preliminary analyses of alternatives. The program is increasing to facilitate a more proactive approach to asset management being implemented for stormwater facilities. This new approach focuses on implementing "asset preservation projects" to replace or rehabilitate critical facility components before they fail rather than after they fail, thus avoiding the extra costs and damages that occur with failure.
1129380	<b>WLSWCAD AGRICULTURE</b>		\$1,100,000	Stormwater Agricultural Drainage Assistance Program - The Agricultural Drainage Assistance Program (ADAP) provides assistance to farmers to

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	<b>DRAINAGE</b> PROGRAMMATIC			improve drainage on their property. The ADAP provides support in the form of labor, supplies, and technical assistance to meet many of the permit requirements related to drainage projects such as de-fishing and native buffer planting. The benefits are increased productivity by bringing previously too wet to farm areas into production or extending the growing season for marginally wet properties.
1129381	<b>WLSWCND</b> <b>NEIGHBORHOOD</b> <b>DRAINAGE</b> PROGRAMMATIC		\$120,000	Stormwater Neighborhood Drainage - The Neighborhood Drainage Program's (NDAP), objectives are to reduce flooding on public and private property. The program also assists citizens in resolving smaller neighborhood problems of localized flooding, erosion, sedimentation, and water quality. These problems are typically identified through citizen drainage complaints or inspections. Actions typically include installing pipes and catch basins, upsizing culverts, removing accumulated sediment, stabilizing drainage channels. The actions may include providing technical assistance to property owners and small-scale drainage improvements.
1129382	<b>WLSWCE</b> <b>EMERGENCY</b> PROGRAMMATIC		\$400,000	Stormwater Emergency Program - The Emergency Program requires using capital funds to address unforeseen incidents that require urgent/immediate response posing imminent danger or risks to health, life or property. Those unforeseen incidents normally caused by major unexpected events (e.g. floods, heavy rainfall etc.) and are identified through complaint call from citizens.
1129383	<b>WLSWCDF</b> <b>NATURAL</b> <b>DRAINAGE FLOOD</b> PROGRAMMATIC		\$2,105,000	Stormwater Natural Drainage Flood Protection - Projects within this program address chronic drainage and flooding problems associated with the natural drainage system, such as stream, lakes, and wetlands. Projects will include constructing new facilities, improving/expanding existing facilities, removing sediment, controlling vegetation, or other work in the natural system to improve drainage or minimize flooding.
1129385	<b>WLSWCWQ</b> <b>WATER QUALITY</b> PROGRAMMATIC		\$1,701,571	Stormwater Water Quality Program - This program will apply Best Management Practices to manage stormwater runoff and improve water quality and stream health in unincorporated King County. The work includes "stormwater retrofitting" the older developed areas that are lack of stormwater flow control and/or water quality facilities; addressing erosion from stormwater pipe outlets.
1129388	<b>WLSWCA ASSET</b> <b>PRESERVATION</b> PROGRAMMATIC		\$4,009,804	Stormwater Asset Preservation - This program preserves or replaces the existing aging stormwater facilities/assets owned by Water and Land Resources (WLRD). Work includes the rehabilitation, restoration, and replacement of the facilities and/or their components (e.g. pipes, catch basins, manholes, etc.) to extend the life, improve and restore the function before or after they have failed or partially failed. Projects will be identified and prioritized through WLRD's stormwater asset management planning.
1129460	<b>WLER FUND</b> <b>GRANT</b> <b>CONTINGENCY</b> PROGRAMMATIC		\$3,000,000	Ecological Restoration Grant Contingency - The WLER Fund grant contingency provides spending authority for anticipated receipt of funds from a grant donor or other external funding sources for Ecological Restoration projects within the various regional Watershed Resource Inventory Areas.
1129530	<b>WLER EMERGENT</b> <b>NEED</b> <b>CONTINGENCY</b> STANDALONE		\$150,000	Ecological Restoration Emergent Need Contingency - This project provides a management reserve for ecological capital design and construction projects. The amount of reserve (Contingency) is based upon the amount of construction funding planned for the current budget year. This project provides contingency funds to cover unanticipated unplanned program or project costs.
<b>3292 - SWM CIP NON-BOND</b>		<b>Total</b>	<b>\$22,207,228</b>	
<b>SUBFUND</b>				

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### 3522 OS KC NON BND FND SUBFUND - Water and Land Resources

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1047267	<b>WLOS GRANT CONTINGENCY</b> PROGRAMMATIC		\$6,333,901	Open Space Grant Contingency - The WLOS Grant Contingency project holds spending authority pending receipt of signed federal and state grants and Interlocal agreements. Budget is activated in individual projects only after a signed agreement is received.
<b>3522 - OS KC NON BND FND SUBFUND</b>		<b>Total</b>	<b>\$6,333,901</b>	

### 3673 CRITICAL AREAS MITIGATION - Water and Land Resources

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1047594	<b>WLMR CAO MR MASTER</b> STANDALONE		\$6,227,382	Critical Areas Ordinance Mitigation Reserves Program - The Critical Areas Ordinance Mitigation Reserves Program is an "in-lieu-fee" compensatory mitigation program which provides a service to developers and other permittees whose projects require mitigation for impacts to aquatic resources. In lieu of completing their own mitigation, permittees can pay a mitigation fee to King County. The county then uses the fee to implement mitigation projects in places where projects will have the most benefit to the watershed in which the impact occurred. This is a master project which holds budget authority until developer fees are received and appropriate receiving sites are identified and approved through a multi-jurisdictional review team consisting of King County Department of Natural Resources, Washington State Department of Ecology, Army Corps of Engineers and local tribes.
<b>3673 - CRITICAL AREAS MITIGATION</b>		<b>Total</b>	<b>\$6,227,382</b>	

### 3691 TRNSF OF DEV CREDIT PROG - Water and Land Resources

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1033971	<b>WLTD TDR BANK</b> STANDALONE		\$20,719,433	Transfer of Development Rights (TDR) Bank - The King County Transfer of Development Rights (TDR) Bank acts as a revolving fund to accomplish land preservation through the buying, holding, and selling of Development Rights authorized by the TDR Program in K.C.C. 21A.37. Revenues are received from the sale of TDR's.
1033976	<b>WLTD TDR PROGRAM SUPPORT</b> STANDALONE		\$350,589	TDR Program Support - This project provides for on-going administrative support to the Transfer Development Rights (TDR) Program. This includes marketing, negotiating and developing new Transfer Development Rights partnership agreements with cities, acquisition of development rights from open space lands, review of grant reimbursement requests from jurisdictions, grant management and the review and preparation of legislation and other land acquisition related support.
<b>3691 - TRNSF OF DEV CREDIT PROG</b>		<b>Total</b>	<b>\$21,070,022</b>	

### 3840 FARMLAND & OPEN SPACE ACQ - Water and Land Resources



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Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1034868	<b>WLR FARMLAND LEASE</b> STANDALONE		\$75,093	Farmland Lease - This project is for planned improvements including soil amendments, well, fence repairs, drainage improvements, and access road improvements on county owned agricultural lands that are leased to farmers.
<b>3840 - FARMLAND &amp; OPEN SPACE ACQ</b>		<b>Total</b>	<b>\$75,093</b>	
<b>Grand Total</b>			<b>\$80,161,257</b>	

**Financial Plan 2017-2018 Proposed Budget**  
**CONSERVATION FUTURES LEVY SUBFUND /000003151**

**Capital Improvement Program (CIP) Budget**

	2015-2016 Carryforward (YE ITD Balance) <sup>1</sup>	2017-2018 Proposed <sup>2</sup>	2017-2018 Total (Balance + Budget)	2019-2020 Estimated <sup>3</sup>	2021-2022 Estimated <sup>3</sup>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	22,750,300	1,243,866	23,994,166	-	-
Conservation Futures Levy Current <sup>7</sup>	-	20,795,169	20,795,169	23,527,790	25,050,132
Interest Income	-	386,704	386,704	759,453	1,478,297
Other Revenue	-	1,821,892	1,821,892	100,000	100,000
<b>Total Capital Revenue</b>	<b>\$ 22,750,300</b>	<b>\$ 24,247,631</b>	<b>\$ 46,997,931</b>	<b>\$ 24,387,243</b>	<b>\$ 26,628,429</b>
<b>Capital Appropriation:</b>					
Acquisition and Relocations	(22,750,300)	(24,247,631)	(46,997,931)	(24,387,243)	(26,628,429)
<b>Total Capital Appropriation</b>	<b>\$ (22,750,300)</b>	<b>\$ (24,247,631)</b>	<b>\$ (46,997,931)</b>	<b>\$ (24,387,243)</b>	<b>\$ (26,628,429)</b>

**CIP Fund Financial Position**

	2015-2016 Biennial to Date Actuals <sup>4</sup>	2015-2016 Estimated <sup>5</sup>	2017-2018 Biennial to Date Actual	2017-2018 Estimated	2019-2020 Estimated <sup>6</sup>	2021-2022 Estimated <sup>6</sup>
<b>Beginning Fund Balance</b>	<b>23,992,898</b>	<b>23,992,898</b>	-	<b>25,965,758</b>	<b>22,750,000</b>	<b>22,750,000</b>
<b>Capital Funding Sources</b>						
Conservation Futures Levy Current <sup>7</sup>	15,591,605	20,490,226	-	20,795,169	23,527,790	25,436,732
Interest Income	247,936	293,346	-	386,704	759,453	1,478,297
Other Revenue	4,768	165,024	-	100,000	100,000	100,000
<b>Total Capital Revenue</b>	<b>\$ 15,844,309</b>	<b>\$ 20,948,596</b>	<b>\$ -</b>	<b>\$ 21,281,873</b>	<b>\$ 24,387,243</b>	<b>\$ 27,015,029</b>
<b>Capital Expenditures</b>						
Acquisition and Relocations	(12,752,420)	(21,417,628)	-	(24,497,631)	(24,387,243)	(26,628,429)
<b>Total Capital Expenditures</b>	<b>\$ (12,752,420)</b>	<b>\$ (21,417,628)</b>	<b>\$ -</b>	<b>\$ (24,497,631)</b>	<b>\$ (24,387,243)</b>	<b>\$ (26,628,429)</b>
<b>Other Fund Transactions<sup>8</sup></b>						
TDR Loan Repayment		1,721,892	-	-		
Sale of Tall Chief		720,000	-			
<b>Ending Fund Balance</b>	<b>\$ 27,084,787</b>	<b>\$ 25,965,758</b>	<b>\$ -</b>	<b>\$ 22,750,000</b>	<b>\$ 22,750,000</b>	<b>\$ 23,136,600</b>
<b>Fund Balance designated to current projects<sup>9</sup></b>	<b>\$ (27,084,787)</b>	<b>\$ (22,750,300)</b>	<b>\$ -</b>	<b>\$ (22,500,000)</b>	<b>\$ (22,500,000)</b>	<b>\$ (22,886,600)</b>
<b>Reserves</b>						
Reserve For Future Allocations <sup>10</sup>		(2,965,458)				
Cash Flow Reserve(s) <sup>11</sup>		(250,000)		(250,000)	(250,000)	(250,000)
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (3,215,458)</b>	<b>\$ -</b>	<b>\$ (250,000)</b>	<b>\$ (250,000)</b>	<b>\$ (250,000)</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 04/30/2016, using EBS report GL010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 06/17/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> 2017-2018 planned Debt Service for the Eastside Rail Corridor Acq was \$961,700 per Ordinance 17915, revised Debt Service is \$1,923,400, reducing the conservation levy revenues by \$961,700.

<sup>8</sup> Sale of Tall Chief \$720,000 per Ordinance #18291. Repayment of loan by TDR Fund per Ordinance #13340 - Section 119 (B) \$1,721,892. Loan repayment contingent on 2016 actual TDR sales.

<sup>9</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>10</sup> Revenues to be allocated to projects following 17-18 budget approval \$2,965,458.

<sup>11</sup> Cash flow reserve due to revenue fluctuations and debt service assumptions.

<sup>12</sup> This plan was update by Veronica Doherty on 09/02/2016.

**2017-2018 Proposed Financial Plan  
Surface Water Management (SWM) CIP NONBOND /000003292**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	4,912,789	-	4,912,789	-	-
SWM Operating Transfer (Pay-As-You-Go)		13,761,436	13,761,436	13,761,436	13,761,436
Grant, ILA, Other	23,679,710	19,466,564	43,146,274	49,397,592	26,839,460
Reduction in Grant Contingency <sup>4</sup>		(11,020,772)	(11,020,772)	-	-
				-	-
				-	-
				-	-
<b>Total Capital Revenue</b>	\$ 28,592,499	\$ 22,207,228	\$ 50,799,727	\$ 63,159,028	\$ 40,600,896
<b>Capital Appropriation:</b>					
Stormwater Services Capital	(5,539,279)	(16,837,490)	(22,376,769)	(21,712,713)	(25,873,097)
Ecological Restoration Capital	(19,251,517)	(16,390,510)	(35,642,027)	(41,446,315)	(14,727,799)
Reduction in Grant Contingency <sup>4</sup>	-	11,020,772	11,020,772		
Capital Project Oversight, KCD Grant authority	(3,801,703)		(3,801,703)		
	-		-		
	-		-		
<b>Total Capital Appropriation</b>	\$ (28,592,499)	\$ (22,207,228)	\$ (50,799,727)	\$ (63,159,028)	\$ (40,600,896)

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>5</sup></b>	<b>2015-2016 Estimated<sup>6</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>6</sup></b>	<b>2019-2020 Estimated<sup>7</sup></b>	<b>2021-2022 Estimated<sup>7</sup></b>
<b>Beginning Fund Balance</b>	4,912,789	4,912,789	-	4,912,789	-	-
<b>Capital Funding Sources</b>						
SWM Operating Transfer (Pay-As-You-Go)	8,874,000	8,874,000	-	13,761,436	13,761,436	13,761,436
Debt Proceeds	3,130,563	3,394,762	-	-	-	-
Grant, ILA, Other	7,167,135	8,018,334	-	18,954,132	54,663,751	31,800,051
		-		-	-	-
<b>Total Capital Revenue</b>	\$ 19,171,698	\$ 20,287,096	\$ -	\$ 32,715,568	\$ 68,425,187	\$ 45,561,487
<b>Capital Expenditures</b>						
Ecological Restoration	(10,119,163)	(12,466,009)	-	(16,390,510)	(41,586,035)	(14,727,799)
Stormwater	(5,475,524)	(7,421,384)	-	(21,237,847)	(26,839,152)	(30,833,688)
Other Misc.	(342,477)	(399,703)	-		-	-
<b>Total Capital Expenditures</b>	\$ (15,937,164)	\$ (20,287,096)	\$ -	\$ (37,628,357)	\$ (68,425,187)	\$ (45,561,487)
<b>Other Fund Transactions</b>						
		-	-	-		
<b>Ending Fund Balance</b>	\$ 8,147,323	\$ 4,912,789	\$ -	\$ -	\$ -	\$ -
<b>Fund Balance designated to current projects<sup>8</sup></b>	\$ (8,147,323)	\$ (4,912,789)	\$ -	\$ -	\$ -	\$ -
<b>Reserves</b>						
<b>Total Reserves</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Projected Shortfall</b>	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> Reduction in Grant Contingency- For the 2017-2018 budget WLR is proposing to consolidate the grant contingencies into two grant contingency projects at the fund level, one designated for each of the two lines of business in this fund. Previously a grant contingency sub-project was embedded within each of the program masters. This change in accounting for grant contingency has the overall effect of reducing the grant contingency for the fund.

<sup>5</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 09/14/2016, using EBS report GL-33.

<sup>6</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 04/21/2016.

<sup>7</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. The current practice is to transfer Pay-As-You-Go (PAYG) funds annually from the operating budget. These PAYG funds are designated to projects as part of the total project cost even though the expenditure may not have been made to full within the current biennium to utilize the transfer. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> This plan was updated by Robert Kniestedt on 08/17/2016.

**2017-2018 Proposed Financial Plan  
OPEN SPACE NON-BOND COUNTY PROJECTS / 000003522**

**Capital Improvement Program (CIP) Budget**

	2015-2016 Carryforward (YE ITD Balance) <sup>1</sup>	2017-2018 Proposed <sup>2</sup>	2017-2018 Total (Balance + Budget)	2019-2020 Estimated <sup>3</sup>	2021-2022 Estimated <sup>3</sup>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	-	-	-	-	-
Grant & Other Revenue <sup>7</sup>	3,213,205	6,333,901	9,547,106	5,000,000	5,000,000
				-	-
<b>Total Capital Revenue</b>	<b>\$ 3,213,205</b>	<b>\$ 6,333,901</b>	<b>\$ 9,547,106</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>
<b>Capital Appropriation:</b>					
Acquisitions	(3,213,205)	(6,333,901)	(9,547,106)	(5,000,000)	(5,000,000)
				-	-
<b>Total Capital Appropriation</b>	<b>\$ (3,213,205)</b>	<b>\$ (6,333,901)</b>	<b>\$ (9,547,106)</b>	<b>\$ (5,000,000)</b>	<b>\$ (5,000,000)</b>

**CIP Fund Financial Position**

	2015-2016 Biennial to Date Actuals <sup>4</sup>	2015-2016 Estimated <sup>5</sup>	2017-2018 Biennial to Date Actual	2017-2018 Estimated <sup>5</sup>	2019-2020 Estimated <sup>6</sup>	2021-2022 Estimated <sup>6</sup>
<b>Beginning Fund Balance</b>	<b>373,694</b>	<b>373,694</b>	-	-	-	-
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-	-	-	-	-
Grant and Other Revenue <sup>7</sup>	4,468,364	5,930,000	-	4,342,766	5,638,331	5,000,000
Rental Income	260,163	300,000	-	-	-	-
Interest Income	2,100	3,000	-	-	-	-
<b>Total Capital Revenue</b>	<b>\$ 4,730,627</b>	<b>\$ 6,233,000</b>	<b>\$ -</b>	<b>\$ 4,342,766</b>	<b>\$ 5,638,331</b>	<b>\$ 5,000,000</b>
<b>Capital Expenditures</b>						
Acquisitions & Relocations	(5,232,451)	(6,606,694)	-	(4,342,766)	(5,638,331)	(5,000,000)
<b>Total Capital Expenditures</b>	<b>\$ (5,232,451)</b>	<b>\$ (6,606,694)</b>	<b>\$ -</b>	<b>\$ (4,342,766)</b>	<b>\$ (5,638,331)</b>	<b>\$ (5,000,000)</b>
<b>Other Fund Transactions</b>						
<b>Ending Fund Balance</b>	<b>\$ (128,130)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance designated to current projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves</b>						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	128,130	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 04/30/2016, using EBS report GL010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 06/14/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Revenues include awards from the following agencies: the Puget Sound Acquisition and Restoration program (PSAR), the Estuary and Salmon Restoration Program (ESRP), the Washington Wildlife and Recreation Program (WWRP), and the Aquatic Lands Enhancement Account (ALEA).

<sup>8</sup> This plan was update by Veronica Doherty on 08/23/2016.

**2017-2018 Proposed Financial Plan  
CRITICAL AREAS MITIGATION /00003673**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	5,872,681	1,792,382	7,665,063	-	-
CAO Mitigation Fees	-	4,400,000	4,400,000	4,000,000	4,000,000
Interest Earnings	-	35,000	35,000	5,000	5,000
<b>Total Capital Revenue</b>	<b>\$ 5,872,681</b>	<b>\$ 6,227,382</b>	<b>\$ 12,100,063</b>	<b>\$ 4,005,000</b>	<b>\$ 4,005,000</b>
<b>Capital Appropriation:</b>					
Acquisitions	-	(200,000)	(200,000)	(200,000)	(200,000)
Restoration Projects	(5,872,681)	(6,027,382)	(11,900,063)	(3,805,000)	(3,805,000)
<b>Total Capital Appropriation</b>	<b>\$ (5,872,681)</b>	<b>\$ (6,227,382)</b>	<b>\$ (12,100,063)</b>	<b>\$ (4,005,000)</b>	<b>\$ (4,005,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>666,055</b>	<b>666,055</b>	<b>-</b>	<b>2,079,956</b>	<b>701,025</b>	<b>706,025</b>
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-	-	-	-	-
CAO Mitigation Fees	7,957,717	15,161,822	-	4,400,000	4,000,000	4,000,000
Interest Earnings	74,375	84,420	-	35,000	5,000	5,000
<b>Total Capital Revenue</b>	<b>\$ 8,032,092</b>	<b>\$ 15,246,242</b>	<b>\$ -</b>	<b>\$ 4,435,000</b>	<b>\$ 4,005,000</b>	<b>\$ 4,005,000</b>
<b>Capital Expenditures</b>						
Acquisitions	(5,268,128)	(5,368,128)	-	(200,000)	(200,000)	(200,000)
Program Administration Fees	(316,065)	(409,016)	-	(435,530)	(460,723)	(488,782)
Restoration Projects	(3,024,656)	(5,955,197)	-	(11,187,500)	(3,270,000)	(3,147,500)
<b>Total Capital Expenditures</b>	<b>\$ (8,608,849)</b>	<b>\$ (11,732,341)</b>	<b>\$ -</b>	<b>\$ (11,823,030)</b>	<b>\$ (3,930,723)</b>	<b>\$ (3,836,282)</b>
<b>Other Fund Transactions</b>						
Equity Adjustment - GAAP Liability <sup>7</sup>	-	(2,100,000)	-	6,009,099	(69,277)	(163,718)
<b>Ending Fund Balance</b>	<b>\$ 89,298</b>	<b>\$ 2,079,956</b>	<b>\$ -</b>	<b>\$ 701,025</b>	<b>\$ 706,025</b>	<b>\$ 711,025</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ (89,298)</b>	<b>\$ (287,574)</b>	<b>\$ -</b>	<b>\$ (701,025)</b>	<b>\$ (706,025)</b>	<b>\$ (711,025)</b>
<b>Reserves<sup>9</sup></b>						
Reserve For Future Allocations	-	(1,792,382)	-	-	-	-
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (1,792,382)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 04/30/2016, using EBS report GL010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 06/10/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> GAAP liability adjustment per FBOD based on GASB 65, Sec. 9 interpretation of revenues from in-lieu mitigation fees.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> Revenues received that will be allocated to projects following budget approval.

<sup>10</sup> This plan was update by Veronica Doherty on 06/22/2016.

**2017-2018 Proposed Financial Plan**  
**TRANSFER OF DEVELOPMENT CREDIT PROGRAM /000003691**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	2,060,720	7,255,299	9,316,019		
TDR Fees & Program Support <sup>7</sup>	-	13,699,000	13,699,000	6,325,000	2,200,000
Interest Income	-	115,723	115,723	89,592	26,131
<b>Total Capital Revenue</b>	<b>\$ 2,060,720</b>	<b>\$ 21,070,022</b>	<b>\$ 23,130,742</b>	<b>\$ 6,414,592</b>	<b>\$ 2,226,131</b>
<b>Capital Appropriation:</b>					
Acquisitions	(2,060,720)	(20,719,433)	(22,780,153)	(6,043,723)	(1,832,676)
Program Administration Fees	-	(350,589)	(350,589)	(370,869)	(393,455)
<b>Total Capital Appropriation</b>	<b>\$ (2,060,720)</b>	<b>\$ (21,070,022)</b>	<b>\$ (23,130,742)</b>	<b>\$ (6,414,592)</b>	<b>\$ (2,226,131)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>592,039</b>	<b>592,039</b>	<b>-</b>	<b>9,316,019</b>	<b>15,280,153</b>	<b>9,962,876</b>
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-	-	-	-	-
TDR Fees & Program Support	4,709,049	14,561,166	-	13,699,000	6,325,000	2,200,000
Interest Income	9,784	24,265	-	115,723	89,592	26,131
<b>Total Capital Revenue</b>	<b>\$ 4,718,833</b>	<b>\$ 14,585,431</b>	<b>\$ -</b>	<b>\$ 13,814,723</b>	<b>\$ 6,414,592</b>	<b>\$ 2,226,131</b>
<b>Capital Expenditures</b>						
Acquisitions <sup>8</sup>	(1,436,442)	(3,809,427)	-	(7,500,000)	(11,361,000)	(11,600,000)
Program Administration Fees	(175,141)	(330,132)	-	(350,589)	(370,869)	(393,455)
<b>Total Capital Expenditures</b>	<b>\$ (1,611,583)</b>	<b>\$ (4,139,559)</b>	<b>\$ -</b>	<b>\$ (7,850,589)</b>	<b>\$ (11,731,869)</b>	<b>\$ (11,993,455)</b>
<b>Other Fund Transactions<sup>9</sup></b>						
Repay CFL Loan	-	(1,721,892)	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 3,699,289</b>	<b>\$ 9,316,019</b>	<b>\$ -</b>	<b>\$ 15,280,153</b>	<b>\$ 9,962,876</b>	<b>\$ 195,552</b>
<b>Fund Balance designated to current projects<sup>10</sup></b>	<b>\$ (3,699,289)</b>	<b>\$ (2,060,720)</b>	<b>\$ -</b>	<b>\$ (15,280,153)</b>	<b>\$ (9,962,876)</b>	<b>\$ (195,552)</b>
<b>Reserves<sup>11</sup></b>						
Reserve For Future Allocations		(7,255,299)				
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (7,255,299)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes:**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 04/30/2016, using EBS report GL010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 06/13/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> The King County Transfer of Development (TDR) Bank acts as a revolving fund to accomplish land preservation through the buying, holding, and selling of Development Rights authorized by the TDR Program in K.C.C. 21A.37.

<sup>8</sup> The TDR program prioritizes properties with extraordinary ecological or recreational value. Acquisitions include working farms, open space, forest land, and conservation easements over farmland. Appraisals are performed to establish the market value of properties. The rate of acquisition depends upon market conditions of viable properties and willing sellers.

<sup>9</sup> Repayment of loan to CFL per Ordinance #13340 - Section 119 (B). Contingent on 2016 actual sales.

<sup>10</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without

<sup>11</sup> Revenues received that will be allocated to projects following budget approval.

<sup>12</sup> This plan was updated by Veronica Doherty on 08/23/2016.

**2017-2018 Proposed Financial Plan  
FARMLAND AND OPEN SPACE ACQUISITION /000003840**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	1,122,279	56,011	1,178,290	-	-
Farmland Rental Income	-	18,112	18,112	-	-
Interest Earnings	-	970	970	-	-
<b>Total Capital Revenue</b>	<b>\$ 1,122,279</b>	<b>\$ 75,093</b>	<b>\$ 1,197,372</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Appropriation:</b>					
Acquisitions <sup>6</sup>	(1,077,662)	(40,491)	(1,118,153)	-	-
Supplies & Services	(44,617)	(34,602)	(79,219)	-	-
<b>Total Capital Appropriation</b>	<b>\$ (1,122,279)</b>	<b>\$ (75,093)</b>	<b>\$ (1,197,372)</b>	<b>\$ -</b>	<b>\$ -</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>1,388,689</b>	<b>1,388,689</b>	<b>-</b>	<b>1,178,290</b>	<b>-</b>	<b>-</b>
<b>Capital Funding Sources</b>						
Revenue Backing from Fund Balance	-	-	-	-	-	-
Farmland Rental Income <sup>7</sup>	35,367	36,000	-	18,112	-	-
Interest Earnings	12,638	13,390	-	970	-	-
<b>Total Capital Revenue</b>	<b>\$ 48,005</b>	<b>\$ 49,390</b>	<b>\$ -</b>	<b>\$ 19,082</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Expenditures</b>						
Acquisitions	(178,403)	(179,455)	-	(1,073,045)	-	-
Supplies & Services	(16,042)	(52,618)	-	(124,327)	-	-
<b>Total Capital Expenditures</b>	<b>\$ (194,445)</b>	<b>\$ (232,073)</b>	<b>\$ -</b>	<b>\$ (1,197,372)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Fund Transactions<sup>8</sup></b>						
Transfer To Operating Fund	-	(27,716)	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 1,242,249</b>	<b>\$ 1,178,290</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ (1,242,249)</b>	<b>\$ (1,122,279)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves<sup>9</sup></b>						
Reserve For Future Allocation	-	(56,011)	-	-	-	-
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (56,011)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Fund 3840 is projected to close 12/31/2018 if planned acquisitions are successful.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 04/30/2016, using EBS report GL010.

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> 1979 Bond proceeds used to acquire farmland and/or conservation easements on farmland.

<sup>7</sup> Transfer Non-Bond rental activities to SWM Operating Fund. Starting in 2016 and going forward, a portion of the Farmland Rental Income will be redirected to the SWM Operating Fund.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> Revenues received that will be allocated to projects following budget approval.

<sup>10</sup> This plan was update by Veronica Doherty on 08/23/2016.

# DEPARTMENT OF PERMITTING AND ENVIRONMENTAL REVIEW

## Mission

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To serve, educate and protect our community by shaping and implementing King County's development and environmental regulations.

## Overview

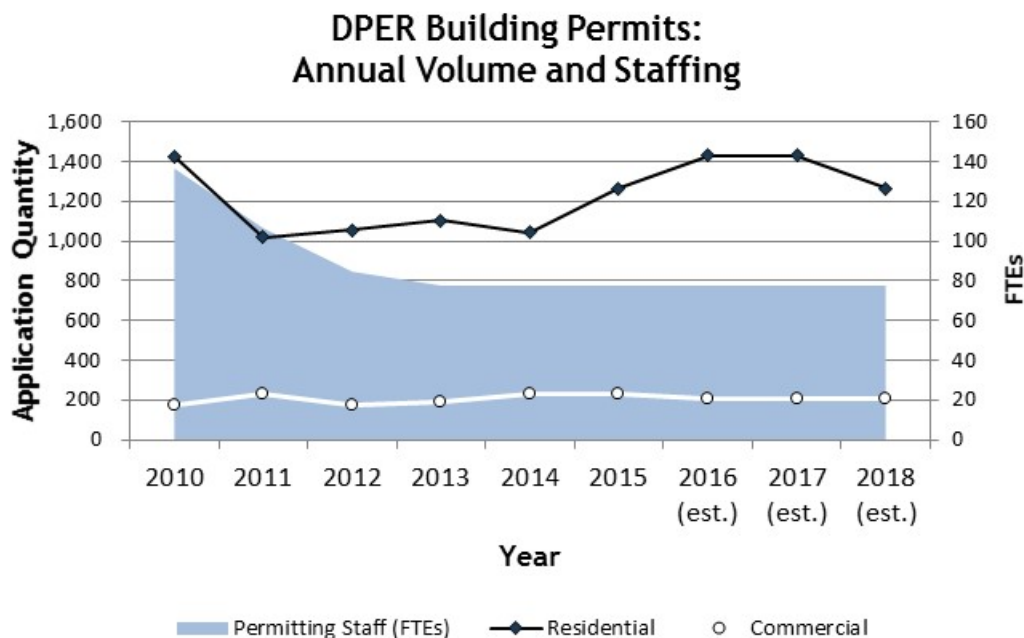
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The Department of Permitting and Environmental Review (DPER) is responsible for regulating and permitting all building and land use activity in unincorporated King County. The department's core business programs are permit review, inspection, and code enforcement in unincorporated areas. About 85 percent of DPER's operating budget is supported by fees charged to permit applicants. General Fund contributions support DPER's code enforcement, agricultural permitting assistance, and local area planning programs, as well as other work that benefits unincorporated King County, but not a specific permit holder.



DPER is composed of three appropriation units that mirror the sections of the organization:

**Planning and Permitting** comprises 85 percent of the department staff and is responsible for reviewing, approving, and inspecting land use and development proposals. Services include providing customer assistance and public information about permitting; application intake processing; review of development proposals for compliance with the King County building, fire, and land use codes; construction inspection; site development inspection; and monitoring of critical areas impacted by development.



As shown in the chart above, applications for residential building permits have increased in 2015 and 2016, rebounding back to the level they were at in 2010 before a series of annexations reduced the area served by DPER. DPER's staffing for Planning and Permitting remains at the lower level established following reductions due to annexations.

**General Public Services** is supported by the General Fund and houses DPER's code enforcement section, which investigates and resolves complaints of code violations in unincorporated King County. General Public Services also includes a subarea planning position that works with communities to update subarea plans. Subarea planning efforts are currently focused on Vashon Island and will move to other unincorporated subareas when the work on Vashon is completed.

**Abatement Services** manages the contracted abatement work on nuisance properties. Civil penalties and property liens collected by DPER are used to reimburse the Abatement Fund for contracted abatement work; however revenue collections are relatively low and the Fund has very limited resources to support abatement activities.

## 2017-2018 Problems, Opportunities, and Priorities

DPER's largest revenue source is the permit fees that support the permitting line of business. DPER's practice is to raise permitting fees biennially in conjunction with the Proposed Budget. The 2017-2018 Proposed Budget includes a 20 percent increase in permit fees, which is offset by the expiration of a 4.63 percent surcharge for a net increase to customers of 15.37 percent. About 65 percent of the total increase goes towards bringing revenues and expenditures into balance by covering the increases in DPER's labor costs and the cost of services provided by other King County agencies.

Since the implementation of the Accela permitting data system, DPER has been planning to implement online permitting for its customers. This change will save customers from traveling to DPER's office in Snoqualmie to apply and pay for permits and will also allow customers to check on the status of permits and schedule inspections remotely. In the spring of 2016, DPER began offering residential mechanical permits online through Accela. As of summer 2016, over 80 percent of these permit applications are now received online. Residential mechanical permits make up a large percentage of DPER's permits by volume, so over 30 percent of all of DPER's permit applications are now made online.

Although the implementation of online residential mechanical permits has been very successful, DPER has determined that Accela is an impractical platform for offering other permit types online. Instead, DPER plans to implement online permitting for their full menu of permits through MyBuildingPermit.com (MBP), a regional consortium that allows customers to use a single portal to apply for permits with multiple jurisdictions. The proposed permit fee increase package includes funding to initiate online permitting with MBP in 2017 and for 2018 subscription fees.

At the end of 2014 and 2015, DPER wrote off a total of approximately \$2.4 million in uncollectible revenue that was at least 6 years past due. While necessary, this write-off resulted in a negative fund balance at the end of the 2015-2016 biennium. Another component of the permitting fee increase raises 2017-2018 revenues above planned expenditures and begins to bring the fund back into balance. Because DPER's current practice is to charge fixed fees for permits prior to issuance, it is not anticipated that there will be a need to write off additional revenue in the future.

Smaller components of the fee increase will fund the fees charged by banks so that DPER will be able to begin accepting credit cards and the separation costs for employees expected to retire in 2017-2018.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

DPER's subarea planning program was initiated in 2015 to include communities in unincorporated King County in land use planning efforts. In many cases, these communities have large immigrant and low-income populations. After completing the Vashon Island subarea plan, DPER plans to complete plans for White Center in 2017 and Snoqualmie Valley in 2018.

### Strategic Climate Action Plan (SCAP)

DPER's 2017-2018 Proposed Budget includes funding for a term-limited position that will develop green building codes, as recommended in the Strategic Climate Action Plan approved by the County Council. In addition, the expansion of online permitting will eliminate the need for customers to drive to Snoqualmie for permit applications, thus reducing emissions from eliminated automobile trips.

### Best Run Government

Implementation of MyBuildingPermit.com will greatly simplify interactions with DPER for permit applicants and save applicants money. Although online permitting will necessitate increased permit fees, customer savings due to online permitting will exceed the marginal fee increase. DPER estimates that in-person permit application costs exclusive of fees exceed \$300 per application. These costs, which include additional plan sets and travel time, would be eliminated with online permitting and exceed the additional fee of \$164 required to fund MBP for a typical custom home building permit.

## 2017-2018 Executive Proposed Operating Budget PLANNING AND PERMITTING (EN\_A32510)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>27,367,250</b>	<b>26,123,000</b>	<b>77.6</b>	<b>0.0</b>
Base Budget Adjustments	646,685	0	0.0	0.0
Decision Package Adjustments	903,267	3,273,000	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>28,917,202</b>	<b>29,396,000</b>	<b>77.6</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>28,918,000</b>	<b>29,396,000</b>	<b>77.6</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Pacific Raceways Demonstration Project Implement Ordinance 2015-0437 by adding expenditure authority for consultants to provide expedited review of Pacific Raceways permit applications. The associated revenue represents reimbursement from Pacific Raceways.	200,000	200,000	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Expiration of Permit Fee Surcharge Eliminate the 4.63 percent permit fee surcharge scheduled to expire on January 1, 2017.	0	(1,077,000)	0.0	0.0
(AC_002) Increase Permit Fee Revenue to Match Pro Forma Expenditures Raise permit fees by 12.7 percent to bring Pro Forma revenues into balance with expenditures. This proposal includes 7.9 percent to cover labor cost increases, 1.7 percent for increases in the cost of supplies and services, and 3.1 percent for central rate increases.	0	2,888,000	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget PLANNING AND PERMITTING (EN\_A32510)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_003) Increase Permit Fee Revenue to Fund Credit Card Acceptance Increase permit fees by 1.7 percent to cover the cost of bank card fees, enabling customers to pay for permits issued by DPER with credit cards. Until now, DPER has been unable to accept payments by credit card because it did not have funds available to pay associated fees.	380,000	380,000	0.0	0.0
(AC_004) Increase Permit Fee Revenue to Fund MyBuildingPermit.com Implementation and Subscription Increase permit fees by 1.9 percent to fund 2017 implementation costs of joining MyBuildingPermit.com and 2018 subscription costs. Participation in MyBuildingPermit.com will enable DPER's customers to apply for permits, check permit status, receive permits, and schedule their inspections online, saving the need for them to call or go to DPER's office in Snoqualmie for these tasks.	426,000	426,000	0.0	0.0
(AC_005) Increase Permit Fee Revenue to Fund Employee Separation Costs Increase permit fees by 1.7 percent to fund retirement payouts for staff expected to retire during the 2017-2018 biennium.	380,000	380,000	0.0	0.0
(AC_006) Increase Permit Fee Revenue to Build Permitting Fund Balance Increase permit fees by 2.2 percent to rebuild Permitting Fund balance. The Permitting Fund is projected to end 2016 with a negative balance due to permit fees set below the cost of service in 2015-2016.	0	500,000	0.0	0.0
<b>Technical Adjustments</b>				
(TA_010) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(424,000)	0.0	0.0
(TA_114) Special Pays Adjustment Update special pay accounts for general wage increase (GWI) plus associated payroll taxes and retirement benefits.	1,680	0	0.0	0.0
<b>Central Rate Adjustments</b>	(484,413)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	903,267	3,273,000	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget GENERAL PUBLIC SERVICES (EN\_A32530)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>4,171,438</b>	<b>4,171,448</b>	<b>9.0</b>	<b>0.0</b>
Base Budget Adjustments	76,520	33,998	0.0	0.0
Decision Package Adjustments	(159,902)	(116,805)	0.0	1.0
<b>2017-2018 Executive Proposed Budget</b>	<b>4,088,056</b>	<b>4,088,641</b>	<b>9.0</b>	<b>1.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>4,089,000</b>	<b>4,089,000</b>	<b>9.0</b>	<b>1.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_002) Code Enforcement for Cannabis-Related Business Activity Add 1.0 code enforcement position to respond to demand for marijuana code enforcement. This has been a high priority for residents of unincorporated King County, as expressed during Community Service Area meetings. This position will be backed by marijuana excise tax revenue that accrues to the General Fund.	227,270	227,270	1.0	0.0
<b>Administrative Service Changes</b>				
(AC_007) SCAP Green Building Position Implement the 2015 Strategic Climate Action Plan (SCAP) by adding 1.0 TLT position to draft green building codes. Funding for this position will be split between the General Fund and Solid Waste.	286,371	286,371	0.0	1.0
<b>Technical Adjustments</b>				
(TA_001) Transfer Abatement Manager to Abatement Services Transfer the Abatement Manager position from General Public Services to Abatement Services, which pays for the position according to King County Code.	(313,473)	(313,473)	(1.0)	0.0

**2017-2018 Executive Proposed Operating Budget  
GENERAL PUBLIC SERVICES (EN\_A32530)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(TA_010) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(316,973)	0.0	0.0
(TA_114) Special Pays Adjustment Update special pay accounts for general wage increase (GWI) plus associated payroll taxes and retirement benefits.	1,283	0	0.0	0.0
<b>Central Rate Adjustments</b>	(361,353)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	(159,902)	(116,805)	0.0	1.0

## 2017-2018 Executive Proposed Operating Budget DPER ABATEMENT (EN\_A52500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>593,020</b>	<b>204,224</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(400,000)	0	0.0	0.0
Decision Package Adjustments	1,124,677	1,113,473	1.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>1,317,697</b>	<b>1,317,697</b>	<b>1.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>1,318,000</b>	<b>1,318,000</b>	<b>1.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Administrative Service Changes</b>				
(AC_008) Renton Concrete Recyclers Abatement Increase expenditure authority to reflect remaining abatement costs for the Renton Concrete Recyclers property, known colloquially as Mt. Anderson, and repayment of a \$400,000 interfund loan. Increase revenues to reflect proceeds from \$400,000 interfund loan and \$400,000 in revenue from sale of the property to reimburse abatement costs. This abatement action will resolve a long-standing code enforcement case affecting health, environment, and quality of life in the West Hill unincorporated area.	691,294	800,000	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Transfer Abatement Manager to Abatement Services Transfer the Abatement Manager position from General Public Services to Abatement Services, which pays for the position according to King County Code.	313,473	313,473	1.0	0.0
(TA_050) Net Zero Revenue Adjustments Net zero adjustments to various revenue accounts to reflect current forecast.	0	0	0.0	0.0
<b>Central Rate Adjustments</b>	119,910	0	0.0	0.0



**2017-2018 Executive Proposed Operating Budget  
DPER ABATEMENT (EN\_A52500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Total Decision Package Adjustments	1,124,677	1,113,473	1.0	0.0

**2017-2018 Proposed Financial Plan**  
**DPER Operating Fund / 000001340 and subfunds 1341 and 1346**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>1,160,044</b>	<b>(872,956)</b>	<b>(392,956)</b>	<b>1,542,044</b>
<b>Revenues</b>				
Planning & Permitting (A32510)	25,437,000	29,396,000	26,456,000	26,985,000
General Government Services (A32530)	4,047,000	4,089,000	4,334,000	4,594,000
Abatement Services (A52500) <sup>4</sup>	605,000	1,318,000	500,000	500,000
<b>Total Revenues</b>	<b>30,089,000</b>	<b>34,803,000</b>	<b>31,290,000</b>	<b>32,079,000</b>
<b>Expenditures</b>				
Planning & Permitting (A32510)	(26,572,000)	(28,917,000)	(24,522,000)	(25,993,000)
General Government Services (A32530)	(4,007,000)	(4,088,000)	(4,333,000)	(4,593,000)
Abatement Services (A52500)	(515,000)	(1,318,000)	(500,000)	(500,000)
<b>Total Expenditures</b>	<b>(31,094,000)</b>	<b>(34,323,000)</b>	<b>(29,355,000)</b>	<b>(31,086,000)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
Receivables Discount - Permitting <sup>5</sup>	(1,003,000)	-	-	-
Revenue Deferral - Permitting <sup>6</sup>	(25,000)	-	-	-
<b>Total Other Fund Transactions</b>	<b>(1,028,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>(872,956)</b>	<b>(392,956)</b>	<b>1,542,044</b>	<b>2,535,044</b>
<b>Reserves</b>				
Rainy Day Reserve (45 days) <sup>7</sup>	(1,638,000)	(1,783,000)	(1,512,000)	(1,602,000)
<b>Total Reserves</b>	<b>(1,638,000)</b>	<b>(1,783,000)</b>	<b>(1,512,000)</b>	<b>(1,602,000)</b>
Reserve Shortfall <sup>8</sup>	2,510,956	2,175,956	-	-
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>30,044</b>	<b>933,044</b>

**Financial Plan Notes**

<sup>1</sup> 2015/2016 estimated reflects actual YTD thru May 2016.

<sup>2</sup> 2017/2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue growth of 12.5% and expenditure growth of 6% in 2019-2020, offset by a 20% decline in revenues and expenditures due to annexations and development cycle downturn. In 2021-2022, the financial plan assumes that revenues will grow by 2% and expenditures by 6%.

<sup>4</sup> Abatement Services 2015-2016 revenue includes \$400,000 interfund loan to pay for abatement work on Mt. Anderson. This loan will be repaid in 2017-2018 when the Abatement Fund is reimbursed for abatement costs from proceeds from the sale of the property.

<sup>5</sup> Receivable discounts reflect amounts due that have surpassed the six-year collection window. No material changes receivables are expected after 2015-16.

<sup>6</sup> Permit fee revenue is deferred to reflect receipt of fees paid for services to be delivered in a future period. No material deferred revenues are expected after 2015-2016.

<sup>7</sup> Rainy day reserves calculated as 45/365 x 1/2 of expenditures in Planning and Permitting.

<sup>8</sup> Reserve shortfall and negative fund balance will be addressed by fee increases sufficient to gradually rebuild fund balance.

<sup>9</sup> This plan was updated by Warren Cheney on 08/18/2016 and reviewed by Andrew Bauck on 08/24/2016.

# DEPARTMENT OF TRANSPORTATION (DOT)

# DEPARTMENT OF TRANSPORTATION (DOT)

## DIRECTOR'S OFFICE

### Mission

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To improve the quality of life for the citizens of King County by providing mobility in a way that protects the environment, helps to manage growth, and provides transportation options to keep people and goods moving.

### Overview

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The King County Department of Transportation (DOT) Director's Office supports the delivery of transportation services by the department's Airport, Fleet Administration, Marine, Roads Services, and Transit divisions. The Director's Office represents the DOT and works closely with other departments to ensure coordinated delivery of transportation services. Leaders in the Director's Office work to establish the department as a key stakeholder in county and central Puget Sound regional forums where decisions are made regarding transportation policy, projects, and funding.

The Director's Office also delivers central provision of various services to DOT divisions, largely eliminating redundancy of effort and taking advantage of economies of scale. In addition, the Director's Office provides support and additional capacity to carry out existing and new functions mandated by the County or by state or federal law.

## 2017-2018 Problems, Opportunities, and Priorities

Over the next two years, the people of King County and their elected leaders will likely be presented with several proposals for maintaining or expanding public transportation services. While the public generally supports transportation as a priority, people do not clearly understand how local and state agencies are funded, often see all transportation agencies as one, and do not see how existing funding structures leave mounting unmet needs for local transportation.

In addition, several of the DOT divisions will be implementing significant projects/initiatives to address operational challenges:

- The Airport Division is developing a master plan that will address development alternatives, inform capital programming, and influence financial planning. In addition, the Airport will look to capitalize on expiring leases to enhance the regional economy as well as the long term financial viability of the facility and its operations.
- Fleet Administration will pursue actions to achieve aggressive Strategic Climate Action Plan (SCAP) goals regarding County vehicle fuel efficiency and greenhouse gas emissions.
- The Marine Division will engage with the Washington State Ferries on a generational opportunity – the construction of the new Colman Dock ferry facility. The new facility will enhance King County's provision of water taxi service, accommodate growth in service, and support potential new passenger ferry service in the future
- The Road Services Division will continue to use its limited resources to address safety and regulatory priorities and the highest priority maintenance issues. The division will continue to press for a funding solution to deliver a road system that supports transportation needs, local and regional economic development, and quality of life.
- Metro Transit Division will begin to plan for and implement the world class transportation system envisioned in METRO CONNECTS, Metro's long range plan. This will require considerable investments in service, capital infrastructure, and organizational capital.

Enhancing public understanding of mobility issues and supporting these large, multi-agency projects, programs, and plans will require strategic communications and intergovernmental staff resources. In response to this need, the DOT Director's Office has reorganized the Communications and Government Relations sections to strengthen support for these functions. In addition, existing resources were repurposed to create dedicated staff support for the implementation of equity and social justice, SCAP, and employee engagement activities, as described in more detail below.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

The Director's Office provides leadership and coordination among the divisions to fully build a culture of equity and social justice in all services, daily business operations, internal county interactions, and external interactions with customers and the community.

The Director's Office internal focus is to build and maintain a work environment that is truly inclusive and supports and promotes all types of diversity. The Director's Office is also pursuing initiatives and efforts focused on community engagement and partnerships to support the external facing goals of equity and social justice. Planned activities include:

- Interacting with and tailoring materials and web-based information to communities of color, and low-income and limited English proficient populations by translating materials and developing culturally appropriate messaging.
- Increasing the cultural awareness and competencies of all staff, including management and supervisors, through training and workforce development.
- Ensuring equity in employment and development opportunities at all levels.
- Provide support to the Transit's Partnership to Achieve Comprehensive Equity (PACE) program.

### Strategic Climate Action Plan (SCAP)

The Director's Office also leads and coordinates DOT's implementation of the SCAP and serve as the department's central point of contact. The office will provide the leadership, support, and coordination necessary to leverage new and existing resources, capture opportunities, and ensure a consistent, effective, and fiscally responsible approach to achieving the SCAP targets for reducing energy consumption and greenhouse gas emissions and preparing for the likely impacts of climate change.

To ensure that DOT remains on track toward the SCAP targets, the Director's Office will:

- Pursue grants, funding opportunities, utility-backed rebates, and partnerships that support energy efficiency, emissions reductions, and other strategies that advance the SCAP goals and targets.
- Work with federal, state, and local jurisdictions to guide development of policies that support a cleaner, lower-carbon fuel economy and infrastructure development.
- Encourage the use of public transportation as a key strategy to reduce countywide greenhouse gas emissions.
- Provide division-specific support, information, and data analysis to comprehensively evaluate and leverage opportunities, overcome barriers, and implement strategies to reduce emissions and increase operational efficiency.

### **Best Run Government**

The Director's Office will support the Best Run Government initiative by investing in employee engagement, the use of Lean tools and data-based decision-making, and partnership development. The Director's Office will provide leadership and resources to the divisions to support responses to the 2015 Employee Engagement Survey and will ensure that action plans are developed with employee participation and implemented throughout the department. The Director's Office will continue to expand the use of performance management practices, using tier boards/visual management tools to help employees connect to division, department, and County goals and to measure success and identify opportunities to improve service delivery. The Director's Office will lead efforts to enhance the integration of financial, operational, asset, and other data sources to improve decision-making. Lastly, the DOT Director's Office efforts to strengthen strategic communications will support communications with jurisdictions and other partners regarding major projects and initiatives. Partnerships will be critical for the success of future regional mobility.

## 2017-2018 Executive Proposed Operating Budget DOT DIRECTOR (EN\_A46400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>11,291,405</b>	<b>4,190,124</b>	<b>28.6</b>	<b>0.0</b>
Base Budget Adjustments	623,147	70,846	0.0	0.0
Decision Package Adjustments	228,475	226,600	0.5	1.0
<b>2017-2018 Executive Proposed Budget</b>	<b>12,143,028</b>	<b>4,487,570</b>	<b>29.1</b>	<b>1.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>12,144,000</b>	<b>4,488,000</b>	<b>29.1</b>	<b>1.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_120) Transfer Central Climate Change Costs	(331,075)	0	0.0	0.0
Allocate the County's central climate-related costs for 2017-2018, including membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate-related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).				

### Administrative Service Changes



## 2017-2018 Executive Proposed Operating Budget DOT DIRECTOR (EN\_A46400)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_001) Strategic Communications Positions Add an FTE and a TLT while eliminating one part-time position and repurposing consulting/professional services budget to help offset the cost of the new positions. The new positions enhance Department of Transportation (DOT) department-wide strategic communication and support community outreach and communications associated with increased activities in 2017-2018. The TLT position requested is a senior strategic communications advisor to provide strategic communication support. The FTE position requested is a communications specialist IV to provide additional community relations support needed in Transit, Roads and other DOT divisions.	412,803	0	0.5	1.0
<b>Technical Adjustments</b>				
(TA_001) Technical Adjustments Eliminate expenditure budget in the 464007 cost center, which was closed in the 2015-16 biennium.	(900)	0	0.0	0.0
(TA_050) Revenue Adjustments Adjusts revenue consistent with current expenditures.	0	226,600	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(110,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	25,000	0	0.0	0.0
<b>Central Rate Adjustments</b>	232,647	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	228,475	226,600	0.5	1.0

# METRO TRANSIT DIVISION

## Mission

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Provide the best possible public transit services and improve regional mobility and quality of life in King County.

## Overview

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### Metro Services

The Metro Transit Division is responsible for providing public transportation services to the residents of King County. Metro Transit had a record year in 2015 as buses delivered 121.8 million passenger trips, making up more than 75 percent of the total transit boardings in King County.

Metro Transit provides other transportation services as well, including vanpools, paratransit, and alternative services. In 2015, the vanpool program provided 3.6 million passenger trips in more than 1,300 vanpools, and the paratransit services provided 1.3 million passenger trips (including Community Access Transportation partnerships). The Alternative Services Program introduced community shuttles and other innovative travel options in several communities.

Metro Transit also operates regional express bus and light rail services for Sound Transit. While regional express bus ridership was relatively stable compared to 2015, Link light rail grew by 7 percent. The opening of the University Link segment in March 2016 is already resulting in increased light rail usage, including increased transfer activity between light rail and buses.

In 2015, Metro Transit began operating bus services under contract with the City of Seattle. These services, funded by taxes within the City of Seattle, will support more than 270,000 annual hours of service by the end of 2016. The City of Seattle's streetcar network, operated by Metro Transit, grew as the First Hill Streetcar line joined the South Lake Union line.

### Current Conditions

Following the Great Recession, Metro Transit faced several years of austerity while the organization grappled with revenues that were not keeping pace with the cost of providing service. Starting in 2014, regional economic conditions have improved and sales tax has shown strong growth, improving with each successive revenue forecast and eliminating the need for drastic service reductions that had been projected in the past few years. Coupled with strong economic growth, lower fuel costs are contributing to costs growing considerably less than inflation in the period 2014-2015.

Since 2014, population and employment in the service area have grown by 5 percent and 2 percent respectively. This growth is reflected in increased ridership, and Metro continues to identify overcrowded buses and corridors that are below their target service levels, as defined in the adopted Service Guidelines. In addition, Metro is also seeing more traffic congestion stemming from the strong economy and lower fuel prices. This has resulted in the need for service-hour investments to maintain schedule reliability.

Metro Transit is currently operating 3.7 million hours of service, significantly more than the 3.2 million hours of service envisioned 2 years ago during the 2015-2016 budget development. During the recession, Metro mitigated some of the impacts by cutting non-direct staff, programs, and projects, reducing Metro's capacity to support growth. As the economy improves and more service is operated, Metro's ability to deliver the increased service is stretched thin.

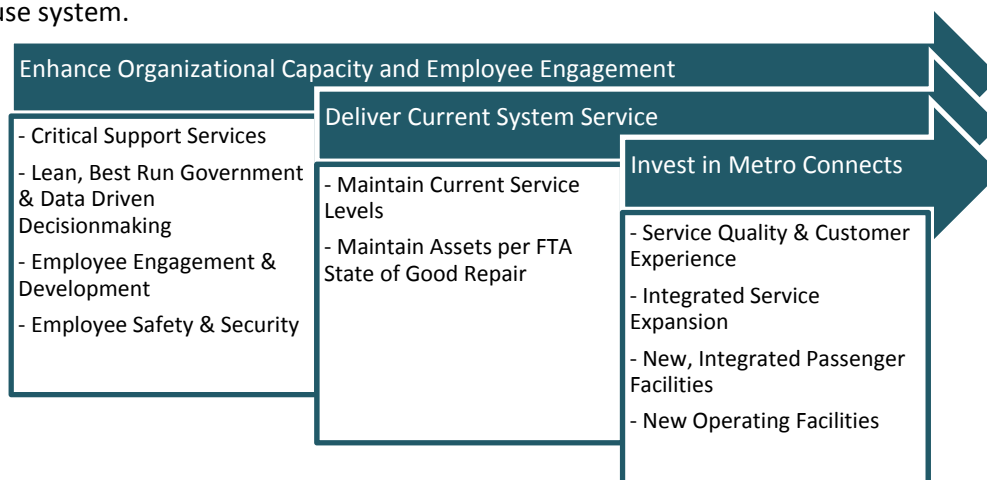
### Planning for the Future

The 2017-2018 Proposed Budget was developed on the strong foundation established by *Metro's Strategic Plan for Public Transportation 2011-2021* (Strategic Plan). A significant part of the strategic plan is the Service Guidelines, which are used each year to analyze the corridors and bus routes in the transit system using objective criteria. The results of the analysis are published annually as the *Service Guidelines Report* and used to determine where service should be increased, reduced, or changed. Metro has also developed a new long-range plan that would shape future transit system service and investments. This plan, METRO CONNECTS, is Metro's vision for creating more service, more choices and one easy-to-use system over the next 25 years.

As Metro Transit looks forward to enhancing service in the next biennium, the theme of the 2017-2018 budget is to impress transit customers and inspire employees by:

- Delivering great service
- Improving service reliability
- Keeping the system safe
- Making Metro a great place to work

To accomplish the above, Metro Transit's 2017-2018 Proposed Budget focuses on enhancing organizational capacity and employee engagement, effectively and efficiently delivering the current service levels, and investing in the METRO CONNECTS vision of more service, more choices, and one easy to use system.



## 2017-2018 Problems, Opportunities, and Priorities

### Current Service Needs

Metro Transit operates under policies adopted by the King County Council and its Regional Transit Committee. These include the *Strategic Plan for Public Transportation 2011-2021*, which establishes broad goals, and the *Service Guidelines*, which are used to plan and manage the transit system. The Strategic Plan and Service Guidelines reflect the recommendations of the 2010 Regional Transit Task Force and the 2015 Service Guidelines Task Force.

The Service Guidelines enable the public to see the basis of Metro Transit's proposals to expand, reduce, or revise service. They set priorities for service changes and have guided Metro in planning service changes since their adoption. The service guidelines support Metro's goals for human potential, service excellence, financial stewardship, and public transparency.

The draft *2016 Service Guidelines Report* has determined a need for approximately 520,000 additional service hours annually to address crowding, reliability, and target service level needs, compared to the approximately 472,000 hours of service need identified in the *2015 Service Guidelines Report*.

The 2017-2018 Proposed Budget adds approximately 160,000 service hours to address crowding, reliability, and target service level needs identified in the Service Guidelines. In addition, the budget also includes another 140,000 hours to mitigate reliability impacts related to construction activity and to provide time in schedules for operators to take restroom breaks.

### Fund Management Policies

During 2015 and 2016, in response to Executive and County Council direction, Metro Transit worked with the Office of Performance, Strategy and Budget (PSB), Executive Office, and Council staff to review and revise the Fund Management Policies that apply to the Public Transportation Fund. This workgroup engaged a financial management consulting firm to review existing reserves and reserve target levels while staff focused primarily on ensuring consistency with the King County Comprehensive Financial Policies.

The result of this work was presented to a Special Committee on Transit and agreement was reached on a set of fund management policies that will support the financial sustainability of the transit system. Key elements of these policies, which were unanimously adopted by the Council in July 2016 and are incorporated into the 2017-2018 Proposed Budget, include establishing a revenue stabilization reserve and refining the existing practice of funding fleet replacements by establishing a stable contribution approach.

### Fares and Fare Policy

An integral part of Metro's financial plan is the contribution customers make to fund transit service. From 2010 to 2015, Metro's farebox recovery rate grew from 26.9 percent to a record level of 31 percent. The new Fund Management Policies establish a target of 30 percent and a floor of 25 percent for farebox recovery.

During the 2017-2018 biennium, Metro Transit will embark on a program to design and implement the Next Generation ORCA system for fare payment. A fare policy review is needed in order to ensure that King County has the best fare policies for the future as the Next Generation ORCA system is being developed for implementation early in the next decade. Opportunities to simplify fares, examine ways

to collect fares off the bus, as well as address emerging concerns with youth fares are some of the areas that will be explored.

The ORCA LIFT low-income fare program was introduced in March 2015. The continued growth of the ORCA LIFT program will put pressure on the farebox recovery ratio. To provide for additional, temporary capacity to pilot different fare policy options, an increase in the Special Rates of Fare cap established in the King County Code is being proposed as part of the budget.

### **Federal Funding and State of Good Repair**

Like transit agencies around the country, Metro Transit depends on federal money to assist in buying new buses and financing capital projects. Currently, Metro receives approximately \$70 million annually in federal assistance through the Federal Transit Administration (FTA) formula grant program. The *Fixing America's Surface Transportation Act* (FAST Act), provides the framework and sets authorization levels for the next five years for federal transportation spending. The FAST Act is scheduled to expire September 2020.

The FAST Act increases federal assistance to transit agencies, re-introduces a discretionary bus program, increases funding levels for formula grant programs over the life of the act, has an increased emphasis on maintaining assets in the "State of Good" repair, and changes some of the formula programs to be more restrictive in how the funding can be used. Failure to meet the federal State of Good Repair requirements could result in Metro's inability to qualify for federal funding.

A new restriction on the use of the State of Good Repair High Intensity Fixed Guideway funding that Metro Transit receives, primarily related to its electric trolley/bus network, may prove to be a challenge for Metro. The new restriction will require a revised approach to the use of these grant funds and will require working with other transit agencies to address the restrictions. Even with the passage of the FAST Act, a long-term issue remains with the Highway Trust Fund. Currently funding is in place for the first half of the FAST Act. Future funding solutions must be addressed by Congress to fully implement the FAST Act as envisioned.

Maintaining Metro Transit assets in a state of good repair has been a priority of the capital program for more than a decade. FTA's new State of Good Repair program will require ongoing reporting of asset condition and demonstration of how the needed work will be funded. Approximately 80 percent of Metro Transit facilities have been assessed since the start of the current effort in 2014. The recently completed assessments identify \$50 million to \$80 million of additional investment need in the next 10 years. The 2017-2018 Proposed Budget dedicates funding to this program consistent with the identified need.

An issue for Metro Transit is how to provide sufficient resources for these efforts. While the budget provides funding for implementation, the staff resources to plan, design, engineer, inspect, and manage projects have been lacking. This is due in part to the need to address emerging capital program issues associated with partnerships and work that was not foreseen when the 2015-2016 biennial budget was developed. The resource issue was noted in the King County Auditor's report *Transit Asset Management: Improvements Needed to Meet Workload*, issued in December 2015. In response, the 2017-2018 Proposed Budget includes additional staff to support asset maintenance work and other capital programs.

### The Changing Marketplace of Service Provision

Metro Transit's budget also includes investments in service options other than traditional fixed-route bus service.

- **Alternative Services.** The 2015-2016 budget included funds for a four-year demonstration program for Alternative Services. While the program arose due to anticipated reductions in bus service, it has quickly become an important tool for providing equitable access to public transportation. Specifically, the Alternative Services "toolbox" provides options to more effectively meet the mobility needs of people who are not well served by the fixed-route service or where there are geographic gaps in service. The program works with communities to tailor transportation services to their needs. By the end of the fourth year, the program will have implemented 15 individualized services. While to date the program has focused on development and implementation, it will begin working on establishing targets for the long-term sustainability of the program. The 2017-2018 Proposed Budget continues funding for the alternative services program operating costs and expands funding for capital vehicle purchases.
- **Accessing Transit.** In addition to providing alternatives to fixed-route buses, Metro is exploring ways to work with new alternatives such as Uber, Lyft, Car2Go and ReachNow. These new services, combined with bike and pedestrian programs, will provide more options for customers to meet their local travel needs and connect to the larger transit system by combining products and services. The Proposed Budget includes grant funding to support planning work for non-motorized investments as well as expansion of park-and-ride capacity.
- **Seattle Community Mobility Contract.** As part of the City of Seattle's Community Mobility Contract, the City will be increasingly targeting its services to future RapidRide corridors in Seattle, consistent with its Move Seattle program. Metro Transit's 6-year capital program includes project funding to support this work, as well as expansion of the RapidRide program throughout King County as envisioned in METRO CONNECTS.
- **Sound Transit (ST) Integration.** By 2021, the existing ST2 program will have expanded the light rail system to the north and east areas of the county. Further expansion proposed in ST3 could result in a number of opportunities for service integration to give customers smooth transfers between travel modes. Metro has been working closely with Sound Transit during the planning process for the development of Metro's long-range plan and Sound Transit's system plan. Together the two agencies identified opportunities for service integration. Metro Transit's 6-year capital program includes funding for Link integration planning, design, and implementation work.

### The Foundation for the Future

Metro Transit has spent the last year and a half working with jurisdictions to complete Metro's draft 25-year long-range plan, METRO CONNECTS. This long-term vision grew out of a highly collaborative process among transit customers, King County cities, Sound Transit and other transportation agencies, businesses, and others. Through community forums, advisory group meetings, and other opportunities, hundreds of participants shared their needs and ideas for mobility. Based on this input, METRO CONNECTS envisions an interconnected system of transportation choices that move people farther, faster, and more reliably to places they want to go.

The 2040 vision includes the following key elements:

- Doubling of transit ridership across the county, with a 70 percent increase in Metro services.
- 20 new RapidRide lines for a total of 26 around the county; 13 more by 2025.
- New express and local services tailored to community needs.
- Improved connections to Link and other transit providers.
- Enhanced customer information.
- Improved access to transit through more sidewalks and other non-motorized improvements, park-and-ride lots, and wayfinding.

With this vision and working with partner agencies such as Sound Transit, the percentage of people with frequent service, such as RapidRide, will triple. The percentage of the region's population using transit is projected to double as a result of the proposed investments, removing 300,000 cars from county roadways.

METRO CONNECTS calls on Metro to work with partner transit agencies to deliver services collaboratively, and to invest with jurisdictions in infrastructure improvements to improve the customer experience and the speed and reliability of the service. The 2017-2018 operating budget and 2017-2022 capital program start implementing the METRO CONNECTS vision through investments in new service consistent with the Service Guidelines and implementing new RapidRide lines, speed and reliability investments to improve travel times, improvements to transfer facilities and transit hubs, and investments in critical support services such as base capacity, buses, and other revenue vehicles. The 2017-2018 budget lays the foundation for the efficient and effective expansion the transit system over the next 25 years to meet the vision of METRO CONNECTS. However, attaining the full vision requires investment beyond Metro's existing resources.

### Internally-Facing Areas of Focus

In addition to the above external-facing problems, opportunities, and priorities, Transit must also focus on several internal issues.

**Managing Change** In response to the Great Recession, Metro took steps to reduce costs and preserve bus service. These steps included cutting staff, tightening bus schedules, and delaying base expansion. While these and other cost-containment efforts and mitigation strategies were largely successful and Metro experienced only minor service reductions through 2014, the scaled back organization will continue to represent a challenge to expanding service and project delivery.

By late 2014, the economy had improved and most of the identified reductions were not required to maintain sustainable levels of service. In addition, funded by the voter-approved 2014 Proposition One, the City of Seattle entered into a Community Mobility Contract with the County that resulted in the addition of more than 270,000 hours by 2017. The 2017-2018 budget proposes the addition of 300,000 more service hours, phased in over the biennium to address the areas of highest need as defined in the Service Guidelines. The ability to add reliable service is currently constrained due to the lack of base capacity, the ability to hire and train staff, and to adequately equip coaches.

This recent and proposed growth in service levels has created an organizational challenge for Metro Transit. While the higher-than-planned service levels have resulted in more service for the

customer, it has created an unprecedented need to recruit, hire, and train employees and has stretched Metro's internal resources to support and expand the system. The needs for recruiting, hiring, and training are particularly acute with regard to operators. To address this need, the 2017-2018 budget invests in staff to support operator hiring and training. The budget maintains vehicle maintenance staff hired in the 2015-2016 biennium to support preparing vehicles for service.

The unanticipated increase in service levels also resulted in the need to continue to operate coaches that were beyond the end of their useful life and due to be surplus. Retaining these vehicles in daily operation requires more intensive and expensive maintenance. During the recession, Metro deferred plans to expand operating capacity. The current and proposed increase in service requires more coaches and has strained existing base capacity, jeopardizing efficient and reliable operations. Therefore, as discussed in more detail in the capital section, the 6-year capital program includes significant resources to both replace these existing coaches and to expand Metro Transit's base capacity.

In response to the 2009 Performance Audit, Metro Transit removed about 120,000 hours from the bus schedules. These hours, identified as schedule efficiencies, were primarily layover (or recovery) time built into the schedule to afford drivers breaks and to ease the impacts of traffic congestion on service schedules. These reductions led to less reliable service for customers, who see their buses arrive late more often. The reductions are most keenly felt by Metro employees because, in some cases, they have resulted in insufficient break time for operators. Adequate breaks and convenient restroom facilities are important to the personal health of operators and have an impact on customers as well. Operators who are rested and not worrying about when they will be able to find a restroom can provide safer operations and better customer service. The 2017-2018 Proposed Budget service additions include about 30,000 hours to be added to bus schedules providing operators sufficient time to take restroom breaks, and the 6-year capital program includes funding to plan, design, and implement comfort stations conveniently sited at the end of the bus routes for operator use.

Many of the budget proposals identify areas where investment is needed to ensure that Metro Transit can support its growing services and system, including staff to support hiring and training and the expansion of the capital program. These changes are not simply adding back items that were cut. Rather Metro and the Executive have looked strategically at the organization and identified key investments that are needed now.

**Moving Technology Forward** Over the past two years Metro developed a *Strategic Technology Roadmap for Transit* (STRT). Initially a response to a County Council proviso, this became a valuable exercise for Metro and King County Information Technology (KCIT) to identify and document the current and emerging issues associated with the Metro's use of technology. The STRT builds on prior efforts to develop an "enterprise architecture" that identifies each system used along with the interdependencies of data elements. The STRT outlines a vision, goals, objectives and strategies for Metro's technology program in addition to providing a framework for moving forward.

Consistent with the STRT, the Proposed Budget includes investments in the Next Generation ORCA fare payment system, replacement of the wireless data network, business intelligence data, safety and security data systems, automatic vehicle location and vehicle telematics, and projects related to transit signal priority.



Taking the steps identified in the STRT will be key to moving forward with technological systems that meet the needs of the dynamic transit system and avoid business disruptions caused by system failures. In addition, a new element of the FTA State of Good Repair program discussed earlier involves technology systems used to provide and support service. Under the FTA program, these systems are subject to the same requirements as buildings and structures.

To successfully address technology needs, including modernization and replacing aging systems, Metro Transit and KCIT staff will not only identify the needed work and resources, but also pursue innovative ways to address agency needs quickly. Solutions may include organizational changes, more agile approaches to project management, and the development of requirements so that the needed work is clearly described.

**Employee Engagement** Consistent with the Executive's Best Run Government initiative, in the 2017-2018 biennium Metro Transit will work to improve employee engagement in a number of ways, including training, employee development, safety program changes, management interaction with employees, employee communication improvements, and other actions. The ability to increase organizational capacity requires an engaged workforce and a work environment free of negative elements that detract from the energy and effort employees bring to their work. It involves maximizing individual and group contributions toward a customer-focused and continuously improving work environment.

Some results of the 2015 employee engagement survey indicated a disconnect between individual employee's commitment to customer service and their sense that King County does not support their collective efforts. Metro has initiated efforts to address the concerns raised by employees.

Investments in employee engagement included in the proposed budget include the comfort stations and additional time in schedules for restroom breaks as discussed above as well as cameras in all buses, employee development activities, moving to predictive safety and crime analysis, and additional Metro Transit police. The proposed budget includes resources to begin implementation of various safety improvements called for in an independent safety review including implementation of a safety data system, addition of data analysis resources, and development of an implementation plan for other recommendations related to improving the safety culture at Metro Transit. In addition, building on the Partnership to Achieve Comprehensive Equity (PACE) initiative launched in 2014, the 2017-2018 budget continues efforts to build an inclusive, fair, and equitable work environment.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

Metro applies equity and social justice principles throughout its service operations as well as within the organization itself.

#### Equity and Social Justice in Service Provision

One of the eight goals in Metro's Strategic Plan for Public Transportation 2011-2021 is to provide equitable opportunities for people from all areas of King County to access the public transportation system. Pursuant to this goal, Metro strives to provide access to jobs, education, and other destinations for all customers, particularly those who have been historically disadvantaged (people with low incomes, students, youth, seniors, people of color, people with disabilities, and others with limited transportation options).

In the Service Guidelines that are part of the Strategic Plan, social equity is one of three priorities considered when setting target service levels for corridors. Specifically, Metro takes into account the number of people who board buses in areas that have a relatively high concentration of low-income and minority residents. Metro also ensures that social equity is a primary consideration in any service reduction proposal, making sure that historically disadvantaged populations are not disproportionately impacted. With the most recent update of the Strategic Plan and Service Guidelines, Metro will now more directly involve affected communities. Techniques will include more targeted community engagement opportunities to gather input and identify impacts and benefits of service and fare proposals before they are finalized.

Metro Transit complies with federal laws that require the public transportation system to be equitable, accessible, and just. The Americans with Disabilities Act (ADA) requires that Metro ensure equal opportunities and access for people with disabilities. A 1994 executive order requires that all federal agencies include environmental justice in their missions. This means that Metro cannot disproportionately impact minority or low-income populations and must ensure full and fair participation by all potentially affected groups. Metro provides public transportation that adheres to these and other federal requirements.

Metro Transit regularly reports on its compliance with Title VI of the Civil Rights Act of 1964. These reports identify minority and low-income census tracts—those that have a percentage of low-income and minority residents that is greater than the countywide average—and characterize impacts by census tract. With each major service change or fare change, Metro completes and provides for King County Executive and Council review a Title VI analysis aimed at identifying disparate or disproportionate impacts.

Metro has a number of services and programs that serve and provide opportunities for disadvantaged populations. These include:

- **Access** The Access program meets the ADA mandate to provide service that is comparable to fixed-routes service for people with disabilities who are unable to use the fixed-route system.
- **Community Access Transportation Program (CAT)** CAT is an alternative to the more expensive Access service. Metro provides vans and support to community groups and others that provide travel options for disabled and elderly people.

- **Job Access and Reverse Commute Program** This program provides community van programs to transport low-income clients to training or employment sites.
- **Human Services Ticket Program** Metro's Human Services Ticket Program sells bus tickets at a substantial discount to human service agencies. The agencies then provide the tickets to their clients so they can get to shelters, medical appointments, job training/interviews, etc.
- **Downtown circulator shuttle** To reduce the impacts of the elimination of the Ride Free Area in downtown Seattle, Metro assisted Solid Ground and the City of Seattle with operation of a free downtown circulator service.
- **Discounted fares** Metro's fare structure recognizes the income differences among segments of our society and provides lower fares for seniors, people with disabilities, and youth.
- **ORCA LIFT low-income fare program** In February 2014, the King County Council created a low-income fare that took effect March 1, 2015. Through June 2016, the ORCA LIFT program has registered over 30,000 individuals, who are now taking more than 550,000 rides on Metro and other regional services monthly.

### Equity and Social Justice within Metro Transit

In addition to supporting the County's employee engagement efforts, Metro Transit's continued work to address inequities internally are driven by:

- Recognition that Metro's internal workplace dynamics influence its service to the public.
- Compliance with Equal Employment Office (EEO) federal funding requirements.
- The Partnership to Achieve Comprehensive Equity (PACE).

To address and comply with the recommendations and requirement of these key drivers, Metro established the EEO/Diversity and Inclusion Program. One existing FTE currently staffs this program. The 2017-2018 budget request includes the investment of one additional FTE to help increase organizational capacity to effectively address issues of equity and social justice, EEO, diversity, and inclusion. This investment will aid in the provision of overall program development support and oversight related to the following:

- Establishing an effective and efficient system-wide approach to identify and address EEO and diversity concerns at the lowest level.
- Providing agency-wide support and consultation regarding the integration of ESJ, EEO, and diversity and inclusion principles and strategies into all practices, policies, training programs, systems, and procedures.
- Overseeing, supervising and/or performing investigations into complaints of discrimination or harassment.
- Monitoring, evaluating, and reporting on program progress and challenges.
- Ensuring equity in recruitments and all employee actions including development, promotions, and discipline.

### Strategic Climate Action Plan (SCAP)

Metro has a key role to play in helping King County achieve its aggressive goals related to reducing countywide and County operations greenhouse gas emissions by providing travel options that promote the use of public transportation and by incorporating green concepts into every aspect of its operations. Transportation accounts for nearly half of all greenhouse-gas emissions in the region. Trends point to a continued rise in transportation emissions as population and employment increase and as land-use patterns continue to favor automobile travel. Reducing emissions will require significant changes in how King County residents live and travel, and solutions must address a key emissions driver—vehicle miles traveled.

At the most basic level, Metro Transit will work to increase ridership through the provision of more service to more people through one easy to use system. Metro Transit's 2017-2018 budget also invests in safety, information services, and other elements that will improve the Metro experience for the customer. These activities support the SCAP's priority action to make transit service more productive and attractive and will help increase the non-drive alone rate by providing increased transit connectivity throughout the region. All efforts to increase Metro Transit services support the countywide goal to reduce greenhouse gas emissions and do so by reducing congestion and replacing single occupancy vehicle travel with a more efficient method of getting people where they need to go when they need to get there.

Metro is working to reduce its emissions through continued monitoring of the current low-emission fleets and through the piloting of electric vehicles. As Metro expands operations over the next several years, it will also work to achieve platinum green building/sustainability certification.

A few of the SCAP targets that Metro Transit is working toward with investments in service, fleet, and other budget investments include the following:

- Grow transit service thru 2020 with no increase in operational GHG emissions
- Double transit ridership by 2040
- Increase non-drive-alone rate for Commute Trip Reduction (CTR)-affected worksites by 2020
- Utilize all hybrid and electric bus fleet by 2018
- Deploy low GHG emissions fleet technologies across fleets
- Reduce fuel use in all fleets by 10 percent by 2020
- Increase the use of alternative fuels by 10 percent by 2025 (over the 2014 baseline)
- Reduce energy use in existing buildings 25 percent below 2012 levels by 2030
- Reduce energy use by 5 percent by 2020, 10 percent by 2025
- Use 100 percent GHG-neutral electricity by 2025

### Best Run Government

Metro Transit is committed to becoming a Lean organization and now has a small office of continuous improvement staff. The Lean Transformation Office is using the Lean maturity model put forward by the County Auditor to develop the agency's transformation plan for the biennium. The maturity model areas of focus for 2017-2018 are leadership, culture, transformation strategy, and implementation. In 2017-2018, Metro Transit will continue its use of Lean and other continuous improvement processes to improve its operations.

**Maturity Model Focus** Metro will use several strategies to move the dial on Lean maturity, including building visual management systems (tier boards) throughout the agency, further developing Lean leaders at every level, and developing a model line.

Visual management systems connect all staff in every section to Metro's key strategic goals and measures. They also provide the structure that allows managers, frontline leaders, and frontline staff to make everyday improvements based on facts and data. Leaders use these systems to practice critical Lean leader behaviors such as listening, coaching, grasping the problem, challenging the current process, and making it safe to test creative solutions. The goal is to have more than half of managers and staff engaged around visual systems by the end of 2018.

Lean leaders will be further developed through development paths customized for their level of leadership (frontline, middle management, senior management) in the organization. Leaders throughout Metro, with a special emphasis on Bus Operations, Power and Facilities, and Vehicle Maintenance sections, will receive additional training and coaching support in the areas of visual systems, Lean problem-solving (A3 thinking and plan-do-check-act), and listening and coaching.

A model line is under development at Ryerson Base. The concept of a model line is to create an example of a fully Lean management system. The model lines will include Lean technical elements that maximize the value creation steps and eliminate much of the non-value added steps. Lean principles such as flow, 5S, pitch boards, and kanban will reduce the amount of labor expended on the work that flows through the model line, freeing up capacity in these work-cells for other work. The model lines also become demonstration sites providing a rich training ground where others throughout the organization can "go see" what can be realized through Lean practices.

**Operational Focus Areas** The primary operational Lean focus area at Metro Transit has been on the parts supply process. Vehicle Maintenance continues to move from a "just-in-case" to a "just-in-time" inventory to improve inventory turns (the number of times that inventory turns or cycles) and prevent the accumulation (and eventual write-off) of obsolete inventory. The value of inventory on hand at the test base (Ryerson) has been reduced by \$417,000 since the effort started in 2014. The inventory processes have recently been exported to four more bases with two more bases planned by the end of 2016.

More recently, Metro has used Lean methods to reduce the time that it takes to outfit new coaches for revenue service from 67 to 30 days. This improvement allows Metro to get coaches on the road faster and maximizes the ability to find manufacturer defects and reclaim money while the coach is still under its one-year warranty. A pilot program is also underway at Ryerson base to speed up the receipt and inspection of new coaches when they arrive at the base and to better coordinate new fleet training with Operations.

## Capital Improvement Program

The purpose of the Public Transportation Capital Program is to address the needs of the Metro Transit system. In order to support the transit system in King County, Metro owns, operates and maintains a large number of capital assets. Metro currently owns assets valued in excess of \$2.6 billion, ranging from buses and other vehicles to technology systems to a network of passenger and operating facilities. The capital program aims to maintain assets in a state of good repair, support current service provision, and support service expansion as identified in METRO CONNECTS.

### State of Good Repair

The first priority of the capital improvement program (CIP) is to ensure that the existing infrastructure is maintained in a state of good repair as described earlier in this narrative. Annually, 20 percent or more of the system infrastructure assets are subject to a condition assessment. These condition assessments help Metro identify the financial resources needed to make the needed improvements. Based on these assessments, the 2017-2022 CIP budget for just the Metro Transit Asset Maintenance Program – which contains projects to maintain Metro Transit facilities, equipment, sites, and operations infrastructure – has increased by more than \$70 million. As noted by the County Auditor, Metro has not always had the staff resources to support the identified improvements. The budget looks to address this issue with a significant increase in program staffing.

Other investments in state of good repair include revenue vehicle and information technology system replacements. The CIP continues to prioritize timely replacement of revenue vehicles.

### Current System Improvements

The second priority of the program is to support the needs of the current transit system. Projects in this category include ongoing investments in the shelter network, corridor improvements, and some technology projects. Major investments in the system include siting and construction of downtown layover, participation in the One Center City Mobility Plan, and funding for the Regional Transit Connectivity project.

### System Expansion

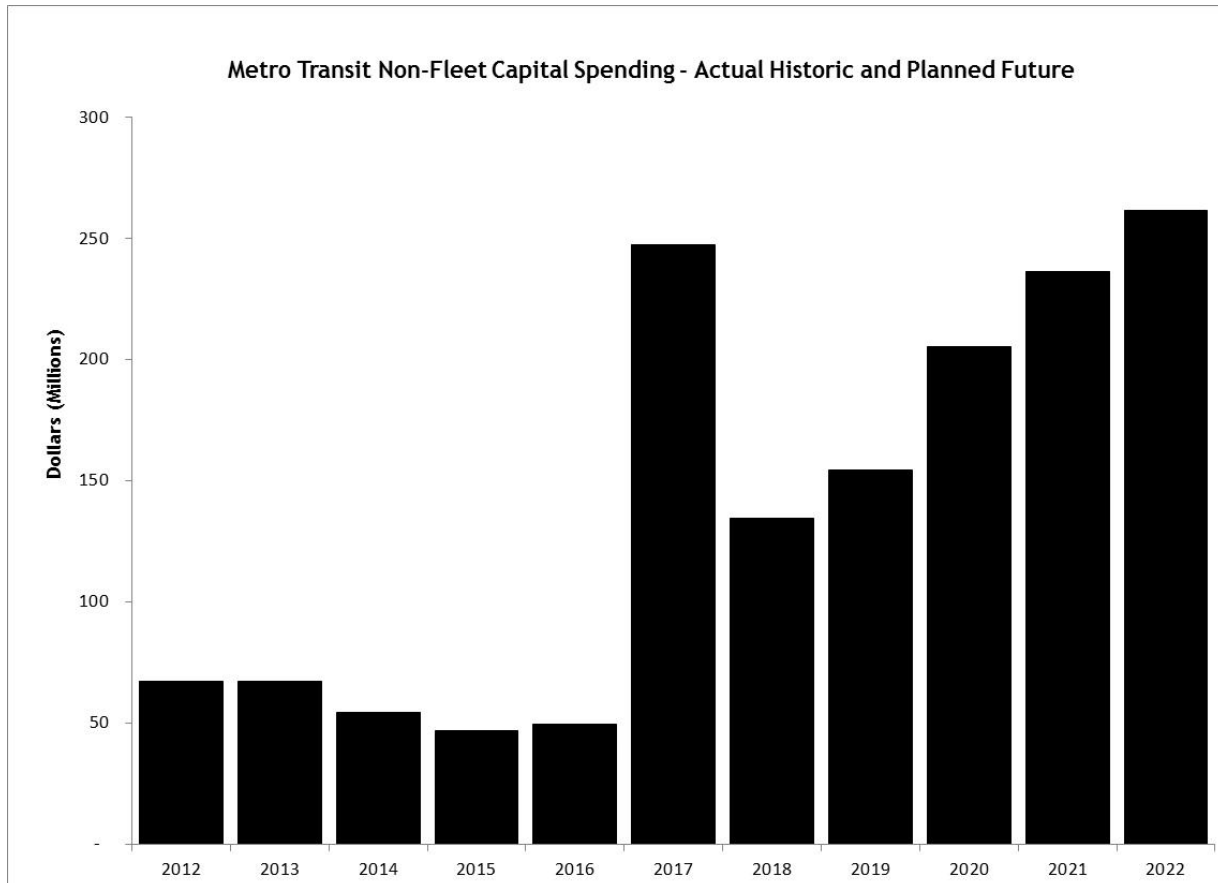
The third priority of the CIP is to support system expansion. The proposed METRO CONNECTS plan identifies investments needed to build the 2025 network that is envisioned in the plan. The 2017-2022 Metro Transit CIP includes a number of priority investments for METRO CONNECTS. Significant investments are listed below and described in more detail in the capital program tables on the following pages.

- Base Capacity Projects
- 13 RapidRide Lines
- Hubs, Transfer Points, and Sound Transit Integration
- Transit Priority Corridor Improvements
- Access to Transit Investments

## PHYSICAL ENVIRONMENT PROGRAM AREA

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Overall, Metro Transit anticipates significant increases in non-fleet capital spending over the 6-year program, as illustrated below.



**2017-2018 Proposed Financial Plan**  
**Public Transportation - Enterprise Fund / 4641,4643,3641,3642,8430**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>559,727,168</b>	<b>802,524,301</b>	<b>643,951,373</b>	<b>682,010,481</b>
<b>Revenues</b>				
Fares (Bus, ACC, VP, SC)	348,182,632	353,240,941	380,670,982	408,042,254
Other Operations (Bus, ACC, VP, SC)	44,076,350	44,438,751	45,352,428	46,639,822
Seattle CMC	38,273,683	71,218,000	75,125,610	79,800,792
Sales Tax	1,093,435,313	1,229,651,118	1,308,642,210	1,408,551,511
Property Tax	53,295,222	46,692,577	58,667,508	61,386,631
Congestion Relief Charge	2,333	-	-	-
Interest Income	10,072,924	9,465,684	21,577,183	36,282,340
Grants	234,660,871	175,053,769	136,789,432	215,122,867
Sound Transit Payments	173,976,207	203,935,126	217,899,637	222,657,966
Support of Other KC Divisions	3,975,620	4,487,570	4,735,093	4,964,739
Miscellaneous	50,624,764	58,708,689	55,767,679	71,834,070
<b>Total Revenues</b>	<b>2,050,575,920</b>	<b>2,196,892,225</b>	<b>2,305,227,762</b>	<b>2,555,282,992</b>
<b>Expenditures</b>				
Transit Operating	(1,421,138,542)	(1,578,033,137)	(1,750,761,268)	(1,864,755,670)
DOT Director's Office	(11,337,338)	(12,143,027)	(12,868,379)	(13,462,349)
Revenue Stabilization	-	-	-	-
Infrastructure Capital	(469,501,749)	(419,710,261)	(405,378,412)	(547,693,294)
Revenue Fleet Capital	-	(481,606,076)	(160,241,387)	(142,236,096)
Debt Service	(31,409,539)	(44,614,000)	(45,635,894)	(45,624,989)
Estimated Underexpenditures				
Operating Program	3,784,782	7,950,881	8,818,148	9,391,090
Capital Program	6,413,013	20,659,546	(1,949,508)	11,883,269
<b>Total Expenditures</b>	<b>(1,923,189,372)</b>	<b>(2,507,496,074)</b>	<b>(2,368,016,699)</b>	<b>(2,592,498,039)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Debt Proceeds	-	149,594,322	101,384,696	62,724,983
Misc Balance Adjustments	115,410,585	2,436,599	(536,650)	1,812,000
<b>Total Other Fund Transactions</b>	<b>115,410,585</b>	<b>152,030,920</b>	<b>100,848,046</b>	<b>64,536,983</b>
<b>Ending Fund Balance</b>	<b>802,524,301</b>	<b>643,951,373</b>	<b>682,010,481</b>	<b>709,332,418</b>
<b>Reserves<sup>5</sup></b>				
Operating Ending Target Requirement	(38,899,385)	(42,131,502)	(44,762,407)	(48,586,850)
Revenue Stabilization Reserve	(220,429,846)	(238,745,178)	(253,653,641)	(275,325,484)
Capital Designated Revenue	(40,560,714)	(34,412,380)	(35,164,046)	(35,164,046)
Revenue Fleet Replacement Reserve	(43,895,769)	(42,000,000)	(132,000,000)	(228,000,000)
Bond Ending Fund Reserve	(20,590,530)	(21,215,129)	-	-
<b>Total Reserves</b>	<b>(364,376,242)</b>	<b>(378,504,189)</b>	<b>(465,580,093)</b>	<b>(587,076,379)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>6</sup></b>	<b>438,148,059</b>	<b>265,447,184</b>	<b>216,430,388</b>	<b>122,256,038</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth of consistent with anticipated service levels and reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>5</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>6</sup> The undesignated fund balance identified in this financial plan will be used consistent with proposed improvements in METRO CONNECTS, Transit's long range plan, which sequences service expansion and capital investments to provide efficient and effective service provision.

<sup>7</sup> This plan was updated by Shelley De Wys on September 17, 2016.



## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>1,437,003,386</b>	<b>1,492,253,823</b>	<b>4,242.8</b>	<b>27.0</b>
Base Budget Adjustments	89,465,945	15,962,101	15.9	1.0
Decision Package Adjustments	51,563,806	284,116,849	325.5	20.0
<b>2017-2018 Executive Proposed Budget</b>	<b>1,578,033,137</b>	<b>1,792,332,773</b>	<b>4,584.2</b>	<b>48.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>1,578,034,000</b>	<b>1,792,333,000</b>	<b>4,584.2</b>	<b>48.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Metro Transit Direct Service	30,466,940	0	213.0	0.0
Add approximately 300,000 bus service hours in the 2017-2018 biennium. The proposed changes address several needs, including:				
- Addressing crowding, reliability, and other high priority needs per the Service Guidelines.				
- Maintaining system reliability by mitigating the impact of construction activity and the assumed removal of buses from the Downtown Seattle Transit Tunnel currently scheduled for Fall of 2018				
- Improving operators' work environment				
- Adding hours purchased by the City of Seattle resulting from the supplantation rules in the Community Mobility Contract				
- Adding hours purchased by Sound Transit - Regional Express (REX)				
The service adds result in additional fare revenue, which is accounted for in the revenue adjustment decision package.				

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_010) Comprehensive HR Delivery Invest in the Human Resources/Labor Relations Section within Metro Transit to increase the agency's capacity to deliver comprehensive HR services to all sections throughout the Agency. This investment will allow Metro Transit Human Resources/Labor Relations section to pursue strategic initiatives and programs aimed at establishing an efficient and effective workforce capable of meeting the future needs of Metro Transit. This package transitions term-limited temporary positions into FTEs in the 2017-2018 biennial budget. Additional FTEs are also added in 2018. These positions are distributed across a variety of functions within Metro Transit Human Resources including: employee and labor relations, disability services, employment and recruitment, drug and alcohol programming, and workforce development. In addition to personnel related expenditures, non-personnel resources are being added to the budget to support professional services, consultant services, supplies, and employee training.	2,019,827	0	11.0	(3.0)
(DS_011) Transit Police Force Add Transit patrol deputies, a Transit resource officer, and a criminal investigations detective to help increase the safety and security of both Metro Transit customers and bus operators. An increase in the number of security personnel will establish capacity within the organization to strategically deploy officers to areas and at times of greatest needed. An increase in the number of officers will help ensure that each part of Metro Transit's service delivery area is afforded adequate protection.	2,957,465	0	0.0	0.0
(DS_012) Crime Analyst Add staff and other resource to support a pilot program to collect and analyze crime data. Collecting and analyzing data related to crimes across Metro Transit's service area will inform strategies related to identifying crime trends as they emerge and preventing them from occurring. This will be the responsibility of the proposed term-limited temporary project/program manager position (predictive crime analyst). By using data, to identify geographic areas or times susceptible to crime, Metro Transit Police can more strategically distribute resources to deter, prevent and more readily respond to incidents that may arise. Two independent reviews of the Metro Transit Security system have recommended adding a position dedicated to studying and analyzing crime. In addition to the Term-Limited Temporary position, this package funds non-personnel resources dedicated to IT hardware and software.	283,241	0	0.0	1.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_013) HASTUS Business Lead Create a functional analyst position to serve as the technical expert and vendor liaison for the HASTUS software. HASTUS is a critical transit enterprise system which is used to create and manage bus schedules, daily operator assignments and operator payroll. Metro Transit is undergoing an upgrade of the HASTUS software where additional modules will be added and user interfaces and reports will continue to be refined and developed. The functional analyst will serve as the vendor's single point of contact, facilitate communications among the user groups, the vendor, and KCIT, plan for and manage queries and requests for enhancements, and manage and prioritize changes and modifications to the system. Additionally, non-personnel related resources have been added in professional services to pay the HASTUS vendor for minor requests related to system enhancements or modifications.	362,586	0	1.0	0.0
(DS_014) HR Pace/Diversity & Inclusion Program Add a project/program manager (assistant diversity manager) within the Diversity and Inclusion Office at Metro Transit. Metro Transit, in response to a variety of institutional directives, commissioned reports, internal surveys, and regulatory requirements, is engaged in a variety of diversity work, including: PACE (Partnership to Achieve Comprehensive Equity), FTA (Federal Transportation Administration) compliance requirements, the employee engagement initiative, and the ESJ strategic plan. This additional position will allow Metro to build capacity to manage the workload associated with these initiatives.	277,241	0	1.0	0.0
(DS_015) Metro Transit Safety Program To further recommendations of an independent safety audit, add a full-time project/program manager and other resources to support data analysis related to employee and customer safety. Utilizing historic and current incidence reports along with safety hazard and safety risk mitigation data, the proposed position will identify priority needs for the strategic development of an expanded safety management program aimed at handling and preventing safety issues throughout the agency. The addition of this position will be accompanied by resources dedicated to professional services, supplies, and consultant services. These resources will be used to address priority areas identified in the safety audit for immediate action.	627,241	0	1.0	0.0
(DS_016) District Court Costs Add funding to support for the cost to District Court of processing infractions and adjudicating criminal filings issued by Transit police. These expenses were previously paid by the General Fund. Estimated costs are based on 2015 service.	724,012	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_021) Supervisor In Training Program Add supervisor in training positions to provide additional capacity to train a sufficient number of first line supervisors to fill vacancies prompted by current employee retirements and/or promotions. These positions will train for supervisors in one of four roles: base planner/dispatches, transit instructor, communication center coordinator, or service quality supervisor. These positions provide promotional opportunities for transit operators and involve a significant amount of specialized training.	670,838	0	3.0	0.0
(DS_022) Service Quality Supervisor Temporarily reinstate a service quality supervisor position to conduct a review and evaluation of the way that service is managed while simultaneously providing leadership to the four chiefs and 55 first line supervisors who maintain operator security, conduct incidence response, and develop service schedules. This position was deleted during budget initiation. The review/evaluation was identified to be completed within the 2015-2016 biennium; however, Metro Transit was unable to complete the work due to unanticipated change in service hours during that time. This position will provide the leadership needed to plan and execute on-street efforts to maintain service during disruptions and changing circumstances while a longer term evaluation of business practices is undertaken.	359,589	0	1.0	0.0
(DS_023) Operations Training and Instructional Designers Provide staffing to support operations training, including a training chief, first line supervisors (trainers), and training developers. The training chief is responsible for planning, scheduling and evaluating training of operators, supervisors in training, and operations chiefs. The current capacity of two training chiefs is logistically insufficient to carry out current responsibilities spread across many different locations. The first line supervisors are needed to train an expanding operator workforce to meet the needs of the bus system. These positions will also support refresher training, mandatory retraining following accidents, and customer service/ride checks for current operators. The instructional designers will develop and redesign supervisor in training and continuing education courses for first line supervisors and chiefs.	1,565,088	0	7.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_024) Operations Employee Communication Program Add a communications specialist position to support production and maintenance of route books, policy bulletins, SharePoint sites, and other communications provided to over 3,000 employees within the operations section of Metro Transit. Historically, Metro Transit would utilize a rotation of transit operators to perform this work. Operations needs continuity in staffing these responsibilities to move its technology-driven communication system forward.	265,426	0	1.0	0.0
(DS_025) Base Chiefs Add operations chief positions to maintain span of control ratios between base chiefs and Transit operators. These positions are being added in response to commitments to employee engagement, work place safety, and employee access to chiefs in addition to the planned increase in operators to provide proposed increases in service in the 2017-2018 biennium.	807,092	0	3.0	0.0
(DS_026) Base Dispatcher/Planners Add first line supervisor positions to respond to the need for additional base planner and base dispatchers. Increases in service hours in 2015-2016 and planned increases in service in 2017-2018, create an increased need for support of daily planning, the Transit operator pick process, and the work assignment planning system. Currently, these needs are accomplished by drawing from existing other base operations first line supervisors. The requested positions will allow for more efficient utilization of first line supervisor resources and will provide better continuity of managing the daily dispatching and planning processes.	486,443	0	2.0	0.0
(DS_027) South Base Administration Convert a current administrative specialist term-limited position to a regular FTE. During the 2015-2016 biennium, this position has provided administrative support at the South Base and generated Family Medical Leave Act (FMLA) documentation for chiefs across all seven bases. Converting this to an ongoing position allows Metro Transit to ensure accuracy in tracking leave along with satisfying workload requirements at the South Base. The current term-limited position was removed during budget initiation in decision package TA_106.	168,607	0	1.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_031) Accounting Specialist Add an accounting specialist dedicated to warranty administration to ensure that warranty claims are processed in a timely manner. Current contracts for bus purchases have shortened the window for processing warranty claims, and Transit anticipates significant warranty activity over the next several years associated with on-boarding of new fleets. Timely administration of warranty claims is required to recover dollars the County is entitled to receive.	193,960	500,000	1.0	0.0
(DS_032) Vehicle Maintenance (VM) Staffing Add five journey level craft positions to the Vehicle Maintenance section to support service additions in 2015-2016 and planned service expansion in 2017-2018. Providing additional resources will allow buses to enter service as they arrive on site and return to service more quickly following required work.	1,130,329	0	5.0	0.0
(DS_033) Driver Seat Rebuild Program Provides a dedicated resource to develop a driver seat rebuild program to reduce the change out cycle from 5.3 years to 2 years. Based on operator input, the current cycle of 5.3 years is not meeting their needs as the foam and moving parts break down due to age and use. Decreasing the driver seat rebuild cycle from 5.3 years to 2 years will help prevent back injuries and improve the safety and comfort of the operators.	224,087	0	1.0	0.0
(DS_034) Vehicle Camera Expansion Add staff to support the maintenance of Metro's On-Board Camera Systems (OBCS). Metro Transit is currently working to equip all revenue fleet with OBCS. Additional operation security liaisons are needed to continue manual retrieval of video and additional electronic technicians are required to conduct monthly OBCS preventative maintenance inspections to ensure system reliability. This resource need is temporary while Metro develops and implements a camera management system.	1,274,278	0	0.0	7.0
(DS_035) Component Supply Center Workforce Study Allocate resources to conduct a workforce and resource review of Component Supply Center. Several recommended changes were identified in an audit by the King County auditor. Consistent with that audit, this review will ensure that the staffing and activities performed at Component Supply Center efficiently and effectively support the needs of the Transit system moving forward.	400,000	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_036) VM Fleet Engineering Redesign Allocate resources to conduct a review of fleet engineering's functions to determine the most effective way to organize and train the work unit that maintains and supports onboarding of new revenue vehicles. Optimization of work unit organization, training, and workforce utilization is vital given the number of fleet differences; increased fleet and staff size; new federal, state and local regulations; and new training demands. This comprehensive review of the program will look at the structure of the organization and their functions and will likely result in recommendations and training to improve the skill level of Vehicle Maintenance technicians.	250,000	0	0.0	0.0
(DS_039) Bus Cleaning Program Increase the frequency of deep bus cleanings from the current 60 day interval to 30 days. This change will occur gradually over the biennium, with a change to deep cleaning every 45 days in 2017 and the change to 30 days by the end of 2018.	2,535,889	0	26.0	0.0
(DS_040) Apprentice Program Add a term-limited project/program manger to develop a high capacity apprentice program for Power & Facilities and Vehicle Maintenance work areas. These two sections have a diverse array of skilled trade classifications that will benefit from an apprenticeship program. Developing this program will give opportunities to employees to advance within the organization. Additionally, this program helps to develop talent/skills within our current workforce that are often difficult to acquire from the outside.	277,241	0	0.0	1.0
(DS_041) Power & Facilities (P&F) Assistant Manager Add an assistant manager to support the Power & Facilities manager in providing sound management practices for employees (labor contracts, personnel concerns and grievances, training and advancement opportunities), for its operating and capital programs (business plans, performance, productivity, asset outcomes), and for its business systems (work processes, asset management tools).	320,055	0	1.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_042) Enterprise Asset Management Add an additional functional analyst position to support the Power & Facilities section's Enterprise Asset Management (EAM) system, an industry standard maintenance and asset database used to schedule and track work (work order process), provide historical documentation of repairs, inventory and organize fixed assets, analyze data for resource planning and other research (e.g., audits), and update asset data from capital projects. Developing and implementing a fixed asset management plan is required by the Federal Transit Administration.	287,207	0	1.0	0.0
(DS_043) Building and Paving Envelope Program Increase the funding for paving and building envelope repair and upkeep for work that previously met the capital threshold and now is completed under operational activities. This work is necessary to ensure the safety of both the riding public and employees as well as to maximize the life cycle of existing transit infrastructure.	400,000	0	0.0	0.0
(DS_044) Power & Facilities Infrastructure Increase staffing to maintain the Metro Transit facilities including, but not limited to, Transit vehicle maintenance bases, Transit operations bases, the Transit Control Center, bus shelters and stops, transit centers, Park & Ride lots, parking garages, passenger facilities, trolley infrastructure, facility maintenance buildings, warehouses, and sub-stations. The additional positions will also support landscaping, comfort stations maintenance, garbage collection, signage installation, and other related tasks. Additional staffing resources are needed in order to maintain pace with the workload from expanded service and the additional customers (internal and external) using facilities and amenities. This will provide clean facilities for the riding public and appropriate oversight of the workforce.	1,434,162	0	7.0	0.0
(DS_045) Trolley Overhead De-Energization Increase staffing to support Trolley overhead de-energization work, performed at the request of private contractors and other customers external to Transit. The costs of this program are offset by full revenue recovery from contractors and other external parties. The revenue associated with this work is captured in the revenue decision package TA_050.	932,686	0	0.0	4.0



## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_046) P&F Capital Programs Add a position to develop capital work plans and fiscally manage capital programs that replace, add new and modify/improve the fixed assets associated with Transit's Power & Facilities operations. This position supports the continual analyses and implementation of the asset management plan. All transit agencies that receive FTA funding are required to have an asset management plan to ensure its assets are maintained and renewed in a timely manner.	0	0	1.0	0.0
(DS_050) Transit External Project Office Establish an External Project Office (EXPO) to coordinate projects that are built by outside agencies that affect transit operations and the built customer environment. An appropriation for this type of work was made in 2015-2016 biennial budget. This proposal converts that appropriation into permanent Transit positions.	(11,020)	0	2.0	0.0
(DS_051) Non-Base Capital Staff Add staff resources to accomplish and support the capital program proposed for the 2017-2025 period with specific focus on the 2017-2018 biennium. Significant new project work is needed to begin implementing portions of the METRO CONNECTS vision, accommodate system growth, and create synergy with external capital investments being made by Sound Transit and City of Seattle to handle growth in the region.	(1)	0	17.0	16.0
(DS_052) Base Capital Staff Add staff resources to accomplish and support the base expansion capital work being proposed in the 2017-2018 biennium. New base expansion projects are being undertaken by Metro Transit to accommodate system growth.	0	0	2.0	2.0
(DS_060) Rapid Ride Signal Priority System Refresh Add resources to update traffic signals and the transit signal priority system along the RapidRide C and D corridors to respond to changing traffic conditions.	230,000	0	0.0	0.0
(DS_061) Alternative Services and Shared Mobility Establish permanent staffing to plan and implement alternative services throughout King County, fund the operation of up to 20 new alternative service projects in the 2017-2018 biennium, and shift some of the operating funds to provide capital funding to purchase vehicles and other equipment needed to operate alternative services.	1,106,490	0	4.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_062) METRO CONNECTS Implementation Plan Add staff resources to support the ongoing review and analysis of service options associated with the 2025 and 2040 networks. With the adoption of King County Metro's first Long Range Plan, METRO CONNECTS, Metro will make changes to the way it does business, including working to implement the transit service and capital improvements described in METRO CONNECTS. Metro will establish an implementation program with assistance from all parts of the agency to develop rolling six-year service and capital plans that will guide near- and medium-term transit service changes. Metro will work to develop this implementation program with the King County Executive and King County Council and will coordinate with local jurisdictions and other transportation agencies.	578,865	0	1.0	0.0
(DS_063) Base Planning Add temporary staff to support the development of the King County Metro Facility Master Plan. The King County Metro Long Range vision, METRO CONNECTS, identifies a vision of service and capital facilities between now and 2040. As an important next step, Metro needs to develop a complementary plan that looks closely at capital facilities needed to support the vision. The Facility Master Plan will help guide Metro toward its vision, inform the long range plan implementation program, and inform Metro in planning and funding capital facilities in a strategic and cost effective manner.	265,426	0	0.0	1.0
(DS_065) Non-Motorized Guidelines/Park and Ride Program Add staffing and resources to oversee and implement METRO's Access to Transit Program, complete a park and ride expansion study and associated plan, begin implementation of that plan, and develop non-motorized agency standards. The King County Strategic Plan and King County Metro Long Range Plan, METRO CONNECTS, call for improved non-motorized connections, expansion of park-and-ride supply, and improved efficiency of existing park-and-ride supply. As the service network expands, more and more customers are within walking and cycling distance to frequent transit, creating the need for consistent provision of supportive facilities. For those not within walking or cycling distance to transit, park-and-rides are still a critical connection point to the transit network, but most park-and-rides are full, some very early in the morning. This program provides cost effective strategies to increase safe and convenient non-motorized access as well as increase transit parking supply while making the existing supply available for more transit riders.	2,096,961	1,514,837	1.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_070) Community Access Transit (CAT) Expansion Transfer resources from Access paratransit to expand the Community Access Transportation (CAT) program. CAT agencies targeted for expansion have a very high percentage of Access eligible customers (100% at Adult Day Health sites) and want to expand service to meet the growing demand for transportation for people with special transportation needs. By expanding CAT, this proposal would divert current, but mostly new ride requests off of the more expensive Access paratransit service.	0	0	0.0	0.0
(DS_071) American's with Disabilities Act (ADA) Compliance Convert a term-limited position to an ongoing position to continue support for the Americans with Disabilities Act (ADA) compliance officer in ensuring compliance with ADA requirements of Metro's programs, facilities, and fleet.	0	0	1.0	(1.0)
(DS_072) Access Paratransit Customer Outreach And Engagement Add resources to hire a consultant to help design and implement a program that encourages Access customers to provide on-going feedback regarding their experiences with the service. Methods of gathering customer feedback may include focus groups, surveys, and engagement around specific issues or policy changes and proposed changes in service delivery. This is a one-time request in the biennium.	135,200	0	0.0	0.0
(DS_073) Vanpool Baseline Fund an increase of 70 vanpool and three vanshare groups in 2017 and in 2018 for a total net increase in service of 146 groups. This request includes adjustments for gas, maintenance, and insurance. This proposal is funded by fares collected from vanpool and vanshare customers. Fares are established so they generate revenues sufficient to cover 100 percent of capital costs, 100 percent of operating costs, and at least 25 percent of administrative costs. Additional fare revenue associated with the increase in vanpools is captured in the revenue decision package TA_050.	394,090	0	0.0	0.0
(DS_074) Rideshare Operations Staff Reduction Eliminate a position in Rideshare Operations group to reflect reduced support and oversight tasks. Rideshare Operations has made changes to the support relationship with Washington State Department of Transportation (WSDOT), implemented a less cumbersome phone system, and developed tools to assist customer service staff when responding to customers, all of which require less support involvement and oversight.	(265,226)	0	(1.0)	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_080) Customer Communication and Promotion Add resources to provide dedicated funding to the Customer Communications and Services Section to acquire new Metro bus customers, educate the public about Metro services, and position Metro within the community.	510,000	0	0.0	0.0
(DS_081) ORCA Low-Income Fare Program Staff Continue funding for positions conducting outreach efforts to grow the ORCA Low Income Fare Transportation (LIFT) program. These positions were added in 2015 to support the implementation and expansion of the LIFT program, and then removed during the 2017-18 Proforma budget process as they had been designated as one-time. Continued funding would allow Metro to continue the existing schedule of 40+ outreach efforts every month. The positions were removed during budget initiation in decision package TA_106.	923,885	0	0.0	4.0
(DS_082) Customer Information Responsiveness Add staff resources to help support real-time customer information about Metro and Sound Transit services and to help respond to Transit customer comments in social media forums. These resources would allow the Metro CITRS (Customer Information Technology Resources) group to increase the number of hours that they provide real-time customer information on a number of channels including on-board announcements, rider alerts, etc., and provide for more continuous monitoring and response to customer requests for information and customer comments in social media.	700,408	0	2.5	0.0
(DS_083) ORCA Autoload Collections Staff Add staff to assist customers with ORCA autoload and payment transaction problems. The number and value of these declined transactions has more than doubled in the last three years and additional help is needed to keep up with customer demand. This position minimizes the potential for lost revenue associated with transaction problems. Autoload continues to increase in popularity with Metro customers and the trend is expected to continue for the foreseeable future. Supporting the autoload function is one of King County's regional responsibilities associated with the ORCA program. The ORCA Joint Board has approved this increase.	119,609	0	1.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_090) Link Light Rail Service Add staff to support the continuing expansion of Link Light Rail and to meet the service, schedule and maintenance standards set forth in the Interlocal Agreement (IGA) between King County and Sound Transit. Sound Transit Link started service to the University of Washington and Capitol Hill Stations in Spring 2016 and will open the new Angle Lake Station in the fall of 2016. With the opening of the three new stations, service and associated bodies of work have increased and requires additional resources. All expenditures are fully reimbursed; revenue backing for this service is captured in the revenue decision package TA_050.	4,440,160	0	24.0	0.0
(DS_091) Seattle Street Car Service Add staff to achieve the necessary staffing levels for service agreed by the City of Seattle and the County. This proposal also includes several non-labor expense adjustments to the budget. All expenditures are fully reimbursed; revenue backing for this service is captured in the revenue decision package TA_050.	990,665	0	3.0	0.0
(DS_106) Automatic Vehicle Location (AVL) Information Technology Project Fund Transit's contribution to the non-revenue vehicle AVL information technology project	582,628	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Transit Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	857,514	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) VM Mechanic and Parts Fleet Mix Adjustments Adjust Vehicle Maintenance staffing levels and parts budget consistent with the changing fleet mix and newer fleet.	(10,791,663)	0	(21.0)	0.0
(TA_002) Diesel Price Adjustment Adjust diesel budget to account for the change in the forecasted unit costs between the March and August forecasts.	5,583,498	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_010) Employee Background Checks Increase the amount budgeted for securing pre-employment services such as background checks and physical exams. All newly hired individuals are required to undergo these pre-employment screenings. The change is needed due to an increase in hiring resulting from expansion of services and an uptick in expected retirements.	105,798	0	0.0	0.0
(TA_011) General Technical Adjustments Adjust loan-in/loan-out labor accounts consistent with the proposed budget for all sections except for Design & Construction.	(745,059)	0	0.0	0.0
(TA_012) Design & Construction Specific Technical Adjustments Adjust loan-in/loan-out labor accounts and overhead allocations to the capital budget for the Design & Construction section consistent with the 2017-2018 budget. The 2017-2018 proposed budget includes three Decision Packages (DS_050, DS_051, DS_052) that request additional staff for the Design & Construction Section of Metro Transit. The Design & Construction section has an overhead cost pool which accumulates costs in the operating fund that are redistributed to individual projects, both Operating and Capital, through a burden rate driven by direct labor dollars. With the addition of new staff the ratio between direct capital labor and direct operating labor will increase resulting in a greater portion of the overhead cost pool being allocated to capital projects. This change is needed to account for the additional overhead that will be allocated to Capital Projects. This proposal additionally includes adjustments to the budget for loan out labor to be allocated to capital projects.	(485,233)	0	0.0	0.0
(TA_041) Regulatory Compliance and Fees Adjust resources to support a variety of fee and compliance rate increases including: industrial storm water permit fees, Seattle fire department permit fees, storm water pond cleaning, and security monitoring services at bases, shelters and other Metro Transit facilities and spill bucket tightness. These changes allow Transit to meet requirements for both regulatory compliance and eligibility for federal funding.	238,926	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecasts and estimates.	0	282,102,012	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_100) Inflation and Carryforward Service Adjustments - VM and P&F Adjust costs to address inflation, unit cost changes, and carryforward service adjustments related to vehicle maintenance and power and facilities. The most significant change in this package relates to a reduction in the line item cost of diesel relative to the carryover cost. The cost for coach parts also declined because of the newer fleet mix.	(22,842,693)	0	2.0	0.0
(TA_101) One-Time Costs Associated with the Long Range Plan Remove costs associated with the Long Range Plan development.	(700,000)	0	0.0	0.0
(TA_102) Carryforward Link Light Rail Service Adjust resources and positions consistent with carryforward service level needs. This item is revenue backed; associated revenue is captured in the revenue decision package TA_050.	(947,935)	0	(1.0)	(3.0)
(TA_103) ORCA Contract Provision Adjustments Incorporate costs and rates for ORCA consistent with the latest contract provisions.	1,763,092	0	0.0	0.0
(TA_104) First Hill Streetcar Adjustments Add resources to switch from an external provider to a more cost effective internal service provision model. This item is revenue backed; associated revenue is captured in the revenue decision package TA_050.	153,229	0	2.0	0.0
(TA_105) One-Time Costs Associated with Pilot Programs Remove positions associated with pilot programs for security camera data maintenance and rear door boarding in the tunnel.	(1,155,213)	0	(5.0)	0.0
(TA_106) One-Time Costs Associated with Special Projects Remove term-limited positions associated with the ORCA Lift implementation project and the Leave Coordination project.	(1,072,061)	0	0.0	(6.0)
(TA_107) Access Contract Provisions and Inflationary Adjustments Adjust Access costs consistent with contract provisions and inflationary impacts.	1,551,283	0	0.0	0.0
(TA_108) Vanpool Inflation and Carryforward Service Adjustments Adjust vanpool costs consistent with current forecasts and also reduces assumptions consistent with actual vanpool demand trends.	(3,594,172)	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget TRANSIT (EN\_A46410)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_109) Miscellaneous Position Adjustments Convert TLT positions to FTE positions as the activities being performed represents ongoing bodies of work.	(2,302)	0	3.0	(3.0)
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(2,959,200)	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	419,040	0	0.0	0.0
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	(23,131)	0	0.0	0.0
<b>Central Rate Adjustments</b>	21,710,418	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	51,563,806	284,116,849	325.5	20.0



**2017-2018 Proposed Financial Plan**  
**Public Transportation - Operating Fund / 4641**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>269,169,608</b>	<b>560,118,714</b>	<b>301,968,596</b>	<b>248,532,091</b>
<b>Revenues</b>				
Fares (Bus, ACC, VP, SC)	348,182,632	353,240,941	380,670,982	408,042,254
Other Operations (Bus, ACC, VP, SC)	44,076,350	44,438,751	45,352,427.93	46,639,821.58
Seattle CMC	38,273,683	71,218,000	75,125,610	79,800,792
Sales Tax	903,655,621	1,004,980,828	858,456,216	919,750,774
Property Tax	53,295,222	46,692,577	58,667,508	61,386,631
Congestion Relief Charge	2,333	-	-	-
Interest Income	6,021,545	750,000	2,376,005	3,485,172
Grants	63,047,317	50,843,157	53,273,410	24,221,217
Sound Transit Payments	163,481,656	193,618,217	212,740,743	222,657,966
Support of Other KC Divisions	3,975,620	4,487,570	4,735,093	4,964,739
Miscellaneous	23,383,503	13,300,301	11,421,437	11,218,005
<b>Total Revenues</b>	<b>1,647,395,483</b>	<b>1,783,570,343</b>	<b>1,702,819,431</b>	<b>1,782,167,372</b>
<b>Expenditures</b>				
<i>Bus Operations</i>	<i>(1,051,549,559)</i>	<i>(1,177,035,357)</i>	<i>(1,315,666,979)</i>	<i>(1,401,699,673)</i>
<i>DART Operations</i>	<i>(19,745,417)</i>	<i>(25,257,963)</i>	<i>(26,669,623)</i>	<i>(28,245,133)</i>
<i>ACCESS Operations</i>	<i>(130,473,130)</i>	<i>(133,793,596)</i>	<i>(145,271,602)</i>	<i>(158,102,114)</i>
<i>DSTT Operations</i>	<i>(33,347,079)</i>	<i>(32,432,091)</i>	<i>(36,027,315)</i>	<i>(37,658,254)</i>
<i>Sound Transit Link Operations</i>	<i>(68,492,950)</i>	<i>(78,908,929)</i>	<i>(84,074,627)</i>	<i>(88,013,728)</i>
<i>Sound Transit REX Operations</i>	<i>(79,691,611)</i>	<i>(89,581,498)</i>	<i>(98,368,098)</i>	<i>(102,971,622)</i>
<i>Streetcar Operations</i>	<i>(15,948,962)</i>	<i>(20,631,428)</i>	<i>(21,345,449)</i>	<i>(22,325,405)</i>
<i>Vanpool Operations</i>	<i>(21,889,833)</i>	<i>(20,392,276)</i>	<i>(23,337,574)</i>	<i>(25,739,741)</i>
Transit	(1,421,138,542)	(1,578,033,137)	(1,750,761,268)	(1,864,755,670)
DOT Director's Office	(11,337,338)	(12,143,027)	(12,868,379)	(13,462,349)
<b>Total Expenditures</b>	<b>(1,432,475,880)</b>	<b>(1,590,176,164)</b>	<b>(1,763,629,647)</b>	<b>(1,878,218,020)</b>
<b>Estimated Underexpenditures</b>	<b>3,784,782</b>	<b>7,950,881</b>	<b>8,818,148</b>	<b>9,391,090</b>
<b>Other Fund Transactions<sup>4</sup></b>				
Misc Balance Adjustment	43,713,651	-	-	-
Transfer from Capital Program	28,531,069	-	-	-
One-Time Transfer for Revenue Fleet Reappropriation	-	(225,000,000)	-	-
Transfer to Revenue Stabilization Reserve	-	(234,495,178)	(1,444,436)	(1,922,532)
<b>Total Other Fund Transactions</b>	<b>72,244,720</b>	<b>(459,495,178)</b>	<b>(1,444,436)</b>	<b>(1,922,532)</b>
<b>Ending Fund Balance</b>	<b>560,118,714</b>	<b>301,968,596</b>	<b>248,532,091</b>	<b>159,950,002</b>
<b>Reserves<sup>5</sup></b>				
Operating Ending Target Requirement	(38,899,385)	(42,131,502)	(44,762,407)	(48,586,850)
Revenue Stabilization Reserve (Legacy)	(220,429,846)	-	-	-
<b>Total Reserves</b>	<b>(259,329,230)</b>	<b>(42,131,502)</b>	<b>(44,762,407)</b>	<b>(48,586,850)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>6</sup></b>	<b>300,789,484</b>	<b>259,837,094</b>	<b>203,769,684</b>	<b>111,363,152</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth of consistent with anticipated service levels and reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>5</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>6</sup> The undesignated fund balance identified in this financial plan will be used consistent with proposed improvements in METRO CONNECTS, Transit's long range plan, which sequences service expansion and capital investments to provided efficient and effective service provision.

<sup>7</sup> This plan was updated by Shelley De Wys on September 17, 2016.

## 2017-2018 Executive Proposed Operating Budget TRANSIT REVENUE STABILIZATION (EN\_A75700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	0	0	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Administrative Service Changes</b>				
(AC_001) Revenue Stabilization Reserve	0	0	0.0	0.0
No appropriation is requested in this fund at the time of budget development. Appropriation may be requested when economic conditions stipulated in the Fund Management Policies for Public Transportation are met.				
<b>Total Decision Package Adjustments</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Public Transportation - Revenue Stabilization Reserve Fund / 4643**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	-	-	<b>238,745,178</b>	<b>253,653,641</b>
<b>Revenues</b>				
Sales Tax	-	-	-	-
Property Tax	-	-	-	-
Interest	-	4,250,000	13,464,026	19,749,311
Miscellaneous	-	-	-	-
<b>Total Revenues</b>	-	<b>4,250,000</b>	<b>13,464,026</b>	<b>19,749,311</b>
<b>Expenditures<sup>6</sup></b>				
Transfer to Operating Program	-	-	-	-
Transfer to Capital Program - 3641	-	-	-	-
Transfer to Capital Program - 3642	-	-	-	-
Transfer to Debt Fund	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
<b>Estimated Underexpenditures</b>	-	-	-	-
<b>Other Fund Transactions<sup>4</sup></b>				
Misc Balance Adjustment	-	-	-	-
Transfer from Operating Program <sup>5</sup>	-	234,495,178	1,444,436	1,922,532
<b>Total Other Fund Transactions</b>	-	<b>234,495,178</b>	<b>1,444,436</b>	<b>1,922,532</b>
<b>Ending Fund Balance</b>	-	<b>238,745,178</b>	<b>253,653,641</b>	<b>275,325,484</b>
<b>Reserves<sup>6,7</sup></b>				
Revenue Stabilization Reserve	-	(238,745,178)	(253,653,641)	(275,325,484)
<b>Total Reserves</b>	-	<b>(238,745,178)</b>	<b>(253,653,641)</b>	<b>(275,325,484)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	-	-	-	-

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth of consistent with anticipated service levels and reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>5</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>5</sup> This transfer seeds the newly created Revenue Stabilization fund in 2017-2018 and then provides adjusts it annually consistent with the Fund Management Policies for Public Transportation.

<sup>6</sup> The reserve funding contained in this fund will be used via appropriated transfers to one or more of the other Public Transportation funds in the event of an economic recession consistent with the limitations and requirements contained in the Fund Management Policies for Public Transportation.

<sup>7</sup> This plan was updated by Shelley De Wys on September 17, 2016.

## 2017-2018 Executive Proposed Operating Budget TRANSIT REVENUE VEHICLE REPLACEMENT (EN\_A75600)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>329,367,192</b>	<b>147,889,938</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	64,444,812	3,958,028	0.0	0.0
Decision Package Adjustments	(393,812,004)	(151,847,966)	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Zero Out Pro Forma Revenues and Expenditures Zero out revenues and expenditures in this fund consistent with new Public Transportation Fund Management Policies, which move the function of this fund to a reserve in the Transit Revenue Fleet Capital Fund	(393,812,004)	(151,847,966)	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>(393,812,004)</b>	<b>(151,847,966)</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Public Transportation - Revenue Fleet Replacement Fund / 4642<sup>6</sup>**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>141,176,909</b>	<b>86,962,732</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Sales Tax	44,757,836	-	-	-
Interest	1,487,827	-	-	-
Grants	-	-	-	-
Other Income	-	-	-	-
<b>Total Revenues</b>	<b>46,245,662</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Fleet Replacement Transfer to CIP	(59,949,490)	0	0	0
Transfer (to) Revenue Fleet Capital Program	30,600,000	(86,962,732)	0	0
Balance Sheet Adjustments	(71,110,349)	0	0	0
<b>Total Other Fund Transactions</b>	<b>(100,459,839)</b>	<b>(86,962,732)</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>86,962,732</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves<sup>5</sup></b>				
RFRF Year-end Balance Calculation	(43,895,769)	-	-	-
<b>Total Reserves</b>	<b>(43,895,769)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>43,066,964</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth of consistent with anticipated service levels and reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>5</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>6</sup> All appropriation and fund balance is being removed from this fund as this fund will be closed during the 2017-2018 biennium. The functions normally assigned to this fund will be accomplished by the Revenue Fleet Replacement Reserve in the Revenue Fleet Capital Fund.

<sup>7</sup> This plan was updated by Shelley De Wys on September 17, 2016.

## 2017-2018 Executive Proposed Operating Budget TRANSIT DEBT SERVICE (EN\_A84300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>30,810,593</b>	<b>31,625,786</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(10,491)	14,962	0.0	0.0
Decision Package Adjustments	13,813,897	13,336,191	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>44,613,999</b>	<b>44,976,939</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>44,614,000</b>	<b>44,977,000</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Financing Contingency Add funding to cover uncertainties associated with debt financing.	3,613,897	0	0.0	0.0
(TA_050) Revenue Adjustments Adjust revenues to cover debt service payment requirements and meet bond covenant requirements.	0	13,336,191	0.0	0.0
<b>Central Rate Adjustments</b>	10,200,000	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>13,813,897</b>	<b>13,336,191</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Public Transportation - Bond Fund / 8430**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>17,775,135</b>	<b>21,591,306</b>	<b>22,578,844</b>	<b>9,004,408</b>
<b>Revenues</b>				
Sales Tax	30,479,252	43,733,516	33,188,265	45,107,641
Interest	284,644	362,939	404,574	399,604
Miscellaneous	-	-	-	-
Federal Debt Service Subsidies	897,115	880,484	817,269	517,348
<b>Total Revenues</b>	<b>31,661,011</b>	<b>44,976,939</b>	<b>34,410,108</b>	<b>46,024,593</b>
<b>Expenditures</b>				
Bond Debt Service Payments	(31,409,539)	(44,614,000)	(45,635,894)	(45,624,989)
Variable Debt Service Payments	-	-	-	-
<b>Total Expenditures</b>	<b>(31,409,539)</b>	<b>(44,614,000)</b>	<b>(45,635,894)</b>	<b>(45,624,989)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Balance Sheet Adjustments	2,965,752	-	-	-
Sinking Fund Transfers	598,946	624,599	(2,348,650)	-
<b>Total Other Fund Transactions</b>	<b>3,564,698</b>	<b>624,599</b>	<b>(2,348,650)</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>21,591,306</b>	<b>22,578,844</b>	<b>9,004,408</b>	<b>9,404,012</b>
<b>Reserves<sup>5</sup></b>				
Annual Net Debt Service Reserve (One Year)	(18,866,479)	(18,866,479)	-	-
Sinking Bond Reserve	(1,724,051)	(2,348,650)	-	-
<b>Total Reserves</b>	<b>(20,590,530)</b>	<b>(21,215,129)</b>	<b>-</b>	<b>-</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>6</sup></b>	<b>1,000,776</b>	<b>1,363,715</b>	<b>9,004,408</b>	<b>9,404,012</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth of consistent with anticipated service levels and reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>5</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>6</sup> Current bond payments requiring reserves end in 2019. Bond requirements regarding reserves for future bond issuances are not known at this time. Undesignated fund balance contained in the outyears of this plan provide some funding allowance for possible future reserve requirements.

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### 3641 PUBLIC TRANS CONST-UNREST - Transit

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1028617	<b>TD REGIONAL SIGNAL PRIORITY</b> STANDALONE	✓	(\$2,468)	Regional Signal Priority - The project is completed. Disappropriating remaining funds.
1028620	<b>TD TRANSIT ORIENTED DEVELOP</b> STANDALONE		\$988,451	Transit Oriented Development (TOD) Project - This project currently covers capital lease payments for a former TOD effort, a parking garage in Renton. The new project scope expands this to include a planning effort to identify and evaluate other TOD opportunities within King County. The Long Range Plan identifies many new high capacity transit hubs which would need to be constructed around King County to meet the 2025 vision of the plan. These hubs offer excellent opportunities for TOD. The program will develop a methodology for assessing development potential, which will then be applied to both existing park and rides and high capacity transit centers identified in the long-range plan. Near-term efforts are likely to focus on redevelopment of Redondo and Shoreline Park and Rides.
1028624	<b>TDC TOD CONVENTION PLACE</b> PROGRAMMATIC		\$6,644,178	Convention Place Transit Oriented Development (TOD) Project - This project involves planning and other activities in support of redevelopment of the existing Convention Place Station (CPS) to include: (1) an expansion of the existing Washington State Convention Center (WSCC); (2) retention of Transit assets of bus layover, passenger load/unload, and tunnel access as long as possible; (3) addition of a hotel and/or residential and/or commercial buildings; and (4) public space. To date, project planning and administration costs have been funded to support development of the Purchase and Sale Agreement. This budget request funds continuation of that work as well as the relocation of low voltage and communication systems.
1028636	<b>TD BUS VAPOR CLASS ADJ PEDALS</b> STANDALONE	✓	(\$2,998)	Bus Vapor Contact-Less Acoustic Sensing System (CLASS) and Adjustable Pedals Project - The project is completed. Disappropriating remaining funds.
1028637	<b>TD SO KIRKLAND TOD</b> STANDALONE	✓	(\$24,836)	South Kirkland Transit Oriented Development (TOD) - This project is completed. Disappropriating remaining funds.
1028644	<b>TDC MDT REPLACEMENT</b> STANDALONE		\$0	Mobile Data Terminals (MDTs) Replacement Project - This projects funds the purchase of replacement mobile data terminals (MDTs), aka mobile data computers (MDCs), and dispatching system for the Access Transportation paratransit fleet and paratransit control center. King County Metro provides paratransit service in accordance with the Federal Americans with Disabilities Act (ADA) requirements and King County Ordinances. The Access Transportation revenue fleet currently consists of 317 vehicles equipped with MDCs. The Access Transportation control center currently utilizes 8 dispatch consoles to oversee the delivery of revenue service. The Project also encompasses the purchase of project consulting services to assist King County staff during the duration of the project. Consulting services will assist staff with market research, development of system requirements, preliminary system design, and implementation support.
1028718	<b>TD NON REV VEHICLE REPLACEMENT</b> STANDALONE		\$1,861,832	Non-Revenue Vehicle (NRV) Program - The NRV program provides for both on and off road vehicles to support the King County Metro Transit revenue fleet and transit service. This project provides for the replacement of existing transit non-revenue equipment that have either met or exceeded



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				the expected life or are no longer economical/effective to maintain. Using an established life as the base for the replacement schedule, the criteria for equipment replacement is adjusted based on the type of vehicle, utilization, and application. Transit currently has 589 non-revenue vehicles in operation.
1028723	<b>TD BUS 40FT MB08 1 HYBRID</b> PROGRAMMATIC		\$0	40-Ft Hybrid Bus Purchase Program (Legacy Program) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created project in the fleet revenue fund. This project will be closed during the 2017-2018 biennium, and the remaining budget will be disappropriated.
1028777	<b>TD SIGNAGE REPLACEMENT</b> STANDALONE		\$1,201,648	<p>Signage Replacement Project - Since 2012, this project has been replacing and updating bus route information signs at King County bus stops and transit facilities. The project includes new and additional database tools to provide destination information on each sign, a new design, new information holders, new frames and changeable hard-copy information. A new Signage Standards Manual has also been produced. The project will replace or retro-fit all large kiosk signs throughout the system by the end of 2018 and a portion of the remaining permanent small bus flag signs as funds permit.</p> <p>As the Transit system continues to grow and change, there will be new stops added and changes to existing stops that will require new signs, information holders, and changeable hard-copy information. In addition, large signs currently placed at some bus stops may no longer be required due to changes in service and could be repurposed to other stops. Projections point to a net gain in the total number of bus stops and locations that will require large information signs. Additional funds are being requested to address these potential changes and to keep the entire system current.</p>
1028793	<b>TD ADA VAN PURCHASES</b> PROGRAMMATIC		\$0	Americans with Disabilities Act (ADA) Van Purchase Program (Legacy Program) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created projects in the Revenue Fleet Capital fund. During the 2017-2018 biennium, this project will be closed and the remaining budget will be disappropriated.
1028816	<b>TD BUS 60FT MB06 2 HYBRID</b> PROGRAMMATIC		\$0	60-Ft Hybrid Bus Purchase Program (Legacy Program) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created projects in the revenue fleet capital fund. During the 2017-2018 biennium, this project will be closed and the remaining budget will be disappropriated.
1028827	<b>TD CAPITAL PROJECT OVERSIGHT</b> ADMIN		\$318,211	Capital Project Oversight Project - This project funds oversight costs allocated to Transit.
1028830	<b>TD TRANSIT PRIORITY IMPROVEMET</b> PROGRAMMATIC		\$2,099,875	Transit Priority Improvement Program - The Transit Priority Improvement program covers corridor planning studies and conceptual development activities for high-ridership corridor improvements and also includes design and implementation phases for localized improvements. Efforts range from small, low cost to large, high cost projects. Small sized and low cost projects typically involve constructing spot improvements at chokepoints where buses experience blockages or delays approaching intersections or merging back into traffic after serving a bus stop. Medium cost projects include transit priority improvements for a portion of a high ridership route corridor, such as bus lanes along a particular arterial shared by several different routes, or re-timing traffic signals along a corridor. High cost projects include a variety of speed and reliability improvements along the

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### 2017-2018 Biennial - Executive Proposed

				entire length of a route corridor, such as transit signal priority and fiber communication infrastructure. Typically, high cost projects are part of larger capital projects such as early implementation of the transit priority treatment in the RapidRide program.
1028854	<b>TD VANPOOL VEHICLE PURCHASE</b> STANDALONE		\$0	Vanpool Vehicle Purchase Project - For 2017-18 and forward, revenue fleet purchases will be executed through newly created projects in the fleet revenue fund. This project will be closed and the remaining budget will be disappropriated.
1111770	<b>TD CIP CONTINGENCY</b> ADMIN		\$14,878,033	CIP Emergent Need Contingency - This is an overall Transit contingency project that can be used to fund emergent needs in specific projects. If needed, appropriation authority in this project would be transferred to other projects.
1111771	<b>TD RADIO ALASKAN WAY TUNNEL</b> STANDALONE	✓	(\$500,000)	Alaska Way Radio Project - Project was cancelled. Disappropriating remaining funds. The WashDOT engineering team for the SR-99 tunnel chose a different technological approach that did not require KCM's involvement.
1111785	<b>TD CUSTOMER INFO SYS PLATFORM</b> PROGRAMMATIC		\$765,394	Customer Information System Platform Project - The Customer Information Systems project develops and implements an architecture for customer related information and applications. This will provide internal and external customers with a means to access regional transportation information and present it through a variety of contemporary communication methods. This project will: <ul style="list-style-type: none"> <li>- Provide an integration software architecture for Transit's customer information systems that permits the sharing of data and message content facilitating consistent information across systems.</li> <li>- Replace or upgrade legacy at risk systems with proven off-the-shelf vendor products, open source technologies, and/or in-house developed systems, achieving the best solution and use of resources. These include Automated Trip Planning, Customer Relations Management, Lost and Found, IVR, Tracker, and printed and electronic bus schedules.</li> <li>- Introduce new customer information tools and independent information delivery mechanisms that use the latest technology, which may include mapping and real time information, and will permit the introduction of new ways to provide customer information that can grow and change as technology advances.</li> </ul>
1111786	<b>TD FACILITY MASTER PLAN</b> STANDALONE	✓	(\$5,676)	Facility Master Plan Project - This project is completed. Disappropriating remaining funds.
1111971	<b>TDC BATTERY DOMINANT BUS</b> PROGRAMMATIC		\$0	Battery Dominant Bus Purchase Program (Legacy Program) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created projects in the revenue fleet capital fund. During the 2017-2018 biennium, this project will be closed, and the remaining budget will be disappropriated.
1111975	<b>TD RT 120 TRANSIT IMPROVEMENTS</b> STANDALONE	✓	(\$8,071)	Route 120 Transit Improvement Project - The project is completed. Disappropriating remaining funds.
1111992	<b>TD DSTT ESCALATOR REFURB</b> STANDALONE	✓	(\$381,474)	Downtown Seattle Transit Tunnel Escalator Refurbishment Project - The project is completed. Disappropriating remaining funds.

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1111993	<b>TD FIBER REPLACEMENT</b> STANDALONE	✓	(\$36,584)	Fiber Optic Cable Replacement Project - The project is completed. Disappropriating remaining funds.
1112015	<b>TDC DOWNTOWN SOUTHEND PATHWAY</b> PROGRAMMATIC		\$300,000	Downtown Southend Pathway Project - This project will create a new transit pathway between the Alaskan Way Tunnel and Third Avenue via Columbia Street by changing Columbia Street from Alaskan Way to 3rd Avenue to two way traffic operation and reconstructing the roadway on Columbia Street from 1st to 3rd Avenues.
1112016	<b>TD SE CONNECTOR FACILITIES</b> STANDALONE	✓	(\$722)	Southeast Connector Facilities Project - The project is completed. Disappropriating remaining funds.
1114074	<b>TDC 60 FT TROLLEY</b> STANDALONE		\$0	60-Ft Trolley Purchase Project (Legacy Project) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created projects in the revenue fleet capital fund. During the 2017-2018 biennium, this project will be closed, and the remaining budget will be disappropriated.
1114075	<b>TD 40 FT TROLLEY</b> PROGRAMMATIC		\$0	40-Ft Trolley Program (Legacy Program) - For 2017-2018 and forward, revenue fleet purchases will be executed through newly created projects in the revenue fleet capital fund. During the 2017-2018 biennium, this project will be closed, and the remaining budget will be disappropriated.
1115954	<b>TDC TRANSIT ASSET MAINT BUDGET</b> PROGRAMMATIC		(\$25,218,717)	Transit Asset Maintenance Program (TAMP) Budget - This is a master project that holds Transits' TAMP budget through the end of 2016. For the 2017-2018 budget cycle (and forward), Transit is splitting its asset maintenance program into five separate master projects to address auditor recommendations, to better align the program's structure with anticipated Federal Transit Authority (FTA) State of Good Repair (SGR) guidelines, and to increase transparency. The newly created projects are: <ul style="list-style-type: none"> <li>- 1129626 INFRASTRUCTURE ASSET MGMT</li> <li>- 1129627 SITE ASSET MGMT</li> <li>- 1129628 BUILDING ASSET MGMT</li> <li>- 1129629 EQUIPMENT ASSET MGMT</li> <li>- 1129630 STATE OF GOOD REPAIR (SGR) MGMT</li> </ul>
1116014	<b>TD IS PRESERVATION BUDGET</b> PROGRAMMATIC		\$17,484	Information Systems Preservation Budget Project - The project funds replacements and upgrades of database, file, and application servers; applications and operating systems; backup and storage devices; and switches and other LAN equipment. This project is replacing Transit information equipment and systems that are currently in use and that face failure due to their age and changes in business requirements that are not covered by KCIT or that require capital funds for modernization/life cycle costing.
1116015	<b>TD TOH, SHELTER, EQUIP BUDGET</b> PROGRAMMATIC		\$7,456,679	Trolley Overhead, Shelter, and Equipment Replacement Budget Program - The Trolley Poles and Switches, Shelter, and Equipment Replacement program consists of four subprojects with annual routine asset replacements: <ul style="list-style-type: none"> <li>- Trolley switches - 5-15 intersection electrical hardware annually.</li> <li>- Trolley poles (including mast arms) - 100-120 wood poles annually.</li> <li>- Bus stop shelter refurbishment - 140-160 shelters annually.</li> <li>- Equipment replacement - \$800,000 to \$900,000 of shop, field, grounds, power, and custodial equipment annually.</li> </ul>
1116036	<b>TD CAPITAL OUTLAY BUDGET</b> PROGRAMMATIC		\$1,482,979	Capital Outlay Budget Project - The Capital Outlay project provides for the purchase of new equipment that is not associated with other capital projects. Requests are submitted from sections within the Transit Division

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				and DOT Administration for new equipment and tools that meet King County's current capital asset definition. Only items that have been approved by the Capital Program Review Committee may be purchased. These assets then become part of the fixed asset base of the Public Transportation Fund and are replaced through one of the asset management projects.
1116057	<b>TD NORTHGATE TOD BUDGET PROGRAMMATIC</b>		\$8,093,185	<p>Northgate Transit Oriented Development (TOD) Project - The Northgate TOD project involves four major elements: (1) design and construction of a new transit facility integrated with Sound Transit's (ST) Northgate Link light rail station, (2) demolition of the existing facility, (3) coordination and implementation of TOD, and (4) integration of the first three elements with non-motorized improvements planned for the station area.</p> <p>The main Transit project is relocation of the Transit center, which includes the Transit center for passenger loading, bus layover, and transit roadway. The Transit Center is to be integrated with the ST's Link Light rail station. It is envisioned that ST will design and construct both their rail station and the Transit center and that Transit will pay ST for the Transit center work. The parties are working on a formal agreement on design, construction, and operations and maintenance. The Transit center design is underway. The Transit center construction is forecast to occur in 2020. Transit staff will be involved in planning, design development, and reviews of the integrated Transit center and light rail station. Related tasks include negotiation of property transactions with ST and WSDOT regarding the rail station and bus layover. In addition, Transit staff will be involved in design and construction of the transit roadway, as well as permit acquisition from the City of Seattle.</p> <p>The TOD project will redevelop the parcels to the east of the Link station and transit street, which includes open space and possible street improvements. Development of the parcels is likely to be guided by an agreement between the City of Seattle and King County. The content of this agreement is under discussion by the parties.</p> <p>The non-motorized Improvements project is a City of Seattle project to develop bicycle and pedestrian improvements in the Northgate area to improve connections to the new Link light rail station. The project includes the proposed pedestrian/bike bridge over I-5 and connections to the east of the station. Transit staff will be involved in design reviews to ensure integration with the transit facilities and TOD.</p> <p>The Transit center demolition project will consist of decommissioning the existing Northgate Transit Center as necessary after the new Northgate Station/Transit Center begins operation but prior to redevelopment of the property as a TOD. This is expected to occur in late 2021.</p>
1116071	<b>TD OP FACILITY IMP BUDGET PROGRAMMATIC</b>		\$2,770,088	<p>Operating Facilities Improvement Program - The Operating Facilities Improvements program supports transit operations and maintenance by adding new assets or by extending the lives of existing assets. Improvements are justified by changes in business practices, technology, regulations, etc. The program targets transit operating facilities (bases, maintenance, and support) and, in certain cases, passenger facilities and employee work environments.</p>
1116072	<b>TD BUS ZONE SAFETY BUDGET PROGRAMMATIC</b>		\$2,120,998	<p>Bus Zone Safety Budget Project - The Bus Zone Safety and Access program makes improvements to bus stops throughout King County. Specifically, this appropriation makes improvements within the Americans with Disabilities Act (ADA) guidelines at bus stops as well as improvements that address safety, comfort, and accessibility. Through the construction of landing pads, pedestrian pathways, increased curb heights, and curb</p>

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				<p>ramps, physical obstructions to transit services are removed and bus stops are identified as ADA accessible. These improvements increase the accessibility of bus stops for customers with disabilities while meeting the federal requirements of the ADA. In addition, the comfort of transit customers, with increased emphasis for senior and disabled passenger needs, will continue to be addressed through the installation of stand-alone benches, railings, and curb-cuts.</p> <p>This appropriation also strives to improve the accessibility and transfer environment between ACCESS vans and regular fixed route service and to enhance the transit passenger's ease of use of each bus stop.</p>
1116073	<b>TD SHELTERS &amp; LIGHTING</b> PROGRAMMATIC		\$4,617,088	<p>Transit Shelters and Lighting Program - Shelters and Lighting is an ongoing program that makes improvements to bus stops and adds passenger facilities including new shelters, upgraded shelters, awnings, benches, trash cans, leaning rails and lighting. This project also works closely with jurisdictions and developers to coordinate and mitigate impacts to existing bus stops and transit facilities and often coordinates the removal and upgrade of existing facilities. This Project also adds hard-wired and solar-grounded lighting to new and existing shelter projects. These lighting projects increase visibility at night and aide in the reduction of loitering and vandalism and the increase in security.</p>
1116112	<b>TD TROLLEY MOD BUDGET</b> PROGRAMMATIC		\$1,639,902	<p>Trolley Modification Budget Project - The project provides identification, analysis, selection and implementation of modifications to the trolley overhead infrastructure. Modifications are required due to changes in road alignments, safety concerns and other matters such as service changes and improvements that mandate a change to the trolley overhead configuration.</p>
1116236	<b>TD RIDER INFO SYSTEMS BUDGET</b> PROGRAMMATIC		\$1,089,998	<p>Rider Information Systems Budget Project - This project is a series of information system improvements to increase customer access to transit information. It specifically includes the development or replacement of information systems for direct customer access to transportation information and services including timetables, stop information, trip planning, ride matching, online pass sales, and bus status information. Completed efforts include replacement of the Customer Information Interactive Voice Response (IVR) system, the Automated Call Distribution (ACD) system for the call center and updating the Bus Tracker System to work with the new radio system. Current efforts include replacing the Timetables and Bus Stop Information System (TABS).</p>
1116746	<b>TD RELACE LEGACY TSP EQUIPMENT</b> STANDALONE	✓	(\$965,464)	<p>Replace Legacy Transit Signal Priority Equipment Project - This project was cancelled. Disappropriating remaining funds.</p>
1124125	<b>TDC A/C OPS &amp; WAREHOUSE DEMOS</b> PROGRAMMATIC		\$1,669,318	<p>Atlantic/Central Base Operations Building and Warehouse Demolition Project - The project will demolish the Frye Warehouse and the Old Atlantic/Central Base Operations Buildings. The project will also create additional coach parking on Atlantic/Central Site. The Frye Warehouse site will temporarily developed for vehicle parking. This is the first phase of base development anticipated under the overall 2013 Facility Master Plan.</p>
1124234	<b>TDC RADIO LIFE CYCLE REPLACE</b> STANDALONE		\$0	<p>Radio Life Cycle Replacement - This request will provide funding for a program of life cycle hardware and software updates to maintain the Transit Radio System (TRS) in a state of good repair, avoid early obsolescence of IT components within the system, and allow Transit to ensure vendor support for the system past the current support contract term of 2022. The system primary vendor revised their strategic product roadmap to provide a long term support model that reduces the need to</p>

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				do a large capital replacement project for the system, but hardware will require replenishment.
1124256	<b>TDC REGL TRANSIT CONNECTIVITY</b> PROGRAMMATIC		\$1,661,808	Regional Transit Connectivity - This project will support Metro's participation in funding transit and traffic improvements recommended in the 5-agency Regional Transit Coordination for Downtown Seattle working group and related supportive activities associated with the emerging work of the Center City Mobility Plan led by SDOT in cooperation with Metro, Sound Transit, and the Downtown Seattle Association. This work related to downtown Seattle mobility with regional reach is charged with maintaining and improving transit and transportation solutions from South Lake Union through South of Downtown (SODO) area in a 20-year horizon of intense and transformative transportation investment, especially in the next six years.
1124395	<b>TDC INTERIM POLICE FACILITY</b> STANDALONE		\$966,757	Interim Police Facility - The project will pay for tenant improvements to implement a new Interim Metro Transit Police Building to relocate staff from their current work spaces in the old Atlantic/Central Operations Building and Frye Warehouse. Consistent with the facility master plan for Central/Atlantic Campus, Metro security staff will also join the Metro Transit Police in the new location. The tenant improvements will include features such as locker rooms, bike repair, weapon and ammunition storage; security and access control systems; and IT infrastructure. The interim building will be a 10-year leased office space for approximately 110 total daily staff and 50 secure parking spaces, to be used on an interim basis while a permanent solution is implemented for the Metro Transit Police. The interim building will be a commercial lease in the SODO vicinity with tenant improvements based on a requirements document prepared by Transit Design and Construction.
1124396	<b>TDC RAPIDRIDE AWV &amp; ELINK FAC</b> PROGRAMMATIC		\$238,202	RapidRide Alaskan Way Viaduct & East Link Facility - This project will add new or upgrade existing RapidRide bus stops and associated passenger facilities that are impacted by the construction of the Alaskan Way Viaduct (AWV) Replacement North and South Portal facilities (being implemented by the Washington State Department of Transportation (WSDOT) and the City of Seattle Department of Transportation (SDOT)) and East Link Light Rail stations (being implemented by Sound Transit (ST)). These RapidRide facilities will serve the RapidRide B, C, D and E Lines. The standard suite of RapidRide passenger amenities, already implemented at other RapidRide stations on these corridors, will be installed when sidewalk, roadway and Link Light Rail facilities are completed. Design and construction work will primarily be performed by WSDOT, SDOT and ST, with facility equipment procured, assembled, and installed by King County. These passenger facilities will include specially branded RapidRide shelters and signage, real-time rider information displays, street furniture including benches and litter receptacles, and improved lighting.  Facilities associated with the AWV Replacement North and South Portals affect seven RapidRide stops: Four on Alaskan Way between Jackson Street and Columbia Street, and three on Aurora Avenue between Denny Way and Harrison Street. These stops are expected to be operational in 2019 or later.  Facilities associated with the ST East Link project affect three existing RapidRide stops that will be impacted by ST station construction: one at NE 8th Street and 116th Avenue NE (Wilburton Station), and two at 156th Avenue NE and NE 40th Street (Redmond Technology Center Station). Two new RapidRide stations would be established at 152nd Avenue NE and NE 30th Street (Overlake Village Station). ST station construction is expected

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				to begin in 2020 and East Link is scheduled to begin operations in 2023.
1124413	<b>TDC REAL TIME IMPROVEMENTS</b> STANDALONE		\$565,018	<p>Real Time Improvements Project - This project will conduct a detailed analysis of the systems and processes involved in creating, managing, delivering and displaying customer information—and real time information in particular—in order to develop and implement a logical, phased approach for modifying, upgrading and integrating these systems, as well as the processes and connections between them, to improve the quality of real time information.</p> <p>Customer-facing systems that would be evaluated in this project include: timetables, posted bus stop schedules, posted rider alerts, public media notifications, Twitter, blogs, Transit Alerts, Metro Online, Real-Time Information Signs, Trip Planner (including Tracker), Interactive Voice Response, OneBusAway and other third party applications. Internal systems and processes that might be evaluated or touched by this project include: Transit Control Center (TCC) systems, including computer-aided dispatch and related processes; the addition of new interfaces from TCC to other systems; the management and distribution of reroutes and other special service changes; and various customer information systems processes, including internal and external notifications and updates.</p>
1124415	<b>TDC HASTUS PLANNING MODULE</b> STANDALONE		\$99,444	<p>HASTUS Planning Module - The HASTUS Planning Module project will acquire a new module for HASTUS, the software suite currently used by the scheduling group to produce vehicle and operator/crew schedules. The new module would be used primarily by the Service Planning group to develop and evaluate route and transit network concepts, including the associated costs. Service Development and Systems Development &amp; Operations staff would work with the software vendor, GIRO, to evaluate out-of-the-box functionality, identify any shortcomings, and customize the software module as necessary to meet the agency's specific needs.</p>
1124427	<b>TDC REPL SIGNAL PRIORITY EQUIP</b> STANDALONE		\$4,328,805	<p>Replace Signal Priority Equipment - This project will implement a new TSP system. This project will be done in conjunction with the 4.9GHz wireless network and Intelligent Transportation Systems (ITS) Architecture update project utilizing the Systems Engineering approach. The project scope includes:</p> <ul style="list-style-type: none"> <li>• Detailed system design of the new TSP system to match the Concept of Operations (ConOps), solution architecture, and specifications for procurement of a new TSP system completed in prior phases of the project.</li> <li>• Initial intersection design, installation and testing to System acceptance.</li> <li>• Full intersection design, installation and testing.</li> <li>• Project closeout.</li> </ul> <p>Work will be performed by King County staff, consultant teams where specific subject matter expertise is necessary, and by Vendors.</p>
1124429	<b>TDC REPL 4.9 NETWK &amp; ROUTERS</b> STANDALONE		\$23,950,639	<p>Replace 9.4 Gigahertz Network and Routers - This project is requested because the County's 4.9 GHz wireless network equipment that Transit uses to upload and download data from the bus fleet as well as the ORCA readers, transit signal priority system and real-time information signs on the RapidRide corridors is reaching end-of-life. The proposed solution is to design, purchase, install, and test a replacement network that provides the same or better network connectivity supporting these Transit business operations.</p> <p>The scope of work includes design, engineering, procurement, integration, installation, testing and implementation of a new network that will replace the following components:</p>

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				<ul style="list-style-type: none"> <li>• 1,450 mobile routers installed on transit fleet, and 140 on RapidRide corridors;</li> <li>• 44 access points installed at transit bases;</li> <li>• 241 access points along RapidRide and other Intelligent Transportation System corridors;</li> <li>• Back-office network controllers and related network management tools.</li> </ul> <p>To maintain business continuity during the transition, Transit and KCIT will need to build and implement the new system as a parallel network at the bases and along the corridors, and then migrate the fleet by installing or modifying mobile routers in a coordinated, phased process.</p>
1124456	<b>TDC ORCA REPLACEMENT</b> STANDALONE		\$42,933,167	<p>One Regional Card for All (ORCA) Replacement - This project is for replacement of the existing ORCA smart card regional fare collection system. The future fare collection system that will replace the existing system operated by regional transit agencies is expected to include the following elements:</p> <ul style="list-style-type: none"> <li>• Fare card readers or validators at all fare collection points, including buses, rail and streetcar stations;</li> <li>• Operator displays and functionality to collect and manage fares while delivering service;</li> <li>• Fare inspection equipment for fare enforcement officers;</li> <li>• Agency servers and other equipment needed to collect fares from readers, and otherwise manage system devices and functions;</li> <li>• A central clearinghouse and associated financial processing to manage, reconcile and settle transactions;</li> <li>• System websites for agency management, business accounts and customer uses;</li> <li>• Reporting and management processes required for system implementation and ongoing maintenance.</li> </ul>
1124523	<b>TDC CIP GRANT CONTINGENCY</b> PROGRAMMATIC		(\$862,420)	<p>CIP Grant Contingency Project - This is a contingency project for capital grants that Transit may receive during the 2017-2018 biennium. Currently, Transit expects to receive funding from the federal Surface Transportation Program for two projects:</p> <ol style="list-style-type: none"> <li>1. Totem Lake/Kirkland/Bellevue/Eastgate transit corridor for speed and reliability improvements;</li> <li>2. Renton to Auburn transit corridor for speed and reliability improvements.</li> </ol> <p>The grant applications have been submitted.</p>
1124538	<b>TDC BUS SECURITY CAMERA REPL</b> STANDALONE		(\$4,913,350)	<p>Bus Security Replacement Project - This project provides for the systematic replacement of on-board camera systems that have been installed between 2008 and 2014. The current systems include cameras (4-11 depending on the size of the bus), microphones, closed circuit televised video, a digital video recorder (DVR) and DVR hard drive.</p>
1126349	<b>TDC ALTERNATIVE SERVICES</b> STANDALONE		\$5,612,859	<p>Alternative Services Project - This project plans to purchase vehicles to allow implementation of alternative services in partnership with jurisdictions throughout King County. A variety of vehicle types are required to support different service types. Vehicle types include 12 and 18 passenger vans, similar to those purchased for the ACCESS program, that are used for community shuttle services like those implemented in Snoqualmie, Mercer Island and Burien. Metro will also purchase retired vans from our vanpool fleet and ramp mini vans. These will be used to provide TripPools (flexible van sharing) and community van products. These products are launching in 2nd quarter 2016 in Mercer Island and Duval. Additional product launches are in the planning stages for SE King County, Vashon Island, Bothell-Woodinville, Kirkland/Kenmore. Provisions</p>



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				for purchasing some new accessible vans are included, to ensure all service types are fully accessible.
1126880	<b>TDC RT 245 OPERATIONAL IMP STANDALONE</b>		\$1,915,001	Route 245 Operational Improvements - The Route 245 Corridor Improvements project will implement a package of transit preferential treatments within the existing right-of-way along the route that spans Kirkland, Redmond, and Bellevue. The project implementation includes traffic signal retiming, traffic signal modification, pavement markings, bus access improvements, and bus stop facilities improvements. The project will fund the pre-design and design, procurement of updated signal equipment, construction, and operational changes. With the project, Route 245 is expected to see travel time savings of 5-7 percent of total travel time.
1127330	<b>TDC COMFORT STATIONS PROGRAMMATIC</b>		\$2,746,495	Comfort Stations Program - This project involves siting, design and construction of permanent comfort stations for transit operators throughout the Metro Transit System. A number of routes terminate at locations where no restroom facilities are available for drivers or where restroom facilities exist, but are only available during regular business hours. This project provides restroom facilities at 6 prioritized locations (Eastgate P&R, Sandpoint Way at NE 70th Street, SODO Busway, Westwood Village, Tukwila International Boulevard Station and Vashon Island) thru 2019, although the program will likely continue beyond that timeframe.
1129299	<b>TDC EL BUS CHRG INFRASTR STANDALONE</b>		\$5,466,727	Electric Bus Charging Infrastructure - This project will involve planning, design, and construction of multiple charging stations throughout Metro's service area. When completed there will be up to 4 more charging stations at various locations, most likely bus bases, park and rides, and transit centers to support battery electric bus operations.
1129343	<b>TDC DT SEATTLE LAYOVER FAC STANDALONE</b>		\$20,041,876	Downtown Seattle Layover Facility - The Center City Layover project (Project) includes development of permanent bus layover facilities in the northern downtown area of the City of Seattle, generally in the South Lake Union area, and the southern downtown area of the City of Seattle, generally in the Pioneer Square/International District area. The north layover includes two elements: interim facilities and long-term facilities. Development of the north layover facilities may include one or more sites in north downtown for the interim facilities and one or more sites in north downtown for the long-term facilities. The south layover currently only includes long-term facilities. Development of the south layover facilities may include one or more sites in south downtown for the long-term layover.  Twelve (12) bus spaces are necessary in the north interim facilities. Thirty (30) to thirty-five (35) spaces are necessary in the north long-term facilities. Ten (10) to twenty (20) spaces are necessary in the south long-term facilities.
1129510	<b>TDC TRANSFER ENV IMPR BUD STANDALONE</b>		\$977,919	Transfer Environment Improvement Budget - This program will improve the transfer environment at high ridership bus stops. This project will design and construct improvements the at non-Sound Transit Link Integration projects identified in the Work Plan for Improving the Transfer Environment at Locations Impacted by University Link Bus Integration, and expand upon this effort to provide similar improvements at additional high ridership points throughout the Metro service area. The transfer locations include bus stops within reasonable walking distance. The package of improvements will include shelters, benches, lighting, trash receptacles, way finding, and real time information signs (RTIS). The Sound Transit Link integration improvements will be managed under a separate capital

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				program focused on Sound Transit Link Station Integration.
1129621	<b>TDC BICYCLE PARKING EXP STANDALONE</b>		\$304,010	Bicycle Parking Expansion Project - This project will design and construct/install 36 secure bicycle parking spaces at over-crowded transit facilities. On-demand lockers or bike cages will be selected as suited to the site. Initial locations for assessment by Design and Construction are Issaquah Highlands, Northgate Transit Center, and Kent-Des Moines Park and Ride. Other locations will be considered depending on site assessments, available funds, and local demand.
1129622	<b>TDC VAN DISTR CENTER PARKING STANDALONE</b>		\$2,375,745	<p>Van Distribution Center Parking - The King County Metro Transit Van Distribution Center (VDC) was constructed in 1997 and is located at 18655 N.E. Union Hill Road in Redmond. The VDC is the vehicle distribution facility for King County's commuter van fleet. Program support functions at the VDC include the following:</p> <ul style="list-style-type: none"> <li>• Receipt of new vans;</li> <li>• After-market preparation of vans prior to distribution to customers;</li> <li>• Customer drop-off/pick-up locations for van starts, trades, and folds;</li> <li>• Preparation of retired vans for sale</li> <li>• Sales of retired vans.</li> </ul> <p>The VDC, as currently utilized, has a 439 van capacity including use of the lot perimeter. This project funds an expansion of 100 parking stalls at the VDC to accommodate growth in the vanpool program. Adding capacity comes from paving land already owned by King County and use allowed by the City of Redmond.</p>
1129624	<b>TDC PASS SELES OFFICE RENOV STANDALONE</b>		\$455,351	<p>Pass Sales Office Renovation - This project would provide funding to design and implement improvements within the Transit Pass Sales lobby and Transit customer information Call Center at King Street Center. The Pass Sales Lobby for customer information and pass sales is located on the ground floor of the King Street Center and is approximately 3,000 square feet. The preliminary list of changes, upgrades, repairs and replacements include: new carpet; fresh paint; replacement of the counter facing the customers; adding large, easily visible numbers above each cashier window to help direct customers ;possible upgrade of the information storage closets and racks on the west side of the lobby; possible improvements to lighting and improved camera angles for security; better placement of and security for the video screen and the computer that runs it; repaired/replaced pedestals behind the counter to replace worn and damaged cash drawers; better storage for behind-the-counter supplies; and possible upgrades to the HVAC, electrical, mechanical, and life-safety systems as required by current code.</p> <p>The Call Center is located on the third floor of the King Street Center and is approximately 2,400 square feet. The preliminary list of changes, upgrades, repairs and replacements includes improvements consistent with other modifications in the King Street Center and possible upgrades to the HVAC, electrical, mechanical, and life-safety systems as required by current code.</p>
1129626	<b>TDC INFRASTR ASSET MGMT PROGRAMMATIC</b>		\$40,753,142	<p>Infrastructure Asset Management - This master project replaces or renovates fixed asset infrastructure based on expected life cycle and actual condition in order to maintain each in state of good repair. Replacement and renovation sub-projects included in this master project include exiting fixed assets spanning multiple locations functioning interdependently. Examples include but not limited to: radio transmitting sites, electric bus infrastructure, diesel &amp; gas fuel systems, access and roadways, bus passenger shelters and security systems.</p>
1129627	<b>TDC SITE ASSET</b>		\$27,175,175	Site Asset Management - This master project replaces or renovates site

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	<b>MGMT</b> PROGRAMMATIC			assets based on expected life cycle and actual condition in order to maintain each in a state of good repair. Site assets are defined as assets installed on, above, or below the ground/property. It excludes buildings or structures. Qualifying targets for sub-projects in this master project are paving, drainage vaults, storm water systems, underground tanks, and yard lighting, to name a few examples.
1129628	<b>TDC BUILDING ASSET MGMT</b> PROGRAMMATIC		\$57,658,563	Building Asset Management Program - This master project replaces or renovates building assets based on expected life cycle and actual condition in order to maintain each in a state of good repair. Building assets are defined as components within, over and beneath building structures. Qualifying targets for sub-projects in this master project are electrical systems, roof/skylights, HVAC systems, lighting, glazing (windows), and floors and subfloors, to name a few examples.
1129629	<b>TDC EQUIP ASSET MGMT</b> PROGRAMMATIC		\$3,592,691	Equipment Asset Management - This master project replaces or renovates equipment assets based on expected life cycle and actual condition in order to maintain each in a state of good repair. Equipment assets are defined as major equipment essential for bus, facility, and property maintenance and operations. To function for their intended purposes, the equipment requires addition or change to building systems, for instance, ventilation, electrical or structural work. Major equipment sub-project costs are over \$100,000. Qualifying targets for sub-projects in this master project are engine dynamometers, air compressing sets, bus vacuums, parts cleaners (dip tanks), to name a few examples.
1129630	<b>TDC SGR ADMINISTRATION</b> PROGRAMMATIC		\$11,681,064	State of Good Repair (SGR) Administration - This master project contains administrative costs associated with replacing assets based on expected life cycle and actual condition in order to maintain each in a state of good repair.
1129631	<b>TDC 8TH BASE CONSTRUCTION</b> STANDALONE		\$30,406,055	8th Base Construction Project - The scope of this project comprises all the activities that will lead to the purchase of property suitable for a new, eighth bus base in South King County. This expansion of Transit's bus base network will be referred to as the "Eighth Base." The project will include the search for and purchase of suitable property on which a new bus base can be built, thereby enabling Transit to realize the long range plan for service by supplying more long-term base capacity. This project is one of three land acquisition efforts to expand the transit base network capacity to meet unprecedented regional transit demands forecasted in the Transit Division's Metro Long Range Plan. To capture the real estate opportunities in competitive markets in Seattle and King County, Transit is focusing on identified properties in the SODO area (for Central Base) and Tukwila (for South Base) and seeking property for an eighth transit base in South King County. Both Central and South base expansions will help ease capacity constraints until a new base can be built and open for service by the 2025-2030 timeframe.
1129632	<b>TDC MOVE SEATTLE RR EXP</b> PROGRAMMATIC		\$4,041,970	Move Seattle RapidRide Expansion - This project begins Metro's activities to expand the RapidRide program throughout King County. Corridors for the next RapidRide lines to be implemented in the 2019 - 2025 timeframe have been identified in Metro Connects, King County Metro's draft long range plan. Seven RapidRide lines would be implemented in partnership with the City of Seattle as described in the Seattle Transit Master Plan (amended in 2016) and the Levy to Move Seattle funding initiative approved by Seattle voters in November 2015. Two initial lines would be implemented in 2019, and would operate along the Madison ST corridor, currently served by

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				<p>routes 11/12 (Downtown Seattle, First Hill, E Madison ST) and the Delridge Way SW corridor, currently served by Metro Route 120 (Downtown Seattle, Delridge Way SW, White Center and Burien). Predesign activities on these two lines would begin in 2017, design in 2018, and implementation in 2019.</p>
1129633	<b>TDC CCMP 2019 PROGRAM</b> PROGRAMMATIC		\$27,190,210	<p>Center City Mobility Plan (CCMP) 2019 Program - This project plans, designs, and implements the capital components of a program designed to mitigate impacts of the end of joint bus-rail operations in the Downtown Seattle Transit Tunnel (DSTT), currently planned for late 2018 or early 2019. At that time buses that now use the DSTT to travel through the downtown Seattle area will be rerouted to surface streets, impacting traffic flow and transit use in downtown Seattle.</p> <p>King County Metro, Sound Transit, the City of Seattle and the Downtown Seattle Association are working in partnership to develop the Center City Mobility Plan (CCMP). The CCMP will establish a 20-year transportation and public realm vision for the City of Seattle and is supported by implementation plans for the near-term and long-term. Together, the plan's vision and implementation plans will guide policies, programs and investments by the city and its agency partners and stakeholders.</p> <p>The near-term CCMP planning effort is focused on developing strategies to maintain and improve mobility and access following the termination of joint bus-rail operations in the DSTT, including detailed recommendations for transit service and capital improvements, surface street traffic operational changes, and complementary multimodal and public realm investments.</p> <p>To date a preliminary set of capital investments has been identified in these areas and will be further analyzed and reviewed with key stakeholders and the public through the fall of 2016, with a final recommended set of near-term investments approved at that time. The proposed CCMP 2019 Program includes those project elements that are directly related to bus stop improvements, off board fare collection, and bus layover investments. Due to the high degree of uncertainty around the final set of investments, this capital project also allocates additional King County funding to design and construct project elements that have not yet been identified. Implementation of these capital improvements will result in new transit assets, as well as the potential removal of some existing transit assets throughout the project area if certain existing transit stops are permanently closed.</p>
1129634	<b>TDC AB REPL MAINT BLD HVAC</b> STANDALONE		\$2,299,556	<p>Atlantic Base Replacement of Vehicle Maintenance Building Heating, Ventilation, and Air Cooling System - This project will replace/upgrade the heating-ventilation-air cooling (HVAC) system in the Atlantic Transit Base Vehicle Maintenance (VM) Building.</p>
1129636	<b>TDC ST LINK STATION INTEGR</b> STANDALONE		\$1,719,668	<p>Sound Transit Link Station Integration - This project will enhance connectivity between King County Metro bus service and Sound Transit (ST) Link light rail services by designing and constructing improved passenger facilities for customers, including: passenger amenities at bus stops, pedestrian access improvements between transit services, way finding signs to orient transit users, and printed or electronic information for customers including schedules, maps, and bus arrivals. Improvements will be provided at 18 new or existing bus stops and along pedestrian connections between bus stops, in vicinity of Sound Transit Link light rail stations including: Capitol Hill; University of Washington; University District; and Roosevelt stations. Rail service to University District and Roosevelt is scheduled to begin in 2021. The program includes staff</p>

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				support for planning and pre-design of Sound Transit station area bus-rail integration efforts noted above on Sound Transit Link line extensions along North Link from Roosevelt to Northgate, South Link from SeaTac to Federal Way, and East Link from downtown Seattle to Redmond, where rail operations is scheduled to begin by 2023.
1129642	<b>TDC SOUTH BASE EXPANSION</b> STANDALONE		\$47,248,587	<p>South Base Expansion - The primary scope of this project is to purchase property and buildings near the South Transit Operating Base. This acquisition will enable the Transit Division to increase bus base capacity and remedy overcrowded conditions of the support functions presently located around South Base. A secondary scope is to relocate various work groups into the acquired building and demolish the training facility for reuse as interim bus parking in order to begin increasing capacity at the Base.</p> <p>This project is one of three land acquisition efforts to expand the transit base network capacity to meet unprecedented regional transit demands forecasted in the Transit Division's Metro Long Range Plan. To capture the real estate opportunities in competitive markets in Seattle and King County, Transit is focusing on identified properties in Tukwila (for South Base), the SODO area (for Central Base) and seeking property for an eighth transit base in South King County. Both South and Central base expansions will help ease capacity constraints until a new base can be built and open for service by the 2025-2030 timeframe.</p>
1129643	<b>TDC YESLER WAY ELECTRIFIC</b> STANDALONE		\$1,973,953	<p>Yesler Way Electrification - This project is the first two phases of a project that will construct approximately 0.6 miles of new trolley overhead wire and support structures along Yesler Way between Third Avenue and 8th Avenue, along 8th Avenue between Yesler Way and Fir Street, and along 9th Avenue between Fir Street and Jefferson Street. It will involve constructing new trolley infrastructure and tying into existing trolley system at two locations. When complete, this project will expand the trolley system providing an improved pathway for trolley buses to use between the Seattle Central Business District and First Hill.</p> <p>The work under this appropriation involves the planning and predesign phases required to proceed with the design of the construction of trolley overhead wire and support structures. The information from this effort will provide direction to management on the scope and costs of the proposed improvements including the requirements to provide support structures on the bridge over I-5. With management approval the project can be programmed to complete the design and construct the project under the following year budget cycle (2019-2020).</p>
1129644	<b>TDC CNTRL/ATL BASE EXP</b> STANDALONE		\$59,974,752	<p>Central/Atlantic Base Expansion Project - The scope of this project comprises all the activities that will lead to the purchase of land adjacent to the Atlantic/Central [joint] Base. To simplify the description, this expansion effort will be referred to as "Central Base." This purchase will extend the base property, thereby enabling Transit to realize the long range plan for service by supplying more base capacity. The properties will enable Transit to implement the 2013 Atlantic-Central Base Master Plan which calls for 1) increasing bus parking and bus maintenance and 2) relocating non-direct base functions that will be displaced. The parcels will add approximately 9.14 acres to the Central Campus (which comprises the property across 6th Avenue South and Ryerson Base). The parcels will supply space for additional bus parking and maintenance and will provide space for displaced functions.</p> <p>This project is one of three land acquisition efforts to expand the transit base network capacity to meet unprecedented regional transit demands</p>

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				forecasted in the Transit Division's Metro Long Range Plan. To capture the real estate opportunities in competitive markets in Seattle and King County, Transit is focusing on identified properties in the SODO area (for Central Base) and Tukwila (for South Base) and seeking property for an eighth transit base in South King County. Both Central and South base expansions will help ease capacity constraints until a new base can be built and open for service by the 2025-2030 timeframe.
1129648	<b>TDC ON BUS CAMERA EXP STANDALONE</b>		\$7,600,255	On Bus Camera Expansion - The project implements King County Executive's proposal to equip 100 percent of Metro's transit coaches with on-board camera systems (OBCS) within as short a timeframe as reasonable. The project scope produces an OBCS Program that includes on-board camera components including cameras and digital video recorder (DVR) with hard-drive storage. To equip 100 percent of Metro coaches with OBCS requires both the retrofit of some existing buses with camera systems and the acquisition of new coaches with original equipment manufacturer installed OBCS.
1129745	<b>TDC ON BORAD SYSTEM REPL STANDALONE</b>		\$0	On Board System Replacement - This is an out year placeholder for replacement of existing systems on the bus. The existing systems addressed by this replacement provide automated vehicle location, automated stop announcements, automated passenger counting, and interior next stop displays.
1129746	<b>TDC MC P&amp;R EXPANSION STANDALONE</b>		\$0	METRO CONNECTS Park & Ride Expansion - The project would build two 250-stall structured park-and-ride garages. The project would include planning, property acquisition, pre-design and environmental review, design, construction, and close out. The project assumes a 50 percent match, 25 percent from grant funds and 25 percent from partner city contributions. This project is planned to start in 2019, if approved.
1129747	<b>TDC MC RR EXPANSION STANDALONE</b>		\$13,646,635	<p>METRO CONNECTS RapidRide Expansion - Corridors for the next RapidRide lines to be implemented in the 2019-2025 timeframe have been identified in METRO CONNECTS, King County Metro's draft long range plan. METRO CONNECTS identifies 13 new RapidRide corridors by 2025. Seven RapidRide lines are planned for implementation by the City of Seattle beginning in 2019, and six additional corridors, located primarily suburban jurisdictions of King County, are planned for implementation beginning in 2021. Thirteen (13) King County RapidRide corridors will be implemented in this project. The first year of operations for two of the 13 new RapidRide lines is planned for 2019.</p> <p>Program-wide planning, covering initial program-wide conceptual design efforts, will begin in 2017 for routes located in suburban King County and will encompass activities such as: RapidRide network planning; development of a program-wide implementation, phasing and funding plan; and potentially performance of corridor-specific analyses. In addition, on corridors within the City of Seattle, conceptual planning efforts are underway or have already been completed by the City of Seattle, will move into the pre-design phase in 2017, continue into final design in 2018, and begin construction in 2019. A similar staggered phasing would occur for subsequent lines, with the project fully complete in 2025.</p>
1129748	<b>TDC MC TRANSIT HUB IMPR STANDALONE</b>		\$0	METRO CONNECTS Transit Hub Improvements - The 2040 service network identified in METRO CONNECTS anticipates a high level of transfer activity, with nearly 70 percent of all trips requiring a transfer. Metro with support for partners will invest in new transit hubs and stations, and retrofit existing passenger facilities. Amenities will depend on the location and number of transfers, and the travel modes servicing each location. METRO

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				CONNECTS has identified 85 new or improved key transfer points. The types of improvements will include passenger amenities at bus stops, pedestrian access improvements between transit services, wayfinding signs to orient transit users, and printed or electronic information for customers including schedules, maps, and bus arrivals.
1129749	<b>TDC MC S&amp;R PROGRAM</b> STANDALONE		\$0	<p>METRO CONNECTS Speed &amp; Reliability Program - This establishes a program to support the 2025 vision articulated in the Metro Connects plan. Three categories of projects that would enhance the speed and reliability of transit service across King County are included:</p> <ol style="list-style-type: none"> <li>1. The project would fund transit priority treatments on up to 6 frequent or express corridors. The types of projects included within these corridors could include bus queue jump signals, bus/HOV lanes, traffic signal modifications, transit signal priority, bus bulbs, and other minor civil improvements.</li> <li>2. The project would partner with cities within King County to enhance their existing traffic signal systems along transit routes. Enhancements could include signal retiming, synchronization, hardware/software upgrades, and upgrades to communication infrastructure. These improvements may be implemented on local transit corridors in addition to frequent and express corridors.</li> <li>3. The project would support the planning, design and construction of up to 7 projects of regional importance and that improve the speed that transit services can access regional high capacity transit services. One example project is the Bellevue Connector, which would construct a new roadway near Bellevue College to allow more-direct transit routing through the campus. Project funds would be used to form partnerships with local agencies and leverage transit-supportive elements from those projects. This is a placeholder project. The scope and level of effort of the project is dependent on partner agencies support and availability of transit program funding.</li> </ol>
1129798	<b>TDC OB CAMERA MGMT SYSTEM</b> STANDALONE		\$640,778	<p>On Board Camera Management System - This project will implement a new On-Board Camera Management System that will integrate with the existing and any new (On-Board Camera Systems (OBCS)). This new system will address short-comings with Metro's current system and processes. This new system will include:</p> <ul style="list-style-type: none"> <li>- Wireless video retrieval to allow staff to remotely access and download stored video files to reduce the amount of travel time and manual processing required.</li> <li>- File management and storage to provide automated system reporting and tracking of downloaded video.</li> <li>- Health status monitoring to monitor all coaches in the fleet on a daily basis and provide automated OBCS health status reporting. This will identify problems with OBCS on a coach and notify Vehicle Maintenance (VM) immediately when a problem occurs. OBCS health monitoring will eliminate the need for manual preventative maintenance checks, provide VM Electronic Technicians information as to problem improving the efficiency of repairs and increase the percentage of OBCS that are operating correctly.</li> </ul>
1129799	<b>TDC VEH TELEMAT FOR COACHES</b> STANDALONE		\$3,428,817	<p>Vehicle Telematics for Coaches - The purpose of this project is to implement a vehicle telematics system on the existing fleet of revenue vehicles (buses) to accurately capture vehicle mileage and other information about the behavioral and mechanical variables affecting fuel efficiency. This information includes:</p> <ul style="list-style-type: none"> <li>• Performance of critical drive train and engine components</li> </ul>

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## 2017-2018 Biennial - Executive Proposed

			<ul style="list-style-type: none"> <li>• Engine fault codes</li> <li>• Braking and speed history</li> </ul> <p>Metro has an existing technical solution in mind, based on research conducted over the past two years, including a pilot test and alternatives analysis, and compatibility with other equipment and systems currently used by Vehicle Maintenance (VM). This solution will employ Vehicle Information Boxes (VIBs) provided by AssetWorks, the vendor providing the existing fleet management software (FleetFocus or M5) and automated fuel management system (FuelFocus). The VIB is a piece of equipment in the FuelFocus product line that collects diagnostic information from various systems on the vehicle. It will automatically transmits this data to M5 via onboard RF (radio frequency) communications when the bus pulls up near the fueling and service islands.</p> <p>AssetWorks is the preferred solution provider because it will allow Metro to automatically capture and integrate accurate mileage and vehicle diagnostics into the existing fleet management system, further leveraging that investment.</p>
1129800	<b>TDC SAFETY &amp; SECURITY SYS</b> STANDALONE	\$2,114,368	<p>Safety &amp; Security Systems - The purpose of this project is to implement a comprehensive safety data system in the 2017-2018 timeframe. It is anticipated that the vendor community will be developing products to support the Safety Management Systems required by FTA and that by 2018 Metro can be in a position to move forward with a proven product. The safety data system would be planned and developed in parallel with a redesign of key business processes recommended by the Safety System Review.</p> <p>The project would initiate with a needs assessment and concept of operations, followed by a vendor Request for Information (RFI) to further understand the capabilities and direction of the industry before developing detailed requirements. Key areas for analysis would include data intake, data sources, data analytics capabilities, metrics and reporting. It is expected that two key needs can be addressed prior to the implementation of the primary system: a safety training tracking system and a security hazard risk log. The training tracking system may be pursued as an additional module in PeopleSoft, and would provide a simple means of tracking safety training received by employees. The security hazard risk log would require minimum development once the applicable data sources were identified and would provide a snapshot of the greatest risk priorities in terms of severity and probability.</p>
1129801	<b>TDC TR BUSINESS INTEL DATA</b> STANDALONE	\$1,678,764	<p>Transit Business Intelligence Resource Data (TBIRD) - This project will implement a new, enterprise-class reporting platform that replaces several limited-function, siloed, legacy reporting tools. The new platform will significantly advance Transit's analytical capabilities to include data mining, data discovery, business intelligence and data visualization tools, especially geo-spatial analysis and presentation. The core focus of TBIRD is the transit service network and the systems and performance metrics related to that service, including on-time performance, ridership, fare collection, incidents, accidents and other historical performance data.</p> <p>Staff across Transit will use TBIRD, including Customer Communications and Services, Operations, Service Development, Strategy and Performance, Safety, Security, Power and Facilities, Systems Development and Operations, and Vehicle Maintenance. The project will implement a technology platform which is intended to grow in the future with the addition of new data sources after the project itself is complete. This strategy, and the project, is aligned with KCIT's other business intelligence</p>



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				initiatives and the goals of the emerging Business Intelligence Center of Excellence. KCIT will be fully engaged in project planning, design, implementation and operational support of TBIRD.
1129881	<b>TDC RAIDO MICROWAVE REPL STANDALONE</b>		\$2,819,313	Radio Microwave Replacement - This project with replace key components in the 7 Microwave towers that are part of King County Metro's mobile radio infrastructure.
<b>3641 - PUBLIC TRANS CONST- UNREST Total \$489,376,701</b>				
<b>3642 PUBLIC TRANS REVENUE FLEET CAPITAL - Transit</b>				
Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1130169	<b>TDC VANPOOL VEHICLE PURCHASE STANDALONE</b>		\$14,710,525	Vanpool Vehicle Purchase - The project funds the purchase of new vans needed to support the County's Vanpool Program. New vans are purchased to replace vans at the end of their useful vanpool life and to expand service.
1130286	<b>TDC 40' HYBRID BUDGET PROGRAMMATIC</b>		\$209,974,239	40-Ft Hybrid Bus Replacement Program - This project funds the continuation of the replacement of King County Metro's existing fleet of 40-ft diesel and hybrid buses. These new hybrid buses will feature all electric accessories. The first of the 181 new 40-ft Hybrid buses will be placed into service starting in mid-2018. The new fleet of 40-ft Hybrid buses will be low-floor buses with an FTA service life of 12 years. The buses will be purchased from the Washington State Department of Transportation (WSDOT) Consortium contract.
1130287	<b>TDC 60' HYBRID BUDGET PROGRAMMATIC</b>		\$297,499,452	60-Ft Hybrid Bus Replacement Program - This project funds the continuation of the replacement and a modest expansion of King County Metro's existing fleet of 60-ft diesel and hybrid buses. These new hybrid buses will feature all electric accessories. The first of these 251 new 60-ft Hybrid buses will be placed into service starting in the Fall of 2018. The new fleet of 60-ft hybrid buses will be low-floor buses with an FTA service life of 12 years. The buses will be purchased from the Washington State Department of Transportation (WSDOT) Consortium contract.
1130288	<b>TDC 60' TROLLEY BUDGET PROGRAMMATIC</b>		\$21,481,596	60-Ft Trolley Replacement Program - This project funds the full replacement and a modest expansion of King County Metro's fleet of 59 60-ft electric trolley buses with 64 60-ft electric trolley buses. This budget request seeks new funding for 13 additional trolleybuses to serve the City of Seattle's planned Bus Rapid Transit (BRT) route for Madison Street scheduled to begin service in 2019. The addition of the Madison BRT trolleys brings the 60-ft. trolley fleet to 77 buses. All of the new fleet of 60-ft electric trolley buses will be low-floor buses with an FTA service life of 15 years and will feature a battery pack that provides the capability to travel off-wire for a limited range.
1130289	<b>TDC BATTERY BUS BUDGET PROGRAMMATIC</b>		\$9,182,978	Battery Bus Budget Program - This project funds the expansion of King County Metro's existing fleet of three 40-ft battery electric buses adding 8 more 40-ft battery electric buses. These new buses, like their predecessors, will use fast-charge technology providing the capacity to operate the buses for up to approximately 23 miles between charges and allow the bus to remain in service up to 24 hours a day. Batteries can charge in 10 minutes or less. The combination of these eight buses and the original three buses purchased in 2014 will allow King County Metro to fully electrify two bus routes with battery electric buses. The eight new

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				buses should enter service in late 2017 or early 2018. The new fleet of 40-ft battery electric trolley buses will be low-floor buses with an FTA service life of 15 years. The buses will be purchased from an existing King County Metro contract No. EB 11-2 with Proterra, Inc.
1130290	<b>TDC ADA PARATR BUDGET</b> PROGRAMMATIC		\$12,768,232	<p>Americans with Disabilities Act (ADA) Paratransit Vehicle Replacement Program Budget - This program funds the following:</p> <ol style="list-style-type: none"> <li>1. Purchase expansion and replacement vehicles for Access Transportation ADA paratransit service program, project 1028793, which provides paratransit service in accordance with the Federal ADA requirements and King County Ordinances. A total of 74 new vehicles are being requested for Access; 67 replacement and 7 expansion vans at a cost of \$6,018,408. The 2016 Access Transportation revenue fleet currently consists of 317 vehicles.</li> <li>2. Replace the aging Community Access Transportation (CAT) revenue vehicles that currently equal 119, using WSDOT Paratransit supplemental grant funds to pay for 46 CAT replacement vehicles in 2017. In 2018, 41 replacements will be paid for using funds from the WSDOT 2017-2019 grant award.</li> <li>3. Expand the Community Access Transportation (CAT) service by up to 10 percent, which will require 10 expansion vehicles in 2017, to meet the growing demand from existing CAT agencies and new agencies that serve seniors and people with disabilities in King County. By expanding CAT service by approximately 24,000 riders it is presumed that 2017-2018 Access ridership growth will decline by half of CAT increase or 12,000 (6,000 rides per year). In addition, Access expansion vans for the biennium were reduced from 12 to 7. This amount is half of the vehicles required for CAT expansion.</li> </ol>
<b>3642 - PUBLIC TRANS REVENUE FLEET CAPITAL</b>		<b>Total</b>	<b>\$565,617,022</b>	
<b>Grand Total</b>			<b>\$1,054,993,723</b>	

**2017-2018 Proposed Financial Plan  
Public Transportation - Infrastructure Capital Fund / 3641**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	326,752,648	190,164,681	516,917,328		5,992,830
Revenue Carryforward	144,227,986	-	144,227,986	-	-
Sales Tax	-	84,565,226	84,565,226	226,421,193	320,381,203
Interest Income	-	1,616,813	1,616,813	1,399,352	2,152,368
Sound Transit Payments	-	10,316,909	10,316,909	5,158,894	-
Capital Grants	-	20,243,525	20,243,525	7,357,398	105,462,248
Debt Proceeds	-	149,594,322	149,594,322	101,384,696	62,724,983
Miscellaneous	-	32,875,228	32,875,228	29,154,250	43,510,790
<b>Total Capital Revenue</b>	<b>\$ 470,980,633</b>	<b>\$ 489,376,703</b>	<b>\$ 960,357,336</b>	<b>\$ 370,875,784</b>	<b>\$ 540,224,422</b>
<b>Capital Appropriation:</b>					
FLEET <sup>10</sup>	399,148,607	-	399,148,607	-	-
ASSET MAINTENANCE	27,492,021	177,753,422	205,245,443	80,328,622	84,280,066
RAPID RIDE	10,403,680	17,926,807	28,330,487	100,843,405	257,221,878
TRANSIT SYSTEMS (IT)	6,416,975	53,315,750	59,732,726	17,844,382	14,347,496
VANPOOL	-	-	-	-	-
PASSENGER FACILITIES	996,897	13,012,344	14,009,241	32,898,146	57,852,370
OPERATING FACILITIES	5,146,793	143,035,558	148,182,350	20,459,350	64,488,322
OTHER	21,375,660	109,551,539	130,927,199	118,501,880	62,034,289
DISAPPROPRIATING LEGACY TAMP PROGRAM	-	(25,218,717)	(25,218,717)	-	-
<b>Total Capital Appropriation</b>	<b>\$ 470,980,633</b>	<b>\$ 489,376,703</b>	<b>\$ 960,357,336</b>	<b>\$ 370,875,784</b>	<b>\$ 540,224,422</b>
Anticipated Legacy Fleet Disappropriation (to be disappropriated in 2017-2018)			(399,148,607)		

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>131,605,517</b>	<b>131,605,517</b>	<b>133,851,549</b>	<b>133,851,549</b>	<b>35,824,855</b>	<b>35,912,278</b>
<b>Capital Funding Sources</b>						
Sales Tax	46,725,069	114,542,605	-	84,565,226	261,148,751	320,381,203
Interest Income	1,308,202	2,278,909	-	1,616,813	1,399,352	2,152,368
Sound Transit Payments	7,785,632	10,494,551	-	10,316,909	5,158,894	-
Capital Grants	96,754,648	170,716,439	-	20,243,525	7,357,398	105,462,248
Miscellaneous	25,188,176	27,241,260	-	32,875,228	29,154,250	43,510,790
<b>Total Capital Revenue</b>	<b>\$ 177,761,727</b>	<b>\$ 325,273,763</b>	<b>\$ -</b>	<b>\$ 149,617,700</b>	<b>\$ 304,218,646</b>	<b>\$ 471,506,609</b>
<b>Capital Expenditures</b>						
FLEET <sup>10</sup>	(236,968,876)	(347,166,013)	-	-	-	-
ASSET MAINTENANCE	(31,841,037)	(50,737,202)	-	(80,258,150)	(80,536,566)	(84,280,066)
RAPID RIDE	(3,316,913)	(7,827,297)	-	(28,330,484)	(100,843,405)	(257,221,878)
TRANSIT SYSTEMS (IT)	(5,197,412)	(12,436,100)	-	(29,371,730)	(41,697,772)	(22,091,367)
VANPOOL	(7,462,075)	(11,333,719)	-	-	-	-
PASSENGER FACILITIES	(4,685,057)	(6,902,286)	-	(14,006,175)	(32,898,146)	(57,852,370)
OPERATING FACILITIES	(2,227,977)	(5,517,010)	-	(148,178,563)	(20,459,350)	(64,488,322)
OTHER	(10,749,777)	(27,582,122)	-	(119,565,159)	(128,943,174)	(61,759,290)
<b>Total Capital Expenditures</b>	<b>\$ (302,449,125)</b>	<b>\$ (469,501,749)</b>	<b>\$ -</b>	<b>\$ (419,710,262)</b>	<b>\$ (405,378,412)</b>	<b>\$ (547,693,294)</b>
<b>Estimated Underexpenditures</b>	<b>-</b>	<b>6,413,013</b>	<b>-</b>	<b>20,659,546</b>	<b>(1,949,508)</b>	<b>11,883,269</b>
<b>Other Fund Transactions<sup>7</sup></b>						
Miscellaneous Fund Balance Adj.		137,430,584	-	-	-	-
RFRF Funds for Fleet Replacement		59,949,490	-	-	-	-
Lease and Prepaid Lease Offset		1,812,000	-	1,812,000	1,812,000	1,812,000
Transfers (to) from RFRF		(30,600,000)	-	-	-	-
Transfer (to) from Operating Sub-fund		(28,531,069)	-	-	-	-
Debt Proceeds		-	-	149,594,322	101,384,696	62,724,983
<b>Ending Fund Balance</b>	<b>\$ 6,918,118</b>	<b>\$ 133,851,549</b>	<b>\$ 133,851,549</b>	<b>\$ 35,824,855</b>	<b>\$ 35,912,278</b>	<b>\$ 36,145,845</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves<sup>9</sup></b>						
Capital Designated Revenues	(40,560,714)	(40,560,714)	-	(34,412,380)	(35,164,046)	(35,164,046)
<b>Total Reserves</b>	<b>\$ (40,560,714)</b>	<b>\$ (40,560,714)</b>	<b>\$ -</b>	<b>\$ (34,412,380)</b>	<b>\$ (35,164,046)</b>	<b>\$ (35,164,046)</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ 93,290,835</b>	<b>\$ 133,851,549</b>	<b>\$ 1,412,476</b>	<b>\$ 748,232</b>	<b>\$ 981,800</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 6/30/2016..

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 6/30/2017.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>10</sup> In 2017-2018 and beyond, revenue fleet appropriation and related revenues are moved to the new Revenue Fleet Capital Fund (3642).

<sup>11</sup> This plan was updated by Shelley De Wys on September 17, 2016.

**2017-2018 Proposed Financial Plan**  
**Public Transportation - Revenue Fleet Capital Fund / 3642**

<b>Capital Improvement Program (CIP) Budget</b>						
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>	
<b>Capital Budget Revenue Sources:</b>						
Revenue Backing from Fund Balance	-	351,139,779	351,139,779	-	-	
Sales Tax	-	96,371,548	96,371,548	-	35,347,333	
Interest Income	-	2,485,932	2,485,932	-	-	
Capital Grants	-	103,086,603	103,086,603	65,899,884	84,922,054	
Miscellaneous	-	12,533,160	12,533,160	15,191,993	17,105,275	
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 565,617,022</b>	<b>\$ 565,617,022</b>	<b>\$ 81,091,877</b>	<b>\$ 137,374,662</b>	
<b>Capital Appropriation:</b>						
40 FT BUS	-	209,974,239	209,974,239	-	-	
60 FT BUS	-	297,499,452	297,499,452	49,507,043	101,067,201	
60 FT TROLLEY	-	21,481,596	21,481,596	-	-	
BATTERY DOMINANT BUS	-	9,182,978	9,182,978	-	-	
ADA PARATRANSIT FLEET	-	12,768,232	12,768,232	10,505,833	15,199,462	
VANPOOL	-	14,710,525	14,710,525	21,079,000	21,108,000	
<b>Total Capital Appropriation</b>	<b>\$ -</b>	<b>\$ 565,617,022</b>	<b>\$ 565,617,022</b>	<b>\$ 81,091,876</b>	<b>\$ 137,374,662</b>	
<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	-	-	-	-	<b>44,833,899</b>	<b>134,908,063</b>
<b>Capital Funding Sources</b>						
Sales Tax	-	-	-	96,371,548	155,848,978	123,311,893
<i>Sales Tax Contribution for Revenue Fleet Replacement</i>	-	-	-	96,371,548	106,848,978	117,311,893
<i>Sales Tax for New Fleet/Misc</i>	-	-	-	-	49,000,000	6,000,000
Interest Income	-	-	-	2,485,932	3,933,226	10,495,885
Capital Grants	-	-	-	103,086,603	75,341,355	84,922,054
Miscellaneous	-	-	-	12,533,160	15,191,993	17,105,275
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 214,477,243</b>	<b>\$ 250,315,551</b>	<b>\$ 235,835,107</b>
<b>Capital Expenditures</b>						
40 FT BUS	-	-	-	(181,786,453)	(23,326,352)	(4,861,434)
60 FT BUS	-	-	-	(263,157,888)	(83,848,607)	(101,067,201)
40 FT TROLLEY	-	-	-	-	-	-
60 FT TROLLEY	-	-	-	-	(21,481,596)	-
BATTERY DOMINANT BUS	-	-	-	(9,182,978)	-	-
ADA PARATRANSIT FLEET	-	-	-	(12,768,232)	(10,505,833)	(15,199,462)
VANPOOL	-	-	-	(14,710,525)	(21,079,000)	(21,108,000)
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (481,606,076)</b>	<b>\$ (160,241,387)</b>	<b>\$ (142,236,096)</b>
<b>Estimated Underexpenditures</b>	-	-	-	-	-	-
<b>Other Fund Transactions<sup>7</sup></b>						
One-Time Tranfer from Operating for Reappropriation	-	-	-	225,000,000	-	-
Transfer from Legacy Revenue Fleet Replacement Fund	-	-	-	86,962,732	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,833,899</b>	<b>\$ 134,908,063</b>	<b>\$ 228,507,074</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves<sup>9</sup></b>						
Revenue Fleet Replacement Reserve	-	-	-	(42,000,000)	(132,000,000)	(228,000,000)
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (42,000,000)</b>	<b>\$ (132,000,000)</b>	<b>\$ (228,000,000)</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,833,899</b>	<b>\$ 2,908,063</b>	<b>\$ 507,074</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 6/30/2016..

<sup>5</sup> 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 6/30/2017.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance, debt proceeds, and transfers between funds.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> Reserve levels reflects those adopted in the Fund Management Policies for Public Transportation.

<sup>10</sup> This plan was updated by Shelley De Wys on September 17, 2016.

# MARINE DIVISION

## Mission

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To provide safe, reliable, efficient, environmentally sound, customer-friendly, and fiscally responsible passenger-only ferry services to the public and establish waterborne transportation as a viable alternative mode of transportation in support of regional mobility and a high quality of life in King County.

## Overview

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The Marine Division provides passenger-only ferry service from downtown Seattle to Vashon Island and West Seattle. The Division currently owns and operates three vessels to serve its two routes. The Vashon Island/downtown Seattle route provides year-round passenger-only ferry services during commute periods on weekdays. The West Seattle/downtown Seattle route provides similar weekday commuter ferry service during the winter months, and daily passenger-only ferry service for 11 to 16 hours a day between April and October.

The Marine Operating appropriation unit is A46250 and is located in Fund 000004591.

## 2017-2018 Problems, Opportunities, and Priorities

The Marine Division provides passenger only ferry service in support of Regional Mobility. The Division is unable to financially sustain present operations beyond 2016. In 2017, projected operating expenditures are \$7.4 million, while projected revenues are \$4.2 million, leaving a gap of \$3.2 million. The division is using a multi-faceted approach to overcoming this gap by pursuing revenue solutions while looking for opportunities to increase efficiency of service delivery.

The most significant action that can improve the financial situation for the Marine Division is to increase the current property tax levy from approximately 0.3 cents to 1.25 cents per \$1,000 of assessed value. This is expected to generate \$9.2M over the biennium, enough to cover the operational funding gap noted above as well as provide funding for Marine's Capital Improvement Program (CIP). Along with increasing the levy, the passenger fares for service are proposed to increase by \$0.50 in early 2018, which follows current fare practices.

The 2017-2018 biennial budget includes an increase in efficiency for the Division. The 2015-2016 biennial budget included additional staffing to crew the new larger vessels and during design of the new vessels, King County worked with the vessel designer and U.S. Coast Guard regulators and later demonstrated the ability to operate safely with a crew of three versus the budgeted crew of four. This represents a biennial savings of \$613,000 and a reduction of 3.0 FTEs, helping reduce expenditures and narrowing the gap described above.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

The Marine Division has taken steps to ensure equitable access to the Water Taxi by instituting a low income fare in 2015 and by printing West Seattle route schedules in Spanish. The two new vessels put into service in 2015 feature many new accessibility accommodations for riders including Americans with Disabilities Act (ADA) compliant restrooms, wheelchair tie-downs, visual monitors displaying text versions of onboard announcements, tactile guidance signage, and more. The new King County Water Taxi Terminal at Pier 50, which will start construction in the next biennium as part of Washington State Ferries' Seattle Multimodal Terminal project, will provide fully accessible connectivity to all terminal amenities and many modes of transportation.

### Strategic Climate Action Plan (SCAP)

The Marine Division has taken the following actions to meet the SCAP goals:

- Increasing ridership: Experienced a 10 percent increase in 2015 and trending toward even higher passenger growth in 2016.
- Using biodiesel fuel: Began purchasing fuel with 10 percent biofuel (B10) content in 2015.
- New vessels: The two new vessels introduced in the 2015-2016 biennium are powered by highly efficient Tier-3 engines, adhering to strict Environmental Protection Agency (EPA) emissions standards.

- In 2017-2018, the Division will further its SCAP efforts by:
- Increasing its biofuel content from 10 to 20 percent.
- Replacing the engines in the M/V Spirit of Kingston with energy efficient Tier 3 engines.
- Constructing the new terminal facility at Pier 50 in downtown Seattle to achieve Green Building platinum standards. Some of the features include daylight harvesting (natural light), LED lighting, natural ventilation and radiant heat for passengers.

### Best Run Government

Since 2010, the Division has been aware that existing funding sources would not sustain operations in the long-term. The Division rose to the challenge and focused on operating as efficiently and effectively as possible, while providing safe, on-time and reliable ferry service, to increase ridership. Moreover, the Division has successfully obtained competitive federal grants over that time period. The two new vessels were 80 percent funded by federal grants (\$10.6 million secured) and the new maintenance facility received \$1.3 million of grant funding. Grants fund ongoing preventive maintenance of the vessels and the Division's backup vessel was an asset transferred at no cost from the Port of Kingston at the end of Kingston ferry service. Continuing this successful history of federal participation, the Division has earmarked grant funding of \$16.9 million to support construction of the new passenger ferry terminal facility at Colman Dock.

The voters in Kitsap County will have a measure on the November 2016 general election ballot for passenger only ferry service connecting the Kitsap Peninsula with the central business district in Seattle. If approved by the voters, Kitsap Transit's plan is to contract with King County to provide this service, fully funded by Kitsap Transit. This new service would support the region's public transportation needs and play a role in reducing congestion while providing an alternative transportation option. This service is not assumed in the 2017-2018 proposed budget.

### Capital Improvement Program

The Marine Division Capital Program provides for the planning, design, and acquisition of necessary infrastructure to deliver safe, reliable, customer-friendly, and fiscally responsible passenger-only ferry service in King County. The program accomplishes this by providing vessel moorage and maintenance facilities, maintaining vessels, preserving existing passenger terminals, and the planning, designing and construction of new vessels and passenger-only ferry terminal facilities. This infrastructure gives the Marine Division the physical capability to deliver passenger-only ferry services to its customers. In addition to funding from the King County Ferry property tax levy, significant federal grant funds have been secured to support the construction and acquisition of the capital improvement program.

## 2017-2018 Executive Proposed Operating Budget MARINE DIVISION (EN\_A46250)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>14,199,003</b>	<b>7,921,149</b>	<b>18.7</b>	<b>0.0</b>
Base Budget Adjustments	790,046	166,077	1.8	0.0
Decision Package Adjustments	3,173,683	9,798,492	(3.0)	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>18,162,732</b>	<b>17,885,718</b>	<b>17.5</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>18,163,000</b>	<b>17,886,000</b>	<b>25.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) New Vessel Staffing Adjustment Remove three vacant purser deckhand positions that are no longer needed to operate the new vessels. The Marine Division was able to demonstrate that they could safely operate the new vessels with less crew than originally required by the United States Coast Guard, hence the removal of these positions.	(614,817)	0	(3.0)	0.0
(DS_002) Passenger-only Ferry Facility Temporary Move Costs Cover incidental costs due to the temporary relocation of the Passenger-only Ferry (POF) facility during construction of the new Seattle Ferry Terminal at Colman Dock. The current POF facility will move from Pier 50 to Pier 52. Incidental costs include overtime, marketing and signage, moving equipment, and the rental or storage of equipment.	219,709	0	0.0	0.0
(DS_003) Implement Levy Rate Increase Increase the current property tax levy from .33 cents to 1.25 cents per \$1,000 of assessed property value effective January 1, 2017. This increase is needed in order to sustain current operations as the Division is no longer able to draw on reserves to stay afloat.	0	9,177,164	0.0	0.0



## 2017-2018 Executive Proposed Operating Budget

### MARINE DIVISION (EN\_A46250)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_004) Passenger Fare Increase in 2018 Increase the Regular Adult Fare \$0.50 per rider effective March 1, 2018. This is consistent with the current fare policy of increasing the passenger fare every two years with the last increase occurring in 2016.	0	198,142	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Marine Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	21,371	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Develop a Ridership Demand Model Develop a ridership demand model to aid in forecasting fare revenue and ridership trends as well as inform fare policy discussions.	200,000	0	0.0	0.0
(AC_002) Water Taxi Rebranding Update the King County Water Taxi brand as the current branding is from 2009 when this service was part of the King County Ferry District (KCFD). Due to the change in governance, rebranding the boats, uniforms, and other publically visible materials with the King County logo and a unique symbol or marking will help inform our customers that King County now runs the service.	144,000	0	0.0	0.0
(AC_003) Increase Biodiesel Fuel Usage Increase biodiesel fuel usage from a 10 percent biodiesel blend to a 20 percent biodiesel blend thereby reducing the Water Taxi's carbon footprint and helping King County achieve its energy goals in the Strategic Climate Action Plan.	46,302	0	0.0	0.0
(AC_004) Transfer to Construction Fund Transfer funds to the Marine Division Construction Fund to fund capital projects.	2,790,000	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Management & Support Technical Changes Adjust several service and intragovernmental accounts in the Management and Support section to better reflect recent years' actual spending patterns and projected needs.	98,958	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget**  
**MARINE DIVISION (EN\_A46250)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_002) Vessel Maintenance Technical Changes Adjust several labor, supply, and service accounts in the Vessel Maintenance section to better reflect recent years' actual spending patterns and projected needs.	(150,090)	0	0.0	0.0
(TA_003) Vashon Operations Technical Changes Adjust several wage and benefit accounts in the Vashon Operations section to better reflect recent years' actual spending patterns and projected needs.	133,117	0	0.0	0.0
(TA_004) West Seattle Operations Technical Changes Adjust several wage and benefit accounts in the West Seattle Operations section to better reflect recent years' actual spending patterns and projected needs.	161,987	0	0.0	0.0
(TA_005) Shoreside Operations Technical Changes Adjust several labor, supply, and service accounts in the Shoreside Operations section to better reflect recent years' actual spending patterns and projected needs.	32,079	0	0.0	0.0
(TA_010) Net Zero Adjustments Net zero changes loaning labor out of the Management and Support section and loaning in to the Shoreside Operations and Vessel Maintenance sections.	0	0	0.0	0.0
(TA_050) Revenue Adjustments Revise revenues to match current forecasts. Revisions better reflect grant revenue sources and shifts more of the revenue collection from cash to ORCA cards as more passengers are using ORCA to ride the boat.	0	423,186	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	6,000	0	0.0	0.0
<b>Central Rate Adjustments</b>	85,067	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	3,173,683	9,798,492	(3.0)	0.0

**2017-2018 Proposed Financial Plan  
Marine Operating Fund/000004591**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	-	<b>2,541,216</b>	<b>2,264,202</b>	<b>1,416,816</b>
<b>Revenues</b>				
Taxes	2,371,716	11,520,002	12,103,253	12,696,197
Federal/State Grants	1,420,168	1,634,380	1,568,306	1,568,306
Passenger Fares/Cash Fares	4,062,883	1,740,093	1,790,977	1,939,156
ORCA Fares		2,991,243	3,476,603	3,764,244
Miscellaneous Revenue	34,297			
<b>Total Revenues</b>	<b>7,889,064</b>	<b>17,885,718</b>	<b>18,939,140</b>	<b>19,967,903</b>
<b>Expenditures</b>				
Management & Support	(3,304,003)	(4,046,106)	(4,045,938)	(4,299,251)
Shoreside Operations	(2,291,805)	(2,514,451)	(2,656,882)	(2,823,629)
Vessel Operations & Maintenance	(7,529,510)	(8,812,175)	(9,252,686)	(9,833,109)
Debt Service <sup>4</sup>			(941,020)	(941,020)
Transfer to Construction Fund		(2,790,000)	(2,890,000)	(1,950,000)
<b>Total Expenditures</b>	<b>(13,125,318)</b>	<b>(18,162,732)</b>	<b>(19,786,526)</b>	<b>(19,847,009)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>5</sup></b>				
Transfer from King County Ferry District	5,777,470			
Transfer from Marine Construction	2,000,000			
<b>Total Other Fund Transactions</b>	<b>7,777,470</b>	-	-	-
<b>Ending Fund Balance</b>	<b>2,541,216</b>	<b>2,264,202</b>	<b>1,416,816</b>	<b>1,537,710</b>
<b>Reserves<sup>6</sup></b>				
Rainy Day Reserve (45 days)	(820,332)	(960,796)	(1,056,033)	(1,118,563)
<b>Total Reserves</b>	<b>(820,332)</b>	<b>(960,796)</b>	<b>(1,056,033)</b>	<b>(1,118,563)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>1,720,884</b>	<b>1,303,407</b>	<b>360,783</b>	<b>419,147</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Estimated reflects actuals through May 2016 from EBS GL 10 Reports and estimated expenses through December 2016 and are consistent with the Budgetary Fund Balance figures published by FBOD. There is no beginning fund balance for 2015-2016 because these funds were still located with the King County Ferry District (KCFD) at the beginning of 2015. Footnote 5 details how funds were transferred from the KCFD to the Marine Division.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth based on PSB Financial Planning Expenditure Assumptions and Guidance updated 3/8/2016 and reflect the most recent estimates, including outyear impacts of supplementals, if applicable.

<sup>4</sup> The Marine Division will issue debt to fund capital projects in 2018 leading to debt service payments beginning in 2019. Currently anticipated to be \$7,000,000 at 3% interest for 20 years, primarily for the Seattle Ferry Terminal with a life of 60 years.

<sup>5</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance and the transfer from the King County Ferry District upon its fund closure, which required a net added transfer of \$2,000,000 from the Marine Construction fund to Operating fund to place remaining fund balance primarily in the operating fund.

<sup>6</sup> The Marine Division is using a 45 day calculation of a single year expenditure appropriation, excluding the transfer to capital fund appropriation to arrive at the Rainy Day Reserve.

This plan was updated by John Walsh on 8/31/16.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3591 KC MARINE CONST - Marine Division

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1111713	<b>MD VESSEL PRESERVATION</b> STANDALONE		\$0	Vessel Preservation - The Vessel Preservation project is part of the CIP six year plan to provide major vessel maintenance to extend the useful life of the vessel assets. Budget appropriation will be requested in the 2019-20 budget cycle.
1111716	<b>MD TERMINAL IMPROVEMENTS</b> STANDALONE		\$180,000	Terminal Improvements - This project will make improvements to the operating terminals and maintenance facility, and make capital improvements to fare collection methods aimed at safety, customer comfort, and efficiency.
1111718	<b>MD SEATTLE FERRY TERMINAL</b> STANDALONE		\$20,700,933	<p>Seattle Ferry Terminal - The overall project will include all aspects of designing and constructing a new permanent passenger-only facility (POF) on the southern edge of the expanded Washington State Ferries (WSF) terminal, vehicle holding lanes. It includes an interim POF terminal location to allow passenger ferry operations during construction. The WSF Colman Dock preservation project includes replacement of their ferry terminal building, Slip #3 overhead loading and expansion of their vehicle holding lanes as well as the replacement of the adjacent Pier 50 passenger-only ferry (POF) facility. The POF is operated by the King County Marine Division, and will be owned by King County upon completion.</p> <p>WSF will manage the project utilizing a General Contractor/Construction Manager delivery method and the King County Marine Division will monitor, review and approve activities related to the design and construction of the POF facility.</p>
1111720	<b>MD MARINE GENERAL CAPITAL</b> ADMIN	✓	\$21,578	Marine General Capital - Covers the cost of CIP oversight services provided to the Marine Division's CIP projects by the King County Auditor's Office.
1111723	<b>MD TERMINAL PRESERVATION</b> STANDALONE		\$0	Terminal Preservation - The Terminal Preservation project is part of the CIP six year plan to provide terminal maintenance to extend the useful life of the terminal assets. Budget appropriation will be requested in the 2019-20 budget cycle.
1129116	<b>MD Float Replacement</b> STANDALONE		\$5,287,897	Float Replacement - To replace the existing Pier 50 POF mooring float that is nearing the end of its useful life. The float is critical to safely operating the King County's POF service, the mooring of vessels and the safe and efficient boarding and disembarking of passengers.
1129117	<b>MD Float Expansion</b> STANDALONE		\$0	<p>Float Expansion - King County will assume ownership of the Pier 50 Seattle POF Terminal upon completion at the end of 2018. This new shoreside terminal will accommodate the expected ridership growth of the King County Water Taxi.</p> <p>The Float (dock) expansion project will expand the floats capacity which is critical to meeting the increased demand for of the water taxi services and instrumental in executing safe and efficient queueing to embark and disembark passengers.</p> <p>Budget appropriation will be requested in the 2019-20 budget cycle.</p>
1129118	<b>MD Grant Contingency</b>		\$5,000,000	Grant Contingency - As allowed by Title 4A of the King County Code, this project has been established to provide capital appropriation in

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

	ADMIN			anticipation of a new or existing Marine capital project that has received funds from a grant donor or other external funding source or from a combination of external funds and county matching funds. (Ord. 17929 § 59, 2014)
1129119	<b>MD Emergent Need Contingency</b> ADMIN		\$1,250,000	Emergent Need Contingency - As allowed by Title 4A of the King County Code, this project has been established to provide capital appropriation for an existing project that is included in the Marine capital fund's six year capital improvement program for costs that were not anticipated at the time of budget adoption. (Ord. 17929 § 21, 2014)
1129120	<b>MD Spirit Engine Replacement</b> STANDALONE		\$626,150	Spirit Engine Replacement - This project replaces four (4) main propulsion engines on the King County POF vessel, Spirit of Kingston. The current Spirit of Kingston engines are EPA Tier 2 and this project replaces existing engines with new EPA Tier 3 engines, each developing 800 HP while maintaining fuel efficiency, power requirements, and providing substantial reductions to air pollutants including diesel particulate matter (PM), hydrocarbons (HC) and nitrogen oxides (NOx).
1129121	<b>MD W Sea Terminal Relocation</b> STANDALONE		\$0	West Seattle Terminal Relocation - The existing West Seattle Terminal location at Seacrest Dock is a short term location and leased from the City of Seattle. This project is has been established to plan, design and construct a new West Seattle POF Terminal, during the 2019-20 budget cycle.
1129122	<b>MD Maint Facility Relocation</b> STANDALONE		\$0	Maintenance Facility Relocation - Future appropriation will be requested to relocate the POF Moorage and Maintenance Facility. The current location at Pier 48 is through a lease with the Washington State Department of Transportation with an anticipated need to vacate the existing space during the 2019-20 Biennium.
<b>3591 - KC MARINE CONST</b>		<b>Total</b>	<b>\$33,066,558</b>	
<b>Grand Total</b>			<b>\$33,066,558</b>	

**2017-2018 Proposed Financial Plan  
KC Marine Construction/000003591**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	1,032,654		1,032,654	-	-
R3310 - Federal Grants-Direct	3,106,438	18,252,005	21,358,443	6,692,067	800,000
R33XX - Federal Grants-Indirect		2,000,000	2,000,000		
R3340 - State Grants	-	-	-	-	-
R3600 - Miscellaneous Revenue		35,000	35,000	35,000	35,000
Transfer from Capital to Operating					
Interfund Borrowing/Bond Service		9,989,553	9,989,553		
Transfer from Operating to Capital		2,790,000	2,790,000	3,138,017	1,915,000
<b>Total Capital Revenue</b>	<b>\$ 4,139,092</b>	<b>\$ 33,066,558</b>	<b>\$ 37,205,650</b>	<b>\$ 9,865,084</b>	<b>\$ 2,750,000</b>
<b>Capital Appropriation:</b>					
Seattle Ferry Terminal	(3,883,048)	(20,700,933)	(24,583,981)	-	-
Float Replacement		(5,287,897)	(5,287,897)		
Spirit Engine Replacement		(626,150)	(626,150)	-	-
Grant Contingency		(5,000,000)	(5,000,000)		
Emergent Need Contingency		(1,250,000)	(1,250,000)		
Other Vessel Projects	(114,449)		(114,449)	(1,000,000)	(1,000,000)
Other Terminal & Facility Projects	(141,595)	(201,578)	(343,173)	(8,865,084)	(1,750,000)
<b>Total Capital Appropriation</b>	<b>\$ (4,139,092)</b>	<b>\$ (33,066,558)</b>	<b>\$ (37,205,650)</b>	<b>\$ (9,865,084)</b>	<b>\$ (2,750,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>793</b>	<b>793</b>		<b>897,143</b>	<b>1,117,226</b>	<b>619,209</b>
<b>Capital Funding Sources</b>						
R3310 - Federal Grants-Direct	3,894,755	5,181,876	-	19,470,820	6,692,067	800,000
R33XX - Federal Grants-Indirect				2,000,000		
R3340 - State Grants						
R3600 - Miscellaneous Revenue	25,172	35,000	-	35,000	35,000	35,000
Interfund Borrowing/Bond Service				7,000,000		
Transfer from Operating to Capital (tax levy)				2,790,000	2,890,000	1,950,000
<b>Total Capital Revenue</b>	<b>\$ 3,919,927</b>	<b>\$ 5,216,876</b>	<b>\$ -</b>	<b>\$ 31,295,820</b>	<b>\$ 9,617,067</b>	<b>\$ 2,785,000</b>
<b>Capital Expenditures</b>						
Seattle Ferry Terminal	(649,726)	(2,162,093)	-	(24,583,981)		
Float Replacement			-	(5,287,897)		
Spirit Engine Replacement				(626,150)		
Grant Contingency						
Emergent Need Contingency				(250,000)	(250,000)	(250,000)
Other Vessel Projects	(4,272,582)	(4,282,582)			(1,000,000)	(1,000,000)
Other Terminal & Facility Projects	(679,469)	(699,469)		(327,709)	(8,865,084)	(1,750,000)
<b>Total Capital Expenditures</b>	<b>\$ (5,601,777)</b>	<b>\$ (7,144,144)</b>	<b>\$ -</b>	<b>\$ (31,075,737)</b>	<b>\$ (10,115,084)</b>	<b>\$ (3,000,000)</b>
<b>Other Fund Transactions<sup>7</sup></b>						
Transfer from King County Ferry District	4,823,618	4,823,618				
Transfer from Capital to Operating	(2,000,000)	(2,000,000)	-			
<b>Ending Fund Balance</b>	<b>\$ 1,142,561</b>	<b>\$ 897,143</b>	<b>\$ -</b>	<b>\$ 1,117,226</b>	<b>\$ 619,209</b>	<b>\$ 404,209</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves<sup>9</sup></b>						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ 1,142,561</b>	<b>\$ 897,143</b>	<b>\$ -</b>	<b>\$ 1,117,226</b>	<b>\$ 619,209</b>	<b>\$ 404,209</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects yearend inception to date appropriation estimated balances or actual balance as reported by the PA\_105, RUG - PA, GL 33 reports.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-16 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 05/31/2016, using EBS RUG PA Project Expenditure Detail & Summary report.

<sup>5</sup> 2015-16 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance and the transfer from the King County Ferry District upon its fund closure, which required an additional transfer from the Marine Construction fund to Operating fund to place remaining fund balance primarily in the operating fund.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> All reserves are indicated on the Operating Financial Plan, Marine Division has no capital fund reserves.  
This plan was updated by John Walsh on 8/31/16.

# ROAD SERVICES DIVISION

## Mission

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Manage the unincorporated King County road system through focused investment of available resources to facilitate the movement of people, goods and services, and respond to emergencies.

## Overview

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The Road Services Division (Roads) is responsible for all County-owned roads, bridges, and related infrastructure in the unincorporated area of the County, and the division is tasked with meeting the road-related transportation needs of a very large and diverse service area. The County's many bridges are an integral part of the road system, as are other components such as sidewalks and pathways, bike lanes, guardrails, drainage and water quality facilities, traffic control equipment, and traffic cameras. The division's organizational structure consists of the Director's Office and three sections: Maintenance, Engineering Services, and Strategic Business Operations. Overall, the division is organized to focus on key functions and skill sets that best meet the strategic plan goals of safety and regulatory compliance and ensure that key resources are available to respond to unplanned failures and emergencies.

Roads is experiencing a substantial and sustained funding gap due to municipal annexations, ongoing impacts of the 2008 recession, declines in gas tax revenues, the effects of voter initiatives, and an aging bridge and road system. In this fiscal environment, critical safety work is the top priority. Available resources are focused on reacting to the highest risks associated with the deteriorating road system. Even with this focus, Roads will have to limit the use of or close assets in the future.

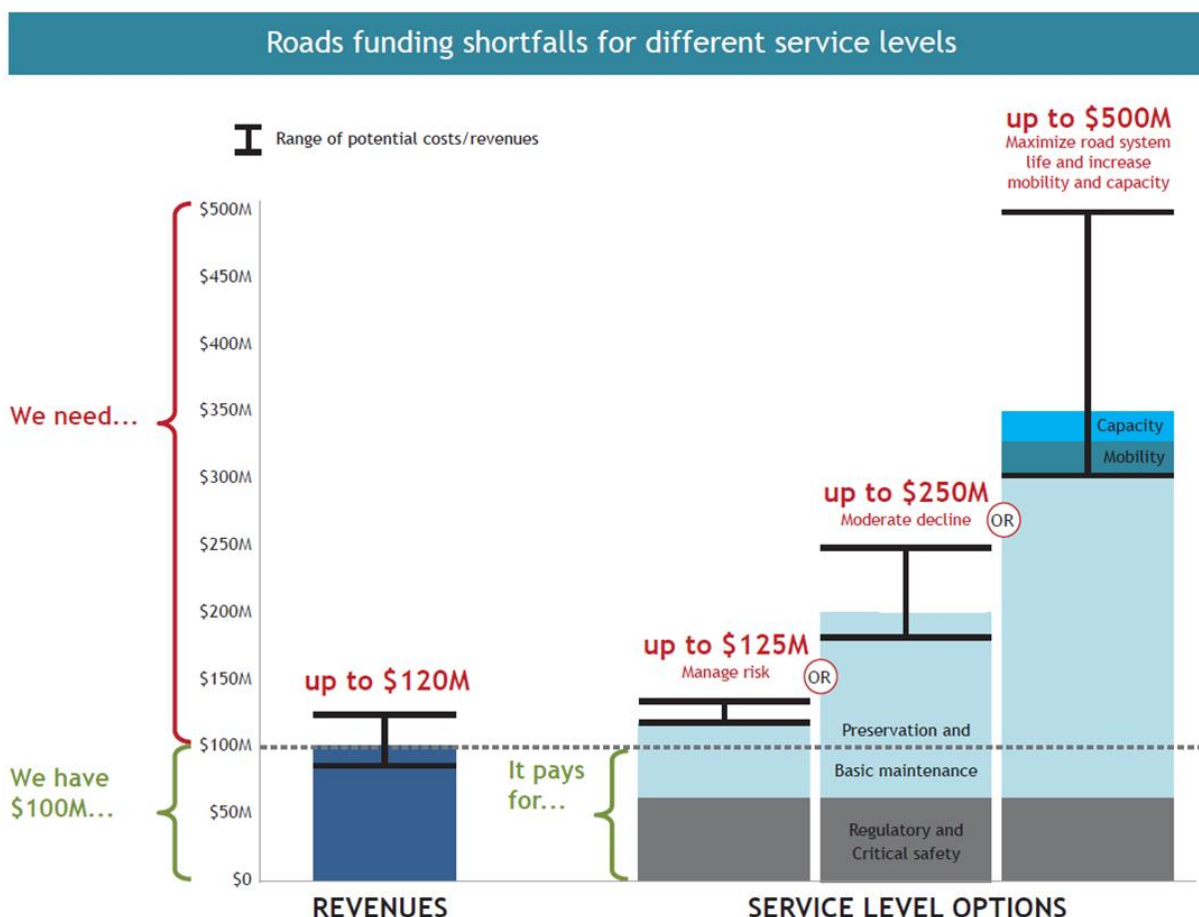
To reduce the impact of the funding gap, Roads continues to implement efficiencies in both the approach to the work and the equipment and materials used. Reductions to work groups that provide maintenance, engineering, and administrative support to the road system occurred in previous budget cycles, and Roads has reached a stable staffing level consistent with the funding projections for the next several years. The division also limited its commitments to provide engineering, project management, and general maintenance work for cities and other agencies in order to fully focus the agency on keeping County roads and bridges as safe and functional as possible.

## 2017-2018 Problems, Opportunities, and Priorities

### Obtaining Financial Sustainability

Roads is funded through three primary sources: unincorporated area property taxes, federal and state grants, and the gas tax. The dedicated property tax provides the largest portion of funding for Roads. The property tax is tied to the assessed value of properties in unincorporated King County. During the recession, property values in the unincorporated area dropped sharply. While the economy has recovered, future growth in property tax revenues is limited by state law, which restricts the growth of property taxes generally to one percent per year plus new construction.

A financial consultant recently estimated that it would cost upwards of \$400 to \$500 million annually for a period of more than ten years to fully address the current backlog of road system needs, embark on an asset management program that produces the lowest life cycle costs, and meet road capacity, mobility, and non-motorized needs. Based upon current forecasts, the division estimates that the average revenue for the next ten years is about \$100 million annually. The funding gap is illustrated below.





In August 2015, County Executive Dow Constantine and Councilmember Kathy Lambert invited a panel of regional leaders and community members to meet and explore solutions for maintaining and preserving the aging bridge and road system in unincorporated King County. Following a series of briefings and discussions, the resulting Bridges and Roads Task Force made several findings and recommendations, including:

- **Revenue:** The County needs new authority from the state legislature for a fair, non-regressive countywide revenue tool that is tied to inflation, that is sustainable over the long-term, and that provides a benefit to both cities and the county.
- **Infrastructure:** The County should work to transfer urban road segments that are orphaned (i.e. parts of roads completely surrounded by cities that were not transferred from county responsibility) and Potential Annexation Areas (PAAs) within the growth boundaries of cities into those jurisdictions. This may require additional authority from the state legislature and support for recipient cities.
- **Further Study:** The County should study other funding options that are based on utilization and address the overall decline in gas tax revenues caused by fuel efficiency gains and reduced fuel consumption. These alternatives could include taxes or fees based on various road pricing options including vehicle miles traveled, congestion pricing, and/or tolling.
- **Outreach:** The County should expand outreach to all stakeholders to increase awareness of the problems Roads faces.

### Investing in Safety and Reacting to Risk

As established in the Strategic Plan for Roads Services (SPRS), safety is the number one priority for Roads. This priority drives the agency's budget, business planning, and daily operations. The 2017-2018 proposed budget priorities are based upon state and Federal Highway Administration (FHA) adopted American Association of State Highway and Transportation Officials (AASHTO) design standards that provide a guide for safety investments. Using standardized criteria, projects are given priority rankings, and efforts are selected and scheduled based upon these rankings and available funding.

### Managing Water

Managing polluted stormwater runoff poses a major challenge for King County and jurisdictions throughout the Puget Sound basin. Polluted stormwater degrades water quality and adversely impacts ecosystems. Most of the existing stormwater conveyance system runs under the road network, and unmanaged stormwater on roadways not only impairs water quality but also damages road infrastructure.

King County must comply with National Pollutant Discharge Elimination System (NPDES) permit requirements and the County has a Surface Water Management (SWM) program with an associated fee to enforce the NPDES permit requirements, reduce flooding, maintain stormwater infrastructure, and address stormwater-related water quality impairment. Recent studies illustrate that the costs of addressing stormwater runoff in King County and more broadly in the Puget Sound region, far exceed the funds available from existing SWM fees and other funding sources. Given inadequate resources, the County and cities across the Puget Sound basin will need to find ways to better coordinate and plan programs and explore new and innovative funding sources and approaches to managing stormwater.

### **Addressing Facility Needs**

The division evaluated its maintenance facilities as part of the SPRS 2015 update. The evaluation identified the need to deliver maintenance services more efficiently, identified needed repairs, and guided the process of facility consolidation. In 2014, Roads consolidated facilities and redrew maintenance district boundaries. Roads moved out of three facilities and staff were consolidated into the remaining six facilities. Roads is currently addressing many needed repairs, including the replacement of failing roofs, siding, windows, HVAC systems, and minor repairs to a number of facilities, and a consultant is currently evaluating siting alternatives for replacement facilities in northeast King County and on Vashon Island. In addition, Roads is constructing nine covered sand and salt storage facilities to support snow and ice control services.

Despite these improvements, additional work remains. Some maintenance facilities have been surrounded by urban growth and no longer allow for efficient and time sensitive service delivery to the current service area. These facilities may need to be relocated in the future. The 2017-2018 budget proposal includes funding for a site master plan for the Roads' maintenance headquarters campus located in Renton. This campus also houses several other County agency users. The City of Renton is requiring a master plan before permitting further improvements that are needed by Roads and its tenant agencies.

### **Maximizing Current Workforce**

Over the past several years, the Roads' fiscal condition resulted in reductions in service and significant staff layoffs. Creating stability in the workforce is essential to supporting productivity and effectiveness. In the 2015-2016 biennial budget development process, staffing levels were adjusted to a point that was sustainable over the 6 year planning horizon. The 2015-2016 biennium was a period of learning what a smaller, sustainable division should look like, including service, work program, and staffing mixes. In response to the lessons learned during this period, Roads is proposing the addition of 19 positions in the 2017-2018 biennium to address staffing needs in areas such as traffic safety engineering, mandatory bridge inspections, mandatory environmental mitigation monitoring, infrastructure asset management, and implementation of Bridges and Roads Task Force recommendations.

Roads is also embracing the findings of the 2015 employee survey and is investing in employee communication and creating development opportunities for all employees.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

Roads integrates equity and social justice (ESJ) principles into agency business operations and budgeting in the following ways:

- Prioritizing emergency snow and ice response along Metro's highest priority transit snow routes since these may be the only source of transportation available to lower-income residents.
- Designing division communications and public engagement processes that are culturally relevant for diverse communities, including those with limited English proficiency.
- Using partnerships with other King County or external agencies, community groups, and non-profit organizations to better understand community needs and obtain community input.
- As funding or grant opportunities permit, providing road-related capital improvements that serve the needs of communities whose residents are low-income, racially/ethnically diverse, or have limited English proficiency. Past examples have included using grants to fund the construction of sidewalks in low-income, racially/ethnically diverse areas.
- Evaluating division projects and programs using census data and other relevant demographic and community data.
- Improving internal recruitment and hiring processes to encourage diversity, expand opportunities, and provide ESJ training opportunities to staff.

### Strategic Climate Action Plan (SCAP)

Future shifts in climate are anticipated to increase the volume of stormwater as well as flooding intensities within King County's waterways and system of stormwater drainage assets. King County's road right-of-way contains drainage assets and facilities that Roads maintains to limit the damaging effects of water to roadways. When drainage assets need replacement, Roads installs larger sized culverts and pipes to accommodate future anticipated increases in storm flow. Ancillary habitat benefits of these larger sized conveyances may include improved fish passage and, in some cases, upsized wildlife movement corridors under the roadways during dry seasons. Projects incorporate native plants and bio-swales, which improve water infiltration and water quality. When feasible, projects are also designed to increase overall tree cover and habitat complexity within the project area.

Other SCAP goal areas that are advanced through Roads projects and programs include:

- Transportation/Land Use - sidewalk projects increase opportunities for non-motorized travel.
- Buildings and Facilities Energy - upgrades to and consolidation of maintenance facilities reduce energy consumption, as do recently completed LED conversion projects.
- Green Building - all Roads capital projects are reviewed early in the design process to maximize project efficiencies and sustainability outcomes.
- Consumption and Materials Management - Roads employs a coordinated approach to waste reduction and actively seeks opportunities to reduce, reuse, and recycle materials.

Roads has a long history of incorporating principles of sustainability into its delivery of projects and programs. Coordinated waste reduction strategies employed by Roads programs result in re-use of materials on site, salvaging of materials offsite, and recycling, when possible. For example, Roads vector solids and road sweepings are used as daily cover at the Cedar Hills Landfill and Roads has used recycled road concrete for the Dockton Seawall on Vashon Maury Island.

### Best Run Government

In response to its ongoing funding crisis and consistent with the King County Executive's Best Run Government initiative, Roads has evaluated its business, work locations, tools, equipment, and materials. Services and service levels have been evaluated and modified as a result of this work. Some examples of improvements to operational processes include:

- Maximized asset data collection by centralizing staff and eliminating duplicate data collection
- Replaced manual travel time data collection with data purchased from a traffic data vendor
- Streamlined records management functions and reduced storage needs for old records
- Worked with unions to identify contract and work efficiencies
- Re-organized maintenance division boundaries to improve travel time and crew complements
- Transferred orphan roads to cities and vacated roads to other agencies/property owners

Additional improvements focused on underlying support activities include:

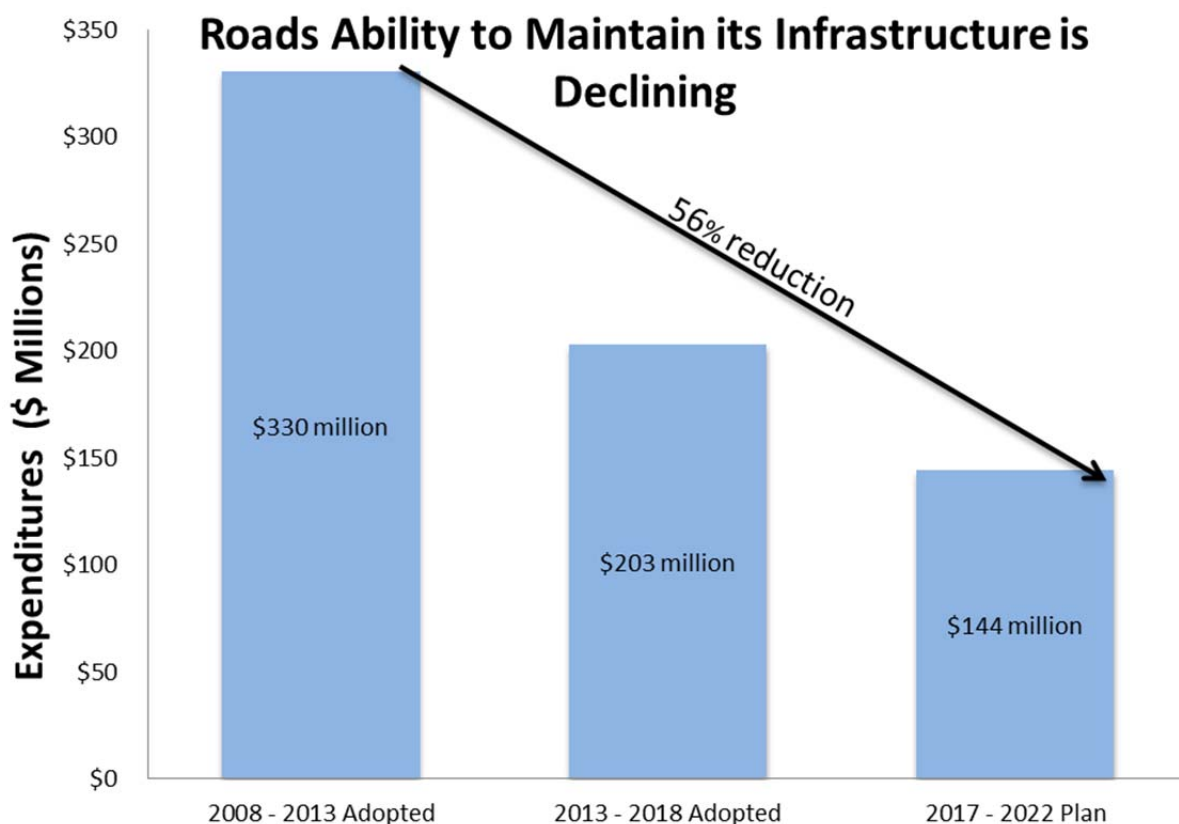
- Consolidated maintenance facilities and formed partnerships with WSDOT to share facilities
- Reduced fleet inventory by more than 20 percent, eliminating underutilized equipment
- Reduced radios, computers, telephones, and other operating equipment
- Converted County-owned street lighting to LED technology to reduce energy costs
- Implemented a state-of-the-industry asset management and work order system, replacing more than fifty data silos with a single system and saving an estimated \$1.2 million per year in process efficiencies.

## Capital Improvement Program

As a result of the resource constraints described previously, the County's road system continues to deteriorate. Deferred maintenance and preservation will lead to an increase in the cost to repair these roads and associated infrastructure in the future. According to AASHTO, every one dollar spent to keep a road in good condition avoids six to fourteen dollars needed later to rebuild the same road once it has deteriorated prematurely.

The 2017-2022 capital improvement program is informed by the priorities identified in the SPRS as well as the Bridge Needs Report, the Transportation Needs Report, the guardrail priority array, and the 2016 High Collision Locations and High Collision Road Segments reports. Within existing resources – a constraint that has necessitated a significant decrease in overall capital spending (see chart) – the capital program focuses on drainage and roadway preservation, bridge maintenance, guardrail preservation and construction, clear zone and high collision area safety, and emergency responses to emergent risks.

To enhance the transparency of fund management and facilitate compliance with reporting requirements, the program was restructured with the use of two new funds, the County Road Construction Fund and the County Road Major Maintenance Fund. These funds will better define which projects are new construction and which are considered maintenance activities.



## 2017-2018 Executive Proposed Operating Budget ROADS (EN\_A73000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>173,933,519</b>	<b>201,342,718</b>	<b>345.5</b>	<b>2.0</b>
Base Budget Adjustments	2,174,109	(1,069,246)	0.0	(1.0)
Decision Package Adjustments	12,260,918	22,575,645	18.0	5.0
<b>2017-2018 Executive Proposed Budget</b>	<b>188,368,546</b>	<b>222,849,117</b>	<b>363.5</b>	<b>6.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>188,369,000</b>	<b>222,850,000</b>	<b>363.5</b>	<b>6.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) WLRD Loan Out Staffing Add staffing to address increases in the Water and Land Resources Division's (WLRD) maintenance program.	(255)	0	4.0	0.0
(DS_002) Roads Direct Service Staffing Adjust Roads direct service staffing to support agency Strategic Plan for Roads Services (SPRS) and Line of Business Plan priorities. In the 2015-2016 biennial budget development process, staffing levels were adjusted to a point that was sustainable at least over the 6 year planning horizon. During the 2015-2016 biennium Roads has learned more about what a smaller, sustainable division would look like with regard to both the work program and staffing mix. This change adds staff consistent with those learnings and addresses staffing needs relative to capital program drainage and facilities work.	1,463,343	0	2.0	3.0
(DS_005) King County Sheriff's Office Transfer Adjust the Roads Services Division transfer to the King County Sherriff's Office to the statutorily allowed level.	3,000,000	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### ROADS (EN\_A73000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_120) Central Climate Change Costs Update Adjust the Roads Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	5,343	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Roads Staffing Adjust Roads staffing to support agency Strategic Plan for Roads Services (SPRS) and Line of Business Plan priorities. In the 2015-2016 biennial budget development process, staffing levels were adjusted to a point that was sustainable at least over the 6 year planning horizon. During the 2015-2016 biennium Roads has learned more about what a smaller, sustainable division would look like with regard to both the work program and staffing mix. This change adds staff consistent with those learnings. and address staffing needs in areas such as traffic safety engineering, mandatory bridge inspections, mandatory environmental mitigation monitoring, infrastructure asset management, and implementation of Bridges and Roads Task Force recommendations.	4,553,898	0	12.0	2.0
(AC_002) Engineering Consulting Engage specialized engineering consultant services to meet mandated bridges rating and traffic count requirements during the 2017-2018 biennium. This is a one-time add.	320,000	0	0.0	0.0
(AC_003) Engineering Services Equipment Make capital equipment purchases to replace aging or obsolete technical engineering equipment in the Road Services Division Materials Lab, Survey Unit, and Traffic Management center. This change is a one-time add.	201,000	0	0.0	0.0
(AC_005) Facilities Master Plan Dedicate funding to support development of a facility master plan for the Renton campus.	200,000	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Roads Maintenance Ongoing Program Allocate maintenance and traffic resources to appropriate internal cost centers and accounts for ongoing field operations	0	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### ROADS (EN\_A73000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_002) Transfer of Costs to Operating Budget Transfer costs from the capital program budget to the operating budget. Operating impacts are partially offset by reductions to the transfer from operating to the capital program. Transferred costs include the following: -Full hard funding of Roads Engineering Services -Facilities Major Maintenance budget moved to operating -Ongoing ITS costs moved to operating -ES ongoing slope studies and non-labor budget moved to operating.	4,950,808	0	0.0	0.0
(TA_003) Roads City Contract Services Adjust costs associated with regional services provided by Roads to contract city customers including changes in labor rates, equipment rates, and minor shifts in demand from individual cities. This item is revenue backed.	206,344	206,342	0.0	0.0
(TA_004) Roads Labor Distribution and Miscellaneous Changes Recalculation and application of updated burden rates. Adjustment of appropriation for retirement pay outs.	561,754	0	0.0	0.0
(TA_005) Surface Water Fee Reflect current estimate of changes to Roads for the surface water utility fee.	4,548,674	0	0.0	0.0
(TA_006) DOT Directors Office Allocation Account for DOT Directors Office cost allocation to the Roads Services Division.	38,255	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	22,369,303	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(1,010,000)	0	0.0	0.0
(TA_115) Annualization Related to South Park Bridge Operations Incorporate one year of South Park Bridge bridge tender costs in budget consistent with annexation assumptions.	1,000,000	0	0.0	0.0



## 2017-2018 Executive Proposed Operating Budget

### ROADS (EN\_A73000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	28,000	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	153,600	0	0.0	0.0
(TA_200) Community Services Area (CSA) Contribution Update Update this agency's costs in the CSA's cost allocation model, which is based on projected CSA staff hours per agency over the biennium. Overall costs for the program increased due to the growth in labor costs (general wage increase, benefits) and central rates.	(22,802)	0	0.0	0.0
<b>Central Rate Adjustments</b>	(7,937,044)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	12,260,918	22,575,645	18.0	5.0

## 2017-2018 Executive Proposed Operating Budget ROADS CONSTRUCTION TRANS (EN\_A73400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>55,940,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	15,140,000	0	0.0	0.0
Decision Package Adjustments	(41,480,000)	0	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>29,600,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>29,600,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_002) Road Services Division Capital Transfer Align the transfer from the Roads operating fund to the Roads capital fund with the planned capital expenditures.	(41,480,000)	0	0.0	0.0
<b>Central Rate Adjustments</b>	0	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>(41,480,000)</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan**  
**Road Services Operating /000001030**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>19,889,311</b>	<b>11,606,313</b>	<b>16,486,884</b>	<b>12,652,150</b>
<b>Revenues</b>				
Property Tax	162,356,542	175,539,949	170,321,123	184,265,224
Gas Tax	25,492,373	25,400,000	25,398,003	25,384,662
Utility Inspection -- Fee for Service	2,293,577	2,320,300	2,472,104	2,689,276
Reimbursable	11,823,359	12,588,868	13,423,848	14,598,796
Operating Grant Revenue	231,005	-	-	-
Grant Contingency	-	2,000,000	2,000,000	2,000,000
Sale of land	1,139,748	-	-	-
Other Revenues	6,101,346	5,000,000	5,000,000	5,000,000
<b>Total Revenues</b>	<b>209,437,950</b>	<b>222,849,117</b>	<b>218,615,078</b>	<b>233,937,958</b>
<b>Expenditures</b>				
Roads Base Operating Budget	(119,416,234)	(146,591,796)	(153,964,613)	(167,096,461)
Transfer to Sherriff / GF	(12,000,000)	(15,000,000)	(12,000,000)	(12,000,000)
Surface Water Utility Fee Transfer	(9,387,479)	(13,889,000)	(13,889,000)	(13,889,000)
Operating Debt Services	(18,986,110)	(11,887,750)	(11,596,199)	(11,267,064)
South Park Bridge Operations	(1,991,125)	(1,000,000)	-	-
<b>Total Expenditures</b>	<b>(161,780,948)</b>	<b>(188,368,546)</b>	<b>(191,449,812)</b>	<b>(204,252,525)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Roads Transfer to CIP	(55,940,000)	(29,600,000)	(31,000,000)	(26,600,000)
<b>Total Other Fund Transactions</b>	<b>(55,940,000)</b>	<b>(29,600,000)</b>	<b>(31,000,000)</b>	<b>(26,600,000)</b>
<b>Ending Fund Balance</b>	<b>11,606,313</b>	<b>16,486,884</b>	<b>12,652,150</b>	<b>15,737,583</b>
<b>Reserves<sup>5</sup></b>				
Cash Flow Reserve(s)	(7,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
<b>Total Reserves</b>	<b>(7,000,000)</b>	<b>(10,000,000)</b>	<b>(10,000,000)</b>	<b>(10,000,000)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>4,606,313</b>	<b>6,486,884</b>	<b>2,652,150</b>	<b>5,737,583</b>

**Financial Plan Notes**

<sup>1</sup> 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth reflect the most recent estimates.

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance and annual transfer to the Road Division CIP Fund.

<sup>5</sup> Cash flow reserve is consistent with current financial policies.

<sup>6</sup> This plan was updated by S. De Wys on 9/14/2016.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1129582	<b>RSD EMERGENT NEED 3855</b> ADMIN		\$2,500,000	Emergent Need Contingency Project for Fund 3855 - This project provides funding for existing projects that experience unforeseen circumstances such as accelerations or delays.
1129583	<b>RSD GRANT CONTINGENCY 3855</b> ADMIN		\$10,000,000	Grant Contingency Project for Fund 3855 - This project provides appropriation authority reflecting potential contingent grant sources that may be awarded.
1129584	<b>RSD CWP QUICK RESPONSE</b> PROGRAMMATIC		\$5,000,000	Countywide Quick Response Program - This project allows Roads to respond to emerging needs of citizens and the roadway system. The Quick Response master project supplies funds for sub-projects that require immediate attention, including emergency repairs associated with storm damage or other infrastructure deterioration or damage, unanticipated pedestrian or vehicle safety needs, or other emerging issues.
1129585	<b>RSD CWP ROADWAY PRESERVATION</b> PROGRAMMATIC		\$15,800,000	Countywide Roadway Preservation Program - This program preserves the roadway infrastructure using cost effective resurfacing treatments and minor roadway rehabilitation to extend the useful life of existing roadways.
1129586	<b>RSD CWP DRAINAGE PRESERVATION</b> PROGRAMMATIC		\$7,000,000	Countywide Drainage Preservation Program - This program funds replacement and preservation of aging drainage systems and associated roadway features in compliance with current codes and standards. Projects involve replacing failed systems as well as implementation of new pipe or catch basins to collect water that is adversely affecting the road system or private property.
1129587	<b>RSD CWP GUARDRAIL PRESERVATION</b> PROGRAMMATIC		\$4,800,000	Countywide Guardrail Preservation Program - This program identifies and prioritizes existing guardrail to be refurbished or upgraded to current standards. Program work includes installing guideposts on the guardrail according to federal standards and raising guardrail to current standard height recommendations.
1129588	<b>RSD CWP BRIDGE PRIORITY MAINT</b> PROGRAMMATIC		\$1,000,000	Countywide Bridge Priority Maintenance - This project funds high priority preservation and maintenance projects to keep the aging bridge inventory serviceable and safe for the traveling public. Project activities may include load upgrades, scour mitigation, re-decking, bridge rail repairs or retrofits, superstructure and substructure repairs, painting, etc.
1129589	<b>RSD CWP CLEAR ZONE SAFETY</b> PROGRAMMATIC		\$1,000,000	Countywide Clear Zone Safety Program - This program promotes the safety of the roadway network by removing roadside obstacles within the clear zone of the road right-of-way. This program will identify and remove or mitigate non-yielding or non-breakaway objects that are more than 6 inches high, such as trees, boulders, stumps, mailboxes, fences and utility poles in the clear zone. The clear zone is an area clear of objects for a minimum of 10 feet from the outside painted lane edge line on roads without curbing.
1129590	<b>RSD CWP HIGH COLLISION SAFETY</b> PROGRAMMATIC		\$4,000,000	Countywide High Collision Safety Program - This program improves the safety of the roadway network by making improvements to reduce the rate of collisions on roads in unincorporated King County. Improvements include, but are not limited to, traffic control signs and pavement markings.
1129591	<b>RSD CWP SCHOOL ZONE SAFETY</b> PROGRAMMATIC		\$800,000	Countywide School Zone Safety Program - This program improves the safety of students, pedestrians and others using roads near schools in unincorporated King County by implementing traffic calming measures as

## CAP SUMMARY REPORT

### 2017-2018 Biennial - Executive Proposed

				needed, including safety-related signs, marked crosswalks, radar activated speed signs, flashing beacons or paved sidewalks.
1129841	<b>RSD CIP OVERSIGHT 3855 ADMIN</b>		\$34,595	CIP Oversight Project - This project funds the costs for the Capital Projects Oversight Committee.
<b>3855 - COUNTY ROAD MAJOR MAINTENANCE Total</b>				<b>\$51,934,595</b>
<b>3865 KING COUNTY ROAD CONSTRUCTION - Roads Services Division</b>				
Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1129592	<b>RSD EMERGENT NEED 3865 ADMIN</b>		\$600,000	Emergent Need Contingency Project for Fund 3865 - This project provides funding for existing projects that experience unforeseen circumstances such as accelerations or delays.
1129593	<b>RSD GRANT CONTINGENCY 3865 ADMIN</b>		\$5,000,000	Grant Contingency Project for Fund 3865 - This project provides appropriation authority reflecting potential contingent grant sources that may be awarded.
1129594	<b>RSD CWP GUARDRAIL CONSTRUCTION PROGRAMMATIC</b>		\$1,350,000	Countywide Guardrail Construction Program - This program designs and constructs new guardrail systems.
1129595	<b>RSD OLD CASCADE/MILLER BR WEST STANDALONE</b>		\$2,300,000	Old Cascade Highway/Miller River Bridge West Improvements Project - This project makes drainage and pavement improvements on Old Cascade Highway and constructs a turnaround on the highway at the west bank of the Miller River.
1129596	<b>RSD OLD CASCADE/MILLER BR EAST STANDALONE</b>		\$2,750,000	Old Cascade Highway/Miller Bridge East Improvements Project - This project makes drainage and pavement improvements on Old Cascade Highway and constructs a turnaround on the highway at the east bank of the Miller River.
1129597	<b>RSD ISS HBRT RD@CDR GROV RND BT STANDALONE</b>		\$0	Issaquah Hobart Road and Cedar Grove Road Roundabout Project - This project constructs a roundabout at the intersection of Issaquah Hobart Road SE and Cedar Grove Road SE.
1129598	<b>RSD ISS HBRT RD@MAY VLLY RND BT STANDALONE</b>		\$0	Issaquah Hobart Road and May Valley Road Roundabout Project - This project constructs a roundabout at the intersection of Issaquah Hobart Road SE and SE May Valley Road.
1129599	<b>RSD RENTON AVE PH III SIDEWALK STANDALONE</b>		\$3,200,000	Renton Avenue Phase III Sidewalk Project - This project constructs a sidewalk on the west side of Renton Avenue S between 68th Avenue S and S 112th Street, a paved walking surface on the east side of Renton Avenue between 68th Avenue S and S 116th Place, and bicycle lanes on each side of Renton Avenue within the project area.
1129600	<b>RSD HIGHLINE SCH DIST IMPRV MNT STANDALONE</b>		\$5,250,000	Highline School District Improvements Project - This project constructs a sidewalk and a bicycle lane on the west side of 8th Avenue SW from SW 102nd Street to SW 108th Street, a sidewalk and a bicycle lane on the north side of SW 102nd Place between 4th Avenue SW and 6th Avenue SW, a sidewalk on the east side of 6th Avenue SW from SW 102nd Street to just south of SW 100th Street, and a parking area on the west side of this area. In addition, the project installs beacons at pedestrian crossings and pathways surrounding Mount View Elementary, White Center Heights

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

				Elementary, and Cascade Middle schools and funds community outreach and education about the improvements.
1130260	<b>RSD SW 108&amp;8 AV SW ROUNDABOUT</b> STANDALONE		\$792,000	SW 108th Street and 8th Avenue SW Roundabout Project - This project designs and constructs a mini-roundabout at 8th Avenue SW and SW 108th Street, including a rectangular rapid flashing beacon at the west crosswalk, improvements to the sidewalks, ramps to be compliant with the Americans with Disabilities Act, and other safety improvements.
1130261	<b>RSD SE176&amp;SE171 WAY ROUNDABOUT</b> STANDALONE		\$340,000	SE 176th Street and SE 171st Way Roundabout Project - This project designs and constructs a mini-roundabout at the intersection of SE 176th Street and SE 171st Way, modify sidewalks and reconstruct ramps to be compliant with the Americans with Disabilities Act.
1130303	<b>RSD CIP OVERSIGHT 3865</b> ADMIN		\$14,093	Capital Improvement Program Oversight Fund 3865 - This project funds the costs for the Capital Projects Oversight Committee.
<b>3865 - KING COUNTY ROAD CONSTRUCTION</b>		<b>Total</b>	<b>\$21,596,093</b>	
<b>Grand Total</b>			<b>\$73,530,688</b>	

**2017-2018 Proposed Financial Plan  
County Road Major Maintenance Fund / 000003855**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Federal Aid Urban System Road Grant	-	15,800,000	15,800,000	-	-
Contribution - Surface Water Management	-	4,489,959	4,489,959	4,489,959	4,489,959
Contribution - County Road Fund	-	27,944,636	27,944,636	28,710,041	24,610,041
Contribution - Real Estate Excise Tax	-	3,000,000	3,000,000	-	-
Road Construction - Other Government	-	700,000	700,000	700,000	700,000
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 51,934,595</b>	<b>\$ 51,934,595</b>	<b>\$ 33,900,000</b>	<b>\$ 29,800,000</b>
<b>Capital Appropriation:</b>					
Emergent Need 3855	-	(2,500,000)	(2,500,000)	(1,550,000)	(1,400,000)
Grant Contingency 3855	-	(10,000,000)	(10,000,000)	-	-
Quick Response	-	(5,000,000)	(5,000,000)	(7,000,000)	(8,000,000)
Roadway Preservation	-	(15,800,000)	(15,800,000)	(11,000,000)	(11,000,000)
Drainage Preservation	-	(7,000,000)	(7,000,000)	(6,000,000)	(6,000,000)
Guardrail Preservation	-	(4,800,000)	(4,800,000)	(2,950,000)	-
Bridge Priority Maintenance	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Clear Zone Safety	-	(1,000,000)	(1,000,000)	(1,600,000)	(1,600,000)
High Collision Safety	-	(4,000,000)	(4,000,000)	(2,000,000)	-
School Zone Safety	-	(800,000)	(800,000)	(800,000)	(800,000)
CIP Oversight	-	(34,595)	(34,595)	-	-
<b>Total Capital Appropriation</b>	<b>\$ -</b>	<b>\$ (51,934,595)</b>	<b>\$ (51,934,595)</b>	<b>\$ (33,900,000)</b>	<b>\$ (29,800,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>6</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>					<b>519,271</b>	<b>1,231,730</b>
<b>Capital Funding Sources</b>						
Federal Aid Urban System Road Grant	-	-	-	15,290,000	510,000	-
Federal Bridge Grant	-	-	-	-	-	-
Washington State Department of Transportation Grant	-	-	-	-	-	-
Rural Arterial Program Road Grant	-	-	-	-	-	-
Contribution - Surface Water Management	-	-	-	4,489,959	4,489,959	4,489,959
Contribution - County Road Fund	-	-	-	24,703,907	29,250,000	25,710,000
Contribution - Real Estate Excise Tax	-	-	-	3,000,000	-	-
Road Construction - Other Government	-	-	-	700,000	700,000	700,000
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,183,866</b>	<b>\$ 34,949,959</b>	<b>\$ 30,899,959</b>
<b>Capital Expenditures</b>						
Emergent Need 3855	-	-	-	(2,500,000)	(1,550,000)	(1,400,000)
Grant Contingency 3855	-	-	-	(10,000,000)	-	-
Quick Response	-	-	-	(5,000,000)	(6,000,000)	(7,000,000)
Roadway Preservation	-	-	-	(12,210,000)	(12,475,000)	(12,105,000)
Drainage Preservation	-	-	-	(6,700,000)	(6,000,000)	(6,000,000)
Guardrail Preservation	-	-	-	(4,560,000)	(3,042,500)	(147,500)
Bridge Priority Maintenance	-	-	-	(950,000)	(1,000,000)	(1,000,000)
Clear Zone Safety	-	-	-	(950,000)	(1,570,000)	(1,600,000)
High Collision Safety	-	-	-	(4,000,000)	(1,800,000)	(200,000)
School Zone Safety	-	-	-	(760,000)	(800,000)	(800,000)
CIP Oversight	-	-	-	(34,595)	-	-
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (47,664,595)</b>	<b>\$ (34,237,500)</b>	<b>\$ (30,252,500)</b>
<b>Other Fund Transactions</b>						
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 519,271</b>	<b>\$ 1,231,730</b>	<b>\$ 1,879,189</b>
<b>Fund Balance designated to current projects<sup>7</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (519,271)</b>	<b>\$ (1,231,730)</b>	<b>\$ (1,480,000)</b>
<b>Reserves</b>						
Grant Contingency						
Cash Flow						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projected Shortfall</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 399,189</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover is null because this is a new fund.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 (or 2017-2018) Biennial-to-Date Actuals are null because this is a new fund.

<sup>5</sup> 2015-2016 (or 2017-2018) Estimated values are null because this is a new fund.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund. It is anticipated that once the projects in the former Roads capital funds are complete, there will be some revenue that can be transferred to this fund.

<sup>8</sup> This plan was updated by S. De Wys on 09/14/2016

**2017-2018 Proposed Financial Plan  
King County Road Construction Fund / 000003865**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2015-2016 Carryforward (YE ITD Balance)<sup>1</sup></b>	<b>2017-2018 Proposed<sup>2</sup></b>	<b>2017-2018 Total (Balance + Budget)</b>	<b>2019-2020 Estimated<sup>3</sup></b>	<b>2021-2022 Estimated<sup>3</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Federal Aid Urban System Road Grant	-	5,000,000	5,000,000	-	-
Federal Emergency Management Agency Grants	-	3,250,000	3,250,000	-	-
Washington State Department of Transportation Grants	-	8,450,000	8,450,000	6,000,000	-
Contribution - County Road Fund	-	4,896,093	4,896,093	1,750,000	890,000
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ 21,596,093</b>	<b>\$ 21,596,093</b>	<b>\$ 7,750,000</b>	<b>\$ 890,000</b>
<b>Capital Appropriation:</b>					
Emergent Need 3865	-	(600,000)	(600,000)	(400,000)	(40,000)
Grant Contingency 3865	-	(5,000,000)	(5,000,000)	-	-
Guardrail Construction	-	(1,350,000)	(1,350,000)	(1,350,000)	(850,000)
Old Cascade Hwy/Miller River Bridge Approaches	-	(5,050,000)	(5,050,000)	-	-
Issaquah Hobart Rd Roundabouts	-	-	-	(6,000,000)	-
Sidewalk Improvements	-	(8,450,000)	(8,450,000)	-	-
County Roundabouts	-	(1,132,000)	(1,132,000)	-	-
CIP Oversight	-	(14,093)	(14,093)	-	-
<b>Total Capital Appropriation</b>	<b>\$ -</b>	<b>\$ (21,596,093)</b>	<b>\$ (21,596,093)</b>	<b>\$ (7,750,000)</b>	<b>\$ (890,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2015-2016 Biennial to Date Actuals<sup>4</sup></b>	<b>2015-2016 Estimated<sup>5</sup></b>	<b>2017-2018 Biennial to Date Actual</b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Estimated<sup>6</sup></b>
<b>Beginning Fund Balance</b>		-	-	-	185,200	95,000
<b>Capital Funding Sources</b>						
Federal Aid Urban System Road Grant	-	-	-	5,000,000	-	-
Federal Emergency Management Agency Grants	-	-	-	3,250,000	-	-
Washington State Department of Transportation Grants	-	-	-	8,450,000	6,000,000	-
Contribution - County Road Fund	-	-	-	4,896,093	1,750,000	890,000
<b>Total Capital Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,596,093</b>	<b>\$ 7,750,000</b>	<b>\$ 890,000</b>
<b>Capital Expenditures</b>						
Emergent Need 3865	-	-	-	(600,000)	(400,000)	(40,000)
Grant Contingency 3865	-	-	-	(5,000,000)	-	-
Guardrail Construction	-	-	-	(1,255,000)	(1,350,000)	(900,000)
Old Cascade Hwy/Miller River Bridge Approaches	-	-	-	(5,050,000)	-	-
Issaquah Hobart Rd Roundabouts	-	-	-	-	(6,000,000)	-
Sidewalk Improvements	-	-	-	(8,450,000)	-	-
County Roundabouts	-	-	-	(1,041,800)	(90,200)	-
CIP Oversight	-	-	-	(14,093)	-	-
<b>Total Capital Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (21,410,893)</b>	<b>\$ (7,840,200)</b>	<b>\$ (940,000)</b>
<b>Other Fund Transactions<sup>7</sup></b>						
	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,200</b>	<b>\$ 95,000</b>	<b>\$ 45,000</b>
<b>Fund Balance designated to current projects<sup>8</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (185,200)</b>	<b>\$ (95,000)</b>	<b>\$ (45,000)</b>
<b>Reserves</b>						
Grant Contingency	-	-	-	-	-	-
Cash Flow	-	-	-	-	-	-
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover is null because this is a new fund.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 (or 2017-2018) Biennial-to-Date Actuals are null because this is a new fund.

<sup>5</sup> 2015-2016 (or 2017-2018) Estimated values are null because this is a new fund.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance.

<sup>8</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>9</sup> This plan was updated by S. De Wys on 09/14/2016.



# FLEET DIVISION

## Mission

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Department of Transportation's (DOT) Fleet Administration Division is a fleet services provider agency, committed to providing high-quality customer service and environmentally sound and cost-effective vehicles and equipment, materials, supplies, and asset management services. We encourage and empower our employees to achieve excellence.

## Overview

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Fleet Administration Division (Fleet) is an internal service organization within the Department of Transportation. The division manages three equipment rental and revolving funds, and the acquisition, maintenance, replacement, and disposal of approximately 2,500 fleet vehicles and other pieces of equipment. These support the County's services associated with the Sheriff, Roads, Parks, Wastewater, Water and Land Resources, and other agencies.

The Division purchases and warehouses a large and diverse inventory of construction materials and supplies, traffic signs, safety equipment, and hand tools. It also provides reimbursable stores, materials, and supplies and vehicle maintenance services to more than 50 local cities and jurisdictions.

Fleet Administration accounts for the County's personal property capitalized assets and disposes of all surplus personal property. It administers the County's take-home vehicle program and facilitates the annual vehicle utilization review process.

The Division is committed to the reduction of greenhouse gas emissions through clean vehicle purchases and best management practices.

Over the past year, Fleet has participated in the Line of Business planning process. The Fleet Line of Business (LoB) is a partnership between Fleet Administration, Solid Waste, and Airport. It incorporates the Executive's top strategic initiatives: Equity and Social Justice, Strategic Climate Action, and Best Run Government priorities. The focus of the work was a collaboration to identify actions and strategies to meet King County's Strategic Climate Action Plan (SCAP) targets.

## 2017-2018 Problems, Opportunities and Priorities

The Fleet Division is focusing on better serving its customers through better access to data through new system implementation of Automatic Vehicle Location (AVL) Technology, creating efficiencies, process improvements, and the implementation of a Lean program, and continued coordination with the other King County Fleets. Highlights for 2017-2018 for the Fleet Division include:

### Executive Policy Review

As identified in a 2015 Performance Audit conducted by the King County Auditor, there are a number of Executive Policies which provide specific guidance to Fleet Administration, many of which are more than ten years old. These policies will be reviewed and, if needed, will be updated in the next biennium to better serve Fleet and its customers. In this year's budget process, a pilot project was implemented to integrate the light duty vehicle utilization policy review through coordination with County Fleet agencies and the Office of Performance, Strategy and Budget (PSB).

### Preventive Maintenance Compliance

One of the key performance indicators established by the One King County Fleet Manager's Group is Preventive Maintenance (PM) compliance. Following a standard recommended maintenance schedule extends the life of the vehicle, increases availability, and reduces costs. Fleet continues to focus on increasing PM compliance with customers while minimizing the downtime of the vehicle as much as possible. Two groups of interest are field vehicles and the Sheriff's patrol vehicles. In addition to the expanded use of mobile service at remote locations, Fleet will collaborate with customers to identify more tailored solutions to increase PM compliance and reduce costs.

## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

The Fleet Division promotes Equity and Social Justice (ESJ) internally through several aspects of its business operations. The personal property section offers surplus County furniture free to local non-profit groups, allowing these organizations to do more with available resources. This program has grown in the recent years from 35 eligible organizations in 2013 to more than 400 eligible non-profits today. . The alternatives considered environmental equity, recognizing the impact that increased emissions have on populations living closer to major highways and arterials. These ESJ considerations were largely attributed to the estimated reduction in greenhouse gas emissions impacting communities where the County's vehicles and equipment operate.

Recognizing that the current employee pool is not representative of the overall County's population, diversity in hiring will continue to be a focus area the Division promotes and actively pursues over the biennium.

### Strategic Climate Action Plan (SCAP)

The strategic goals and targets related to King County's fleet operations are detailed in the County Operations section of the SCAP's Goal Area 1: "Transportation and Land Use". Specifically, Goal 1 states

“King County will increase the efficiency of its vehicle fleets and minimize their greenhouse gas emissions.” This goal has two targets that are addressed in this Line of Business (LoB) Plan.

- **Target 1:** In its vehicle operations (excluding Metro Transit fleet vehicles), King County will reduce normalized net energy use by at least 10 percent by 2020, compared to a 2014 baseline.
- **Target 2:** Across all vehicle operations, King County will increase the usage percentage of alternative fuels in its fleets by ten percent by 2025, compared to a 2014 baseline. Alternative fuels include electricity, biofuels, compressed natural gas, liquefied natural gas, hybrid, plug-in hybrid, battery drive, or propane.

In 2014, alternative fuels comprised approximately 2.9 percent of the County’s total vehicle fuel consumption. Transit’s vehicle fuel consumption comprises approximately 80 percent of the County’s overall fuel consumption in vehicle operations. In the baseline year, alternative fuels comprised 0.6 percent of the fuel consumed by the non-transit fleets discussed in this Line of Business Plan.

This Line of Business Plan provides a preliminary roadmap with specific actions to take in the 2017-2018 biennium to work towards the two targets for fleet operations. A total of six alternatives were selected to address the targets including:

- Purchasing bulk biodiesel;
- Replacing gasoline-powered vehicles with all-electric vehicles;
- Purchasing the most fuel efficient vehicle for the job;
- Converting Airport vehicles to operate using propane;
- Converting Solid Waste semi-tractors to operate using compressed natural gas (CNG); and
- Deploying a countywide Automatic Vehicle Location (AVL) system.

King County Fleets have begun implementing the LoB by evaluating more fuel efficient and alternative fueled or electric options prior to replacing any vehicle and will begin implementing the remaining alternatives in the 2017-2018 biennium. The first three alternatives above will be implemented by Fleet Administration using existing resources and will not require additional budget authority. The Airport Division is proposing to implement the propane conversions in its 2017-2018 budget request. Due to the complexity and uncertainty of the CNG alternative, the recommendation is to complete the pilot project that is currently underway and update the analysis with the results of the pilot. Finally, the AVL project is included in the agency proposed budget. Funding for AVL is included in all three Fleet funds as well as in the other county fleet programs, Solid Waste, Airport, and Transit.

**Countywide Automatic Vehicle Location Technology Implementation** Fleet Administration is partnering with all of the County’s fleet agencies including Fleet, Transit, Airport and Solid Waste on a County-wide IT project, Automatic Vehicle Location (AVL). This effort will allow King County to pursue a consistent, enterprise-wide system to address the County’s needs holistically that will support and leverage existing enterprise asset management systems and provide economy of scale.

This project will outfit approximately 1,600 non-revenue vehicles with leased telematics hardware with the ability to accommodate additional vehicles and equipment in the future. It will capture vehicle location and additional information including odometer readings, frequency of use, idle time, engine diagnostics, status and usage information of attachment hardware (e.g. plow and sweeper blade use, sanding equipment use). AVL telematics automate and expand data collection to drive decisions on operational issues such as: right-sizing the fleet; rotating, pooling or downsizing vehicles; optimizing routes; scheduling; dispatching the closest maintenance or support vehicle to an incident site; enhancing interagency coordination; and minimizing fuel consumption and greenhouse gas emissions.

This project includes a vendor-hosted software interface to view real-time data in a cloud-based platform, with the ability to configure the system for basic needs. In addition, the software service allows the ability for agencies to view their assigned vehicles with customized settings and import data into their existing systems without any intervention by Fleet Administration. Ready access to pre-formatted data and reports will provide the ability to proactively manage the County's fleet. Fleet customers who have expressed interest in using AVL to enhance their business includes Road Services, Parks, Public Health, Community Corrections, Records and Licensing, Assessments, Water and Land Resources, and King County Information Technology.

This system will reduce labor-intensive, error-prone manual data collection and provide real-time access to vehicle information.

### **Best Run Government**

The Fleet division has several initiatives that align with the Executive's Best Run Government initiative. Fleet's business plan includes several values that promote this initiative including:

- promoting effective management and efficient service delivery through open communication;
- facilitating collaboration and coordination;
- providing innovative approaches to service deliver and effective scheduling to support customer needs; and
- promoting employee growth and development.

The functional Line of Business approach between multiple divisions and departments was selected to promote cross collaboration and finding efficiencies to purchase, manage and maintain the County's Fleets. Highlighted below is further detail on Best Run Government items included in the Division's 2017-2018 work program that continue to promote collaboration and efficiency.

**One King County Fleet** This committee, led by Fleet management, has representatives from all separately managed fleets within the County: Transit, Solid Waste, Airport, and Fleet Administration. In addition to tracking and reporting out on agreed upon operational performance measures and targets, the committee members are becoming more familiar with each other's operations. Regular communication and discussion of common issues and goals is intended to lead to collaboration, standards, and efficiencies. Ongoing discussions with Solid Waste Division are exploring options and efficiencies using shared resources. A pilot program is underway to share staff resources in the areas of procurement, warranty, and accident management administration. These discussions are expected to evolve and result in additional shared resources.

**Lean Continuous Improvement Initiative** Fleet Administration hired a Lean consultant to train a group of 12 employees in continuous improvement and respect for people. The training was four full days over a four month timeframe and it was tailored to Fleet specific operations with homework to actively find efficiencies using the techniques learned. The remaining staff and supervisors will take basic continuous improvement training within the next few months. The goal is to build a culture of continuous improvement within the Division to enable employees to deliver more value to the customers served with existing resources, which helps create happier, more engaged employees.

**Leadership Development Program** Through focusing on its employees Fleet has implemented a successful leadership development program to help employees actively develop leadership and other necessary skills to take on more supervisory roles within the division. This will allow for more opportunities for employee growth and promotion but also for the division to promote internal hiring and retain institutional knowledge and experience.

**Vehicle Standards and Fair Practices** Fleet has deployed and enforced standards of vehicle replacements and purchases so that the agencies using the County's fleet vehicles are standardized, the appropriate fit for the function provided and promote fairness to all County employees using Fleet's services. Standardizing the fleet also will lead to efficiencies and cost savings in maintenance and repairs. In addition, by purchasing the appropriate vehicle for the function, this will in many cases reduce the size of the vehicle and/or the engine size leading to a more fuel efficient fleet.

## 2017-2018 Executive Proposed Operating Budget FLEET MANAGEMENT EQUIPMENT (EN\_A75000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>24,289,763</b>	<b>22,015,381</b>	<b>56.0</b>	<b>0.0</b>
Base Budget Adjustments	537,127	55,341	0.0	0.0
Decision Package Adjustments	3,394,345	517,649	(3.0)	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>28,221,235</b>	<b>22,588,371</b>	<b>53.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>28,222,000</b>	<b>22,589,000</b>	<b>53.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_106) Automatic Vehicle Location (AVL) IT Project Implement a county-wide initiative of Automatic Vehicle Location (AVL) technology on certain vehicles and equipment. The AVL technology will automate and expand timely data collection and inform decision making. Project details are included in the KCIT capital budget within project #1129703.	284,798	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Fleet Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNR, 45 percent DOT, and 4 percent FMD). Fleet transferred a position from their agency to the Executive Office to cover the Energy Policy & Partnerships Specialist position.	(166,872)	0	(1.0)	0.0
<b>Administrative Service Changes</b>				

## 2017-2018 Executive Proposed Operating Budget

### FLEET MANAGEMENT EQUIPMENT (EN\_A75000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_003) Maintenance Position Reduction Reduce two vacant maintenance positions to reflect current program needs. There will be no reduction in service to Fleet customers.	(405,407)	0	(2.0)	0.0
(AC_004) Lighting and Heating improvements Upgrade heating and lighting systems at the Renton maintenance shop. This project installs individual metering within Fleet space at the Renton Roads complex, replaces compact fluorescent light bulbs with light-emitting diode (LED) equivalents, replaces oil furnaces with higher-efficiency units and installs a heat pump in the office space. Project funding is requested as part of the Fund to Reduce Energy Demand (FRED) program because of the project's positive payback within the 10-year loan term.	85,000	85,000	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Vehicle/Equipment Replacement Adjust the replacement budget to allow for replacement of vehicles and equipment that are projected to reach the end of the economic useful life within the biennium.	3,288,580	0	0.0	0.0
(TA_002) Equipment Rental & Revolving Technical Adjustment Adjust various accounts based on historical and project expenditures for fuel, oil, grease, batteries, vehicle repairs, and other related vehicle costs.	(154,666)	0	0.0	0.0
(TA_050) Revenue Adjustment Increase revenue to reflect the current vehicle rental rates to be charged in the biennium; the rate is developed using full cost recovery of actual vehicles and equipment costs from the previous biennium. Update revenue collection assumptions for the sale of vehicles and equipment that will be retired from the fund within the biennium. Revenue from the sale of vehicles and equipment is estimated to be 8 to 12 percent of annual vehicle/equipment replacement expenditures. Update grant contingency revenue to reflect potential grant opportunities. Adjust interest revenues to reflect current investment pool projections.	0	432,649	0.0	0.0
<b>Central Rate Adjustments</b>	462,912	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	3,394,345	517,649	(3.0)	0.0

**2017-2018 Proposed Financial Plan**  
**Public Works Equipment Rental and Revolving Operating Fund / 000005570**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>10,025,000</b>	<b>11,150,740</b>	<b>6,364,513</b>	<b>5,103,002</b>
<b>Revenues</b>				
Sales of Stores & Materials	1,816,480	2,288,844	2,403,286	2,523,451
Investment Interest	118,681	161,883	275,736	460,440
Sale of Equipment	509,307	986,548	650,197	718,510
Other Miscellaneous Revenues	629,306	1,087,836	1,120,471	1,154,085
Vehicle Rental Revenues	15,780,103	16,191,846	18,215,827	20,492,805
Vehicle Rental Revenues Adjustments	-	-	-	-
Personal Property & Fixed Assets Revenues	1,761,786	1,671,414	1,754,985	1,842,734
Environmental Grants	-	200,000	-	-
Impaired Investments	2,626	-	-	-
<b>Total Revenues</b>	<b>20,618,288</b>	<b>22,588,371</b>	<b>24,420,502</b>	<b>27,192,026</b>
<b>Expenditures</b>				
Operating and Maintenance	(15,591,493)	(18,673,003)	(19,233,193)	(20,002,520)
Capital Equipment Replacement	(3,818,916)	(7,788,829)	(5,418,307)	(5,987,586)
ABT Debt Service	-	(76,690)	(39,495)	-
Personal Property & Fixed Assets	(1,575,812)	(1,670,061)	(1,773,069)	(1,881,049)
One Time Fund Balance Rebate	(6,327)	(12,654)	(6,517)	-
Intergovernmental Services	-	-	-	-
<b>Total Expenditures</b>	<b>(20,992,548)</b>	<b>(28,221,236)</b>	<b>(26,470,580)</b>	<b>(27,871,155)</b>
<b>Estimated Underexpenditures</b>	<b>1,500,000</b>	<b>846,637</b>	<b>788,568</b>	<b>842,306</b>
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>11,150,740</b>	<b>6,364,513</b>	<b>5,103,002</b>	<b>5,266,179</b>
<b>Reserves<sup>4</sup></b>				
Encumbrance Carryover Reserve <sup>a</sup>	(1,118,165)	(1,134,993)	(1,157,807)	(1,192,831)
Cash Flow Reserve(s)				
Projected Cost Variance Reserve <sup>b</sup>	(3,212,045)	(3,761,811)	(3,874,857)	(3,952,741)
<b>Total Reserves</b>	<b>(4,330,210)</b>	<b>(4,896,805)</b>	<b>(5,032,663)</b>	<b>(5,145,572)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>5</sup></b>	<b>6,820,530</b>	<b>1,467,708</b>	<b>70,338</b>	<b>120,607</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth outlined below and reflect the most recent estimates, including the outyear impact of supplementals.

<sup>a)</sup> Assumes Investment Pool Rate of Return Forecast from Office of Economic and Financial Analysis (OEFA).

<sup>b)</sup> Assumes sale of equipment is 12% of biennial capital expenditures.

<sup>c)</sup> Capital expenditures are based on replacement schedule based on established replacement standards for each type of

<sup>d)</sup> Assumes 12.5% biennial increase in rental revenue, 3% biennial increase in miscellaneous revenues, and 5% biennial increases in all other revenue categories and 3% increase in operating and maintenance costs in 2019-2020 and 4% increase in

<sup>4</sup> Provide a footnote that describes each reserve.

<sup>a</sup> Carryover Encumbrance Reserve is for capital vehicles and equipment ordered in one biennium but not received until the next biennium.

<sup>b</sup> Projected Cost Variance Reserve is based on 10% of the Projected Fleet Replacement Cost (PFRC) which is based on the recommendation by the County Auditor, it is used to offset anticipated fluctuations in order to maintain current levels of service.

<sup>5</sup> The target Fund Balance, as recommended by the County Auditor, is equal to a range of 10% to 20% of the Projected Replacement Cost of the fleet (PFRC). This Fund is currently within the recommended range. The Projected Cost Variance Reserve is at 10% or the low end of the recommended range.

<sup>6</sup> This plan was updated by Deanne Radke on 08/30/2016.



## 2017-2018 Executive Proposed Operating Budget FLEET MOTOR POOL (EN\_A78000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>29,023,291</b>	<b>26,744,636</b>	<b>19.0</b>	<b>0.0</b>
Base Budget Adjustments	(737,769)	113,774	0.0	0.0
Decision Package Adjustments	5,408,209	3,203,919	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>33,693,730</b>	<b>30,062,329</b>	<b>19.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>33,694,000</b>	<b>30,063,000</b>	<b>19.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_106) Automatic Vehicle Location (AVL) IT Project Implement a county-wide initiative of Automatic Vehicle Location (AVL) technology on certain vehicles and equipment. The AVL technology will automate and expand timely data collection and inform decision making. This represents Fleet's portion to fund a county-wide initiative to implement Automatic Vehicle Location (AVL) technology. Project details are included in the KCIT capital budget within project #1129703.	575,019	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Fleet Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNR, 45 percent DOT, and 4 percent FMD).	32,949	0	0.0	0.0
<b>Technical Adjustments</b>				

**2017-2018 Executive Proposed Operating Budget  
FLEET MOTOR POOL (EN\_A78000)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(TA_001) Vehicle/Equipment Replacement Adjust the replacement budget to allow for replacement of vehicles and equipment that are projected to reach the end of the economic useful life within the biennium.	3,011,014	0	0.0	0.0
(TA_002) Motor Pool Technical Adjustment Adjust various accounts based on historical and project expenditures for fuel, oil, grease, batteries, vehicle repairs, and other related vehicle costs.	2,724,420	0	0.0	0.0
(TA_050) Revenue Adjustments Increase revenue to reflect the current vehicle rental rates to be charged in the biennium; the rate is developed using full cost recovery of actual vehicles and equipment costs from the previous biennium. Update revenue collection assumptions for the sale of vehicles and equipment that will be retired from the fund within the biennium. Revenue from the sale of vehicles and equipment is estimated to be 8 to 12 percent of annual vehicle/equipment replacement expenditures. Update grant contingency revenue to reflect potential grant opportunities. Adjust interest revenues to reflect current investment pool projections.	0	3,203,919	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	204,976	0	0.0	0.0
<b>Central Rate Adjustments</b>	(1,140,170)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>5,408,209</b>	<b>3,203,919</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan  
Motor Pool Equipment Rental and Revolving  
Operating Fund / 000005580**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>10,550,000</b>	<b>11,848,960</b>	<b>9,228,368</b>	<b>9,785,715</b>
<b>Revenues</b>				
Garage Services & Supplies	338,875	589,243	618,705	649,641
Investment Interest	113,166	270,357	396,943	532,724
Sale of Equipment	916,246	877,684	747,719	596,493
Other Miscellaneous Revenues	492,317	486,444	510,766	536,305
Contribution other funds/Other Financing Sources	251,577	391,374	410,943	431,490
Vehicle Rental Revenues	24,558,803	27,447,225	29,926,451	32,651,140
<b>Total Revenues</b>	<b>26,670,984</b>	<b>30,062,327</b>	<b>32,611,528</b>	<b>35,397,792</b>
<b>Expenditures</b>				
Operating and Maintenance	(17,770,723)	(22,351,681)	(23,692,782)	(25,114,349)
Capital Equipment Replacement	(8,226,806)	(11,171,052)	(9,346,488)	(7,456,162)
ABT Debt Service	(38,310)	-	-	-
One Time Fund Balance Rebate	(120,888)	(170,998)	-	-
<b>Total Expenditures</b>	<b>(26,156,726)</b>	<b>(33,693,731)</b>	<b>(33,039,270)</b>	<b>(32,570,511)</b>
<b>Estimated Underexpenditures</b>	<b>784,702</b>	<b>1,010,812</b>	<b>985,090</b>	<b>971,296</b>
<b>Other Fund Transactions</b>				
CAFR Adjustments	-	-	-	-
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>11,848,960</b>	<b>9,228,368</b>	<b>9,785,715</b>	<b>13,584,292</b>
<b>Reserves<sup>5</sup></b>				
Encumbrance Carryover Reserve <sup>a</sup>	(115,951)	(119,429)	(124,857)	(132,461)
Cash Flow Reserve(s)				
Projected Cost Variance Reserve <sup>b</sup>	(4,022,806)	(4,587,478)	(4,866,856)	(5,163,247)
<b>Total Reserves</b>	<b>(4,138,757)</b>	<b>(4,706,907)</b>	<b>(4,991,713)</b>	<b>(5,295,708)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>c</sup></b>	<b>7,710,203</b>	<b>4,521,460</b>	<b>4,794,002</b>	<b>8,288,584</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth outlined below and reflect the most recent estimates, including the outyear impact of supplementals.

<sup>a)</sup> Assumes Investment Pool Rate of Return Forecast from Office of Economic and Financial Analysis (OEFA).

<sup>b)</sup> Assumes sale of equipment is 8% of biennial capital expenditures.

<sup>c)</sup> Capital expenditures are based on replacement schedule based on established replacement standards for each type of vehicle.

<sup>d)</sup> Assumes 9% biennial increase in rental revenue and 6% biennial increase in operating and maintenance costs and miscellaneous revenues.

<sup>5</sup> Provide a footnote that describes each reserve.

<sup>a</sup> Carryover Encumbrances is for capital vehicles and equipment ordered in the current biennium but not received until the next biennium.

<sup>b</sup> Projected Cost Variance Reserve is based on 10% of the Projected Fleet Replacement Cost (PFRC) which is based on the recommendation by the County Auditor, it is used to offset anticipated fluctuations in order to maintain current levels of service.

<sup>c</sup> The target Fund Balance, as recommended by the County Auditor, is equal to a range of 10% to 20% of the Projected Replacement Cost of the fleet (PFRC). This Fund is currently within the recommended range. The Projected Cost Variance Reserve is at 10% or low end of the recommended range.

<sup>6</sup> This plan was updated by Deanne Radke on 08/30/2016

## 2017-2018 Executive Proposed Operating Budget FLEET WASTEWATER ERANDR (EN\_A13700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>4,723,769</b>	<b>6,731,610</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(300,435)	341,996	0.0	0.0
Decision Package Adjustments	4,913,849	2,021,887	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>9,337,183</b>	<b>9,095,493</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>9,338,000</b>	<b>9,096,000</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_106) Automatic Vehicle Location (AVL) IT Project Implement a county-wide initiative of Automatic Vehicle Location (AVL) technology on certain vehicles and equipment. The AVL technology will automate and expand timely data collection and inform decision making. This represents Fleet's portion to fund a county-wide initiative to implement Automatic Vehicle Location (AVL) technology. Project details are included in the KCIT capital budget within project #1129703.	140,710	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Fleet Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNR, 45 percent DOT, and 4 percent FMD).	10,262	0	0.0	0.0
<b>Technical Adjustments</b>				

**2017-2018 Executive Proposed Operating Budget  
FLEET WASTEWATER ERANDR (EN\_A13700)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_001) Vehicle/Equipment Replacement Adjust the replacement budget to allow for replacement of vehicles and equipment that are projected to reach the end of the economic useful life within the biennium.	4,463,829	0	0.0	0.0
(TA_002) Wastewater Equipment Rental & Revolving Technical Adjustment Adjust various accounts based on historical and project expenditures for fuel, oil, grease, batteries, vehicle repairs, and other related vehicle costs.	462,837	0	0.0	0.0
(TA_050) Revenue Adjustments Increase revenue to reflect the current vehicle rental rates to be charged in the biennium; the rate is developed using full cost recovery of actual vehicles and equipment costs from the previous biennium. Update revenue collection assumptions for the sale of vehicles and equipment that will be retired from the fund within the biennium. Revenue from the sale of vehicles and equipment is estimated to be 8 to 12 percent of annual vehicle/equipment replacement expenditures. Update grant contingency revenue to reflect potential grant opportunities. Adjust interest revenues to reflect current investment pool projections.	0	2,021,887	0.0	0.0
<b>Central Rate Adjustments</b>	(163,789)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	4,913,849	2,021,887	0.0	0.0

**2017-2018 Proposed Financial Plan**  
**Wastewater Equipment Rental and Revolving / Fund 000005441**

Category	2015-2016 Estimated <sup>1</sup>	2017-2018 Proposed Budget <sup>2</sup>	2019-2020 Projected <sup>3</sup>	2021-2022 Projected <sup>3</sup>
<b>Beginning Fund Balance</b>	<b>7,823,000</b>	<b>9,942,960</b>	<b>9,701,269</b>	<b>12,821,321</b>
<b>Revenues</b>				
Investment Interest	94,249	179,659	314,407	597,360
Sale of Equipment	365,172	449,302	229,139	254,011
Other Miscellaneous Revenues	76,398	30,900	32,304	34,272
Vehicle Rental Revenues	6,963,530	8,235,631	8,863,598	9,772,117
Grant Revenues	-	200,000	-	-
<b>Total Revenues</b>	<b>7,499,349</b>	<b>9,095,492</b>	<b>9,439,448</b>	<b>10,657,759</b>
<b>Expenditures</b>				
Operating and Maintenance	(2,558,616)	(3,250,904)	(3,455,157)	(3,665,577)
Capital Equipment Replacement	(2,820,773)	(6,086,279)	(2,864,239)	(3,175,133)
<b>Total Expenditures</b>	<b>(5,379,388)</b>	<b>(9,337,183)</b>	<b>(6,319,396)</b>	<b>(6,840,710)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	<b>9,942,960</b>	<b>9,701,269</b>	<b>12,821,321</b>	<b>16,638,371</b>
<b>Reserves<sup>5</sup></b>				
Allowance for Inventory <sup>a</sup>	(2,132)	(2,196)	(2,296)	(2,436)
Expenditure Reserves				
Cash Flow Reserves				
Projected Cost Variance Reserve <sup>b</sup>	(2,555,417)	(3,327,673)	(3,462,111)	(3,601,981)
<b>Total Reserves</b>	<b>(2,557,549)</b>	<b>(3,329,869)</b>	<b>(3,464,407)</b>	<b>(3,604,416)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance<sup>6</sup></b>	<b>7,385,411</b>	<b>6,371,400</b>	<b>9,356,914</b>	<b>13,033,954</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

<sup>3</sup> Outyear projections assume revenue and expenditure growth outlined and reflect the most recent estimates, including the ou

<sup>a)</sup> Assumes Investment Pool Rate of Return Forecast from Office of Economic and Financial Analysis (OEFA).

<sup>b)</sup> Assumes sale of equipment is 8% of annual capital expenditures.

<sup>c)</sup> Capital expenditures are based on replacement schedule based on established replacement standards for each type of vehi

<sup>d)</sup> Assumes 5% annual increase in rental revenue and 3% increase in operating and maintenance costs and miscellaneous reve

<sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance.

<sup>5</sup> Provide a footnote that describes each reserve.

<sup>a)</sup> 2015-2016 Carryover Encumbrances is for capital vehicles and equipment ordered in 2015 but not received until 2016.

<sup>b)</sup> Projected Cost Variance Reserve is based on 10% of the Projected Fleet Replacement Cost (PFRC) which is based on the recommendation by the County Auditor, it is used to offset anticipated fluctuations in order to maintain current levels of ser

<sup>6</sup> The target Fund Balance, as recommended by the County Auditor, is equal to a range of 10% to 20% of the Projected Fleet Replacement Cost (PFRC). This Fund is currently within the recommended range. The "Projected cost Variance Reserve" is the 10% of the recommended range.

<sup>7</sup> This plan was updated by Deanne Radke on 08/30/2016.

# KING COUNTY INTERNATIONAL AIRPORT

## Mission

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To invest in facilities and services that will actively support economic vitality for the region and generate a financial rate of return on the public's assets at Boeing Field by providing world-class facilities and outstanding customer service; productively engaging with the community and the aviation industry; ensuring that development and operations integrate environmentally-sensitive practices; and, fostering a supportive and collaborative culture that values, recognizes, and builds the capacity of its workforce.

## Overview

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King County International Airport (KCIA) has been serving King County and its citizens since 1928. KCIA is classified by the Federal Aviation Administration as a Class IV, Primary, Commercial Service, Non-Hub Reliever Airport. DOT Airport Division accommodates flights at KCIA by keeping the runways and taxiways accessible and in good condition and providing access to airside facilities that support general aviation including hangars, tie-downs, and other facilities. The Federal Aviation Administration (FAA) provides specific and comprehensive regulatory direction and manages the flow of air and ground traffic.

KCIA supports the economic vitality of the county by supporting over 16,000 jobs in the local economy and creating \$1 billion in labor income in King County. KCIA clients range from private pilots to corporate aircraft operations, aircraft manufacturers, government organizations, retailers, and wholesalers. It is home to over 150 tenant businesses such as the Boeing Company, United Parcel Service (UPS), Signature Flight Support, and Clay Lacy Aviation. Major products include Rental Real Estate and Airfield. Rental Real Estate encompasses managing nearly 600 acres of King County land and facilities at the airport while the Airfield product entails keeping the entire airside infrastructure in compliance with FAA and safety standards.

There are two appropriation units for the Airport Division: A71000 for Airport Operations and A71600 for the Transfer to the Airport Construction Fund.

## 2017-2018 Problems, Opportunities and Priorities

One of the Airport's priorities in the upcoming biennium is its organizational development and capacity, one of the key goals of its Strategic Plan. Recently several senior leadership positions have been filled - the Airport Director, Finance and Administrative Services Manager, and the Marketing and Business Development Manager – who, along with the Assistant Director, form the core of a leadership group to guide the Airport Division in the implementation of its Strategic Plan. Additional staffing actions are proposed below, which will contribute to the capacity and development of the division, enhancing its professionalism and customer service.

- **Safety and Security Manager** – Currently a Special Duty Assignment, this position reports directly to the Airport Director, consistent with the organization's priority placed on safety (Best Run Government). The increased visibility on safety and security with stakeholders and ongoing need requires this position to be converted from a term limited temporary (TLT) position to a full time employee (FTE).
- **Maintenance Lead** – Converting the temporary Special Duty Assignment to an FTE will enhance the Maintenance section's service delivery on tenant customer service and airfield safety issues.
- **Business Analyst** – Converting the current TLT to an FTE, this position will continue the rollout of the Cityworks Asset Management platform, further integrate the use of geographic information systems (GIS) into the master planning process and operations, and analyze and report on data from these systems on an ongoing basis. Cityworks will help the Airport better manage their assets, while utilizing GIS information will lead to better decision making.
- **Operations Manager** – Reporting to the Deputy Director, this repurposing this existing position will improve the Airport Division's focus on the FAA's Airport Certification Program requirements and provide front line customer service managing day-to-day tenant relations and airfield safety, including Safety Management System (SMS) program implementation.
- **Program Manager** – Repurposing an existing position will provide a dedicated resource to lead efforts in performance management, continuous improvement, equity and social justice (ESJ), and business planning at the Airport.

Investment in employee development was a key message identified in the 2015 Employee Survey; additional training and development opportunities are proposed for 2017-2018. These opportunities include full Airport leadership participation in the King County Leadership Essentials training, updating knowledge and skills with current software systems, attaining industry specific professional designations, and training staff on Lean concepts. These investments will improve employee morale, productivity, and guard against attrition and retirements.

Another priority Airport is addressing in 2017-2018 is security. The Airport will implement a Perimeter Intrusion Detection System IT project to enhance gate access control, lighting and video capabilities surrounding the Airport, and connectivity improvements associated with these enhancements. This system will increase security by improving access controls and improving response times for an intrusion.



## Alignment with Executive Strategic Initiatives

### Equity and Social Justice

The Airport's improvements around organizational capacity, structure, and culture will have an impact on Equity and Social Justice efforts both internally and externally. The vacant position that was repurposed into a Program Manager will be a dedicated resource to address several County initiatives including ESJ. Previously, these efforts were handled on an ad-hoc basis by a variety of staff so having a single person leading these efforts will improve the Airport's work regarding ESJ.

Promoting more professional growth opportunities through broader training and development efforts will improve internal ESJ issues. Staff at all levels in the organization will increase in knowledge, skills, and certifications under this effort.

### Strategic Climate Action Plan (SCAP)

The Airport is helping achieve carbon emission reduction goals by increasing the consumption of alternative fuels (propane) in on-airport vehicles. The Airport's fleet is also part of the Automated Vehicle Location (AVL) technology being implemented by the Fleet Division which will help with efficient deployment of Airport vehicles for runway and taxiway maintenance activities.

### Best Run Government

The Airport's overall score on the King County Employee Engagement Survey in 2015 was 60%, well below the countywide average. Lower engagement corresponds to lower productivity, increase in sick leave, and higher turnover. In response to this, leadership and employees at the Airport jointly developed an Organizational Action Plan (OAP) to address these deficiencies. The OAP identified several issues and actions to improve the work environment and employee engagement. These actions will be regularly monitored for progress and adjusted along the way to ensure employee engagement improves.

## Capital Improvement Program

The Airport Capital Improvement Program (CIP) maintains and preserves the airfield and landside assets at the Airport, meets regulatory obligations, and makes strategic investments to achieve the goals in its Strategic Plan. The Airport works diligently in the provision of an open access airport with facilities, including runways and taxiways that are in a state of good repair and maintained to the highest standard.

## 2017-2018 Executive Proposed Operating Budget AIRPORT (EN\_A71000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>31,886,309</b>	<b>36,260,231</b>	<b>45.5</b>	<b>0.0</b>
Base Budget Adjustments	1,866,652	183,529	0.0	2.0
Decision Package Adjustments	775,631	5,702,739	3.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>34,528,592</b>	<b>42,146,499</b>	<b>48.5</b>	<b>2.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>34,529,000</b>	<b>42,147,000</b>	<b>48.5</b>	<b>2.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Direct Service Changes</b>				
(DS_001) Improve Organizational Capacity Add three FTEs to improve delivery on the Airport's two key products – airfield and real estate – with a focus on safety and security, customer service, asset management, and integration of technology into operations. Building up this capacity allows the Airport to further support its strategic goals and objectives ensuring a sustainable future and the long term health of this vital asset.	703,528	0	3.0	0.0
(DS_002) Increase Employee Development Offer more training and development opportunities for Airport staff to enable them to acquire the skills necessary to adapt to the rapidly changing technological and operational environment and adequately prepare for succession planning. This was identified as one of the highest priorities in the 2015 Employee Engagement Survey.	104,000	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget

### AIRPORT (EN\_A71000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_003) ARFF Audit and Dispatch Services Conduct an audit and review of Airport Rescue Fire Fighting standards and procedures for compliance to reduce liability associated with non-compliance and ensure that County staff are operating in coordination with mutual aid partners. Add dispatch services (using ValleyCom) as there is currently no jurisdiction responsible for unified police/fire dispatch at King County International Airport.	305,000	0	0.0	0.0
(DS_106) AVL Technology in Fleet Implement a county-wide initiative of Automatic Vehicle Location (AVL) technology on certain vehicles and equipment. The AVL technology will automate and expand timely data collection and inform decision making. This represents Fleet's portion to fund a county-wide initiative to implement Automatic Vehicle Location (AVL) technology. Project details are included in the KCIT capital budget within project #1129703.	29,850	0	0.0	0.0
(DS_120) Central Climate Change Costs Update Adjust Airport Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	6,233	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Technical Adjustments to the Maintenance Section Adjust several Fleet and utilities related items in the Maintenance section to better reflect recent years' actual spending patterns and projected needs.	12,948	0	0.0	0.0
(TA_002) Technical Adjustments to the General Admin and Noise Insulation Sections and Closure of Community Relations Section Adjust several accounts in the General Admin section to better reflect recent years' actual spending patterns and projected needs. Remove loaned/borrowed labor impacts from the Noise Insulation section as that program is now complete and is conducting only routine monitoring. Close down the Community Relations section because Airport will use the County's central service for this work.	(236,799)	0	0.0	0.0

## 2017-2018 Executive Proposed Operating Budget AIRPORT (EN\_A71000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_050) Revenue Adjustments Revise revenues to match current forecasts. Major changes include an increase in hangar rents due to a favorable fair market value appraisal and a decrease in landing and fuel fees due to DHL relocating to SeaTac.	0	5,702,739	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(262,000)	0	0.0	0.0
<b>Central Rate Adjustments</b>	112,871	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	775,631	5,702,739	3.0	0.0

## 2017-2018 Executive Proposed Operating Budget AIRPORT CONS BUDG TRANS (EN\_A71600)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
<b>2015-2016 Revised Budget</b>	<b>6,000,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(2,000,000)	0	0.0	0.0
Decision Package Adjustments	3,330,175	0	0.0	0.0
<b>2017-2018 Executive Proposed Budget</b>	<b>7,330,175</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2017-2018 Executive Proposed Ordinance</b>	<b>7,331,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

### Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<b>Technical Adjustments</b>				
(TA_001) Increase Transfer to Capital Improvement Fund Increase the transfer from the Airport Operating Fund to the Airport Capital Improvement Fund to fund capital projects.	3,330,175	0	0.0	0.0
<b>Central Rate Adjustments</b>	0	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>3,330,175</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**2017-2018 Proposed Financial Plan  
Airport Operating Fund /000004290**

<b>Category</b>	<b>2015-2016 Estimated<sup>1</sup></b>	<b>2017-2018 Proposed Budget<sup>2</sup></b>	<b>2019-2020 Projected<sup>3</sup></b>	<b>2021-2022 Projected<sup>3</sup></b>
<b>Beginning Fund Balance</b>	<b>9,422,495</b>	<b>7,677,063</b>	<b>7,677,063</b>	<b>7,143,473</b>
<b>Revenues</b>				
Leases	24,055,170	33,011,481	33,511,481	34,748,828
Landing Fees	2,982,622	2,762,128	2,817,371	2,873,718
Fuel Fees	3,649,666	3,512,416	3,582,664	3,654,318
Other Revenue	5,183,185	2,860,474	3,003,498	3,153,673
<b>Total Revenues</b>	<b>35,870,643</b>	<b>42,146,499</b>	<b>42,915,013</b>	<b>44,430,536</b>
<b>Expenditures</b>				
Labor	(10,047,197)	(12,018,480)	(12,703,533)	(13,465,745)
Employee Development	(89,700)	(189,700)	(150,000)	(150,000)
Central Rates	(5,436,547)	(5,972,633)	(6,468,361)	(7,076,387)
Aircraft Rescue Fire Fighting	(7,370,587)	(7,902,048)	(8,356,416)	(8,866,157)
Stormwater	(2,936,000)	(3,064,000)	(3,241,712)	(3,442,698)
Debt	(1,274,528)	(1,259,396)	(1,259,396)	(1,259,396)
Other Expenses	(4,461,516)	(4,122,335)	(4,241,883)	(4,373,381)
<b>Total Expenditures</b>	<b>(31,616,075)</b>	<b>(34,528,592)</b>	<b>(36,421,301)</b>	<b>(38,633,765)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions<sup>4</sup></b>				
Operating Transfer to CIP	(6,000,000)	(7,330,175)	(7,027,302)	(8,204,700)
<b>Total Other Fund Transactions</b>	<b>(6,000,000)</b>	<b>(7,330,175)</b>	<b>(7,027,302)</b>	<b>(8,204,700)</b>
<b>Ending Fund Balance</b>	<b>7,677,063</b>	<b>7,964,795</b>	<b>7,143,473</b>	<b>4,735,544</b>
<b>Reserves<sup>5</sup></b>				
Rainy Day Reserve (60 days)	(2,634,673)	(2,877,383)	(3,035,108)	(3,219,480)
Expenditure Reserve		(1,395,632)	(442,519)	
<b>Total Reserves</b>	<b>(2,634,673)</b>	<b>(4,273,015)</b>	<b>(3,477,627)</b>	<b>(3,219,480)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>5,042,390</b>	<b>3,691,780</b>	<b>3,665,846</b>	<b>1,516,064</b>

**Financial Plan Notes (samples below)**

- <sup>1</sup> 2015-2016 Actuals reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published
- <sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.
- <sup>3</sup> Outyear revenue projects two new leases currently in negotiations, a 6% FMV increase to all non-Boeing leases in 2018, and close to flat for landing and fuel fees; outyear expenses assume cost controls, labor cost growth, and general inflation factors.
- <sup>4</sup> Other fund transactions include accounting adjustments to balance to budgetary fund balance and Operating transfer to CIP.
- <sup>5</sup> Rainy Day Reserve is set at 60 days of expenditures to offset unknown risks, variable costs, and revenue fluctuations. Expenditure Reserve sets aside \$1.4M for an increase to transfer to Capital Fund in the following biennium to fund a potential redevelopment program.
- This plan was updated by John Walsh on 8/31/16.

# CAP SUMMARY REPORT

## 2017-2018 Biennial - Executive Proposed

### 3380 AIRPORT CONSTRUCTION - Airport Division

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1028653	<b>AD PAVEMENT REHABILITATION</b> PROGRAMMATIC		\$200,000	Pavement Rehabilitation - This is the master project for all pavement rehabilitation projects to keep runways, taxiways, ramp and aircraft parking areas, as well as all landside pavements in usable and safe conditions per FAA and other applicable codes.
1119982	<b>AD AIRPORT REDEVELOPMENT</b> PROGRAMMATIC		\$0	Airport Redevelopment - This master project is used to carry out the Airport Master Plan to create and preserve airport infrastructure for revenue production and for public and tenant use, carry out environmental studies and remediation, and to meet the strategic objectives of the airport and the covenants of FAA grant assurances.
1120730	<b>AD AIRPORT FACILITIES REPAIR</b> AD AIRPORT FACILITIES REPAIR		\$0	Airport Facilities Repair - Facilities preservation is a fiduciary responsibility that keeps assets available for best and highest use including revenue production; preservation and repair avoids costs for downtime, excess maintenance, major repair, inefficient operations, and ultimately demolition and replacement costs.
1120731	<b>AD AIRPORT FLEET</b> PROGRAMMATIC		\$1,998,594	Airport Fleet - This master project has subprojects for airport fleet equipment replacement as well as special fleet projects such as alternative fuel conversions.
1121024	<b>AD CIP OVERSIGHT</b> STANDALONE		\$7,647	Capital Improvement Program Oversight - Covers the cost of CIP oversight services provided to the Airport Divisions CIP projects by the King County Auditor's Office.
1126426	<b>AD AIRPORT PHYS SEC IMPROVMNTS</b> STANDALONE		\$1,020,063	Airport Physical Security Improvements - Securing the King County International Airport while providing the flexibility demanded by its core customers is of utmost priority. The Airport has begun a process to identify and improve its physical security through a number of projects and has also initiated a security working group comprised of tenant and stakeholders to address security concerns shared by all. The Airport conducted an independent security assessment last year that included a number of recommendations to enhance Airport Security. These recommendations included construction and installation of lighting in areas that are currently either not lit or poorly lit. Additionally, the assessment recommended replacement of fencing and gates that are nearing the end of their economic lives.
1129947	<b>AD EQUIPMENT SNOW SHED</b> STANDALONE		\$1,414,000	Equipment Snow Shed - The project involves construction of a storage building for the Airport's winter maintenance fleet of large equipment.
1129949	<b>AD MAGVAR RUNWAY RENUMBERING</b> STANDALONE		\$2,750,000	Magnetic Variation Runway Renumbering - FAA has requested KCIA undertake this project which involves changing the runway numbering to reflect changes in the magnetic North compass heading. This work will involve working closely with various FAA groups on changing published flight procedures and various publication documents used for both navigation and information as well as changing airport markings and signage. Verification flight checks will also be required. This project will also address a safety issue raised by FAA Air Traffic and Runway Safety pertaining to pilot confusion and errors with the current runway headings, Runways 13/31.
1129951	<b>AD AIRFIELD ELECTRICAL</b>		\$862,436	Airfield Electrical System - The most recent FAA Certification inspection identified a number of airfield electrical guidance signs that do not comply

## CAP SUMMARY REPORT

### 2017-2018 Biennial - Executive Proposed

	<b>SYSTEM</b> STANDALONE			with current FAA standards, specifically related to their wiring. In general these signs are older, outdated models that are at the end of their useful lives and require replacement. It is not economical to replace their component parts. Base pedestals and electrical transformers also require replacement. A second component of the Airfield electrical project involves replacement of specific electrical distribution cabling circuits to improve airfield lighting system reliability. These circuits are nearing the end of their 15-20 year lifespan; monthly testing of insulation reading is showing a degradation trend of circuit integrity. This work will involve cable, transformer and regulator replacement, converting a portion of the airfield lighting system from incandescent to LED lighting, with anticipated energy savings.
1129953	<b>AD AIRPORT EMERGENT NEEDS</b> STANDALONE		\$500,000	Airport Emergent Needs - Budget authority and contingent funds for emergent needs that may arise during the biennium.
1129960	<b>AD PERIMETER INTRUSION DET SYS</b> STANDALONE		\$1,651,526	Perimeter Intrusion Detection System - Over the coming 6 months, KCIA will be engaged with KCIT project management and business analysis resources to identify its most pressing security and access control concerns, as well as technology and infrastructure projects necessary to mitigate attendant risks. KCIA and KCIT staffs expect that these investments will involve improvements to KCIA's gate access control software, lighting and video capabilities surrounding the Airport, and connectivity improvements throughout the grounds to enable these improvements. Specific investments, once identified, will require additional documentation and approval before more in-depth planning and implementation can begin.
1130061	<b>AD AIRPORT GRANT CONTINGENCY</b> STANDALONE		\$1,000,000	Airport Grant Contingency - Budget Authority for the eventuality that we are awarded a grant for which we had not budgeted in advance of the biennium.
1130186	<b>AD CITYWORKS ADDL MODULES</b> STANDALONE		\$314,700	Cityworks Additional Modules - This is a follow-on project to the IT implementation initiated in 2015 to convert from Maximo to Cityworks. KCIA is engaged with KCIT project management resources and an outside consultant to license, install, and activate additional modules for the increased efficiency and effectiveness to be gained from the collection and use of BIM airport data.
<b>3380 - AIRPORT CONSTRUCTION</b>		<b>Total</b>	<b>\$11,718,966</b>	
<b>Grand Total</b>			<b>\$11,718,966</b>	



**2017-2018 Proposed Financial Plan  
Airport Capital Fund /000003380**

**Capital Improvement Program (CIP) Budget**

	2015-2016 Carryforward (YE ITD Balance) <sup>1</sup>	2017-2018 Proposed <sup>2</sup>	2017-2018 Total (Balance + Budget)	2019-2020 Estimated <sup>3</sup>	2021-2022 Estimated <sup>3</sup>
<b>Capital Budget Revenue Sources:</b>					
Fund Balance	15,363,025		15,363,025		
FAA Grants	-	5,708,192	5,708,192	6,310,350	
Environmental Grants	-	100,000	100,000	100,000	100,000
Transfer from Operating	-	5,910,774	5,910,774	8,454,350	8,204,700
<b>Total Capital Revenue</b>	<b>\$ 15,363,025</b>	<b>\$ 11,718,966</b>	<b>\$ 27,081,991</b>	<b>\$ 14,864,700</b>	<b>\$ 8,304,700</b>
<b>Capital Appropriation:</b>					
Safety/Security Program	(1,349,090)	(2,986,289)	(4,335,379)	(364,700)	(364,700)
Redevelopment Program	(5,525,795)	-	(5,525,795)	(10,000,000)	(2,250,000)
Airside Infrastructure Program	(2,189,581)	(3,812,436)	(6,002,017)	(1,250,000)	(1,000,000)
Landside Infrastructure Program	(4,220,247)	(1,414,000)	(5,634,247)	(1,700,000)	(3,000,000)
Contingency	-	(1,500,000)	(1,500,000)	(300,000)	(300,000)
All Other CIP Projects	(2,078,312)	(2,006,241)	(4,084,553)	(1,250,000)	(1,390,000)
<i>Dissappropriations (positive)</i>			-	-	-
<b>Total Capital Appropriation</b>	<b>\$ (15,363,025)</b>	<b>\$ (11,718,966)</b>	<b>\$ (27,081,991)</b>	<b>\$ (14,864,700)</b>	<b>\$ (8,304,700)</b>

**CIP Fund Financial Position**

	2015-2016 Biennial to Date Actuals <sup>4</sup>	2015-2016 Estimated <sup>5</sup>	2017-2018 Biennial to Date Actual	2017-2018 Estimated <sup>5</sup>	2019-2020 Estimated <sup>6</sup>	2021-2022 Estimated <sup>6</sup>
<b>Beginning Fund Balance</b>	<b>14,561,781</b>	<b>14,561,781</b>		<b>16,192,190</b>	<b>9,544,776</b>	<b>3,247,317</b>
<b>Capital Funding Sources</b>						
Transfer from Operating	-	6,000,000		7,337,822	7,027,302	8,204,700
FAA Grant Funding	4,771,330	6,555,409	-	4,281,144	7,737,398	
Environmental Grants	-	-	-	100,000	100,000	100,000
<b>Total Capital Revenue</b>	<b>\$ 4,771,330</b>	<b>\$ 12,555,409</b>	<b>\$ -</b>	<b>\$ 11,718,966</b>	<b>\$ 14,864,700</b>	<b>\$ 8,304,700</b>
<b>Capital Expenditures</b>						
Safety/Security Program	(400,121)	(602,695)	-	(4,335,379)	(364,700)	(364,700)
Redevelopment Program	(833,498)	(2,237,205)	-	(1,874,284)	(13,116,188)	(2,478,823)
Airside Infrastructure Program	(472,474)	(1,086,520)	-	(5,570,435)	(1,458,000)	(1,220,000)
Landside Infrastructure Program	(4,440,085)	(5,858,298)	-	(2,693,915)	(4,639,271)	(3,000,000)
Contingency	-	-	-	(300,000)	(300,000)	(300,000)
All Other CIP Projects	(723,472)	(1,140,282)	-	(3,592,367)	(1,284,000)	(1,866,880)
<b>Total Capital Expenditures</b>	<b>\$ (6,869,650)</b>	<b>\$ (10,925,000)</b>	<b>\$ -</b>	<b>\$ (18,366,380)</b>	<b>\$ (21,162,159)</b>	<b>\$ (9,230,403)</b>
<b>Other Fund Transactions</b>						
		-	-	-		
<b>Ending Fund Balance</b>	<b>\$ 12,463,461</b>	<b>\$ 16,192,190</b>	<b>\$ -</b>	<b>\$ 9,544,776</b>	<b>\$ 3,247,317</b>	<b>\$ 2,321,614</b>
<b>Fund Balance designated to current projects<sup>7</sup></b>	<b>\$ -</b>	<b>\$ (15,363,025)</b>		<b>\$ (8,044,776)</b>	<b>\$ (1,747,317)</b>	<b>\$ (821,614)</b>
<b>Reserves<sup>8</sup></b>						
Program Contingency		(316,350)		(1,500,000)	(1,500,000)	(1,500,000)
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ (316,350)</b>	<b>\$ -</b>	<b>\$ (1,500,000)</b>	<b>\$ (1,500,000)</b>	<b>\$ (1,500,000)</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ 12,463,461</b>	<b>\$ 512,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>

**Financial Plan Notes (samples below)**

<sup>1</sup> 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA\_103 report.

<sup>2</sup> 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

<sup>3</sup> Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

<sup>4</sup> 2015-2016 Biennial to Date through May 2016.

<sup>5</sup> 2015-2016 and 2017-2018 Estimated reflects updated revenue and expenditure estimates as of 05/31/2016.

<sup>6</sup> Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

<sup>7</sup> Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

<sup>8</sup> Other Program Contingency is set aside at the direction of DOT.

This plan was updated by John Walsh on 8/31/16.