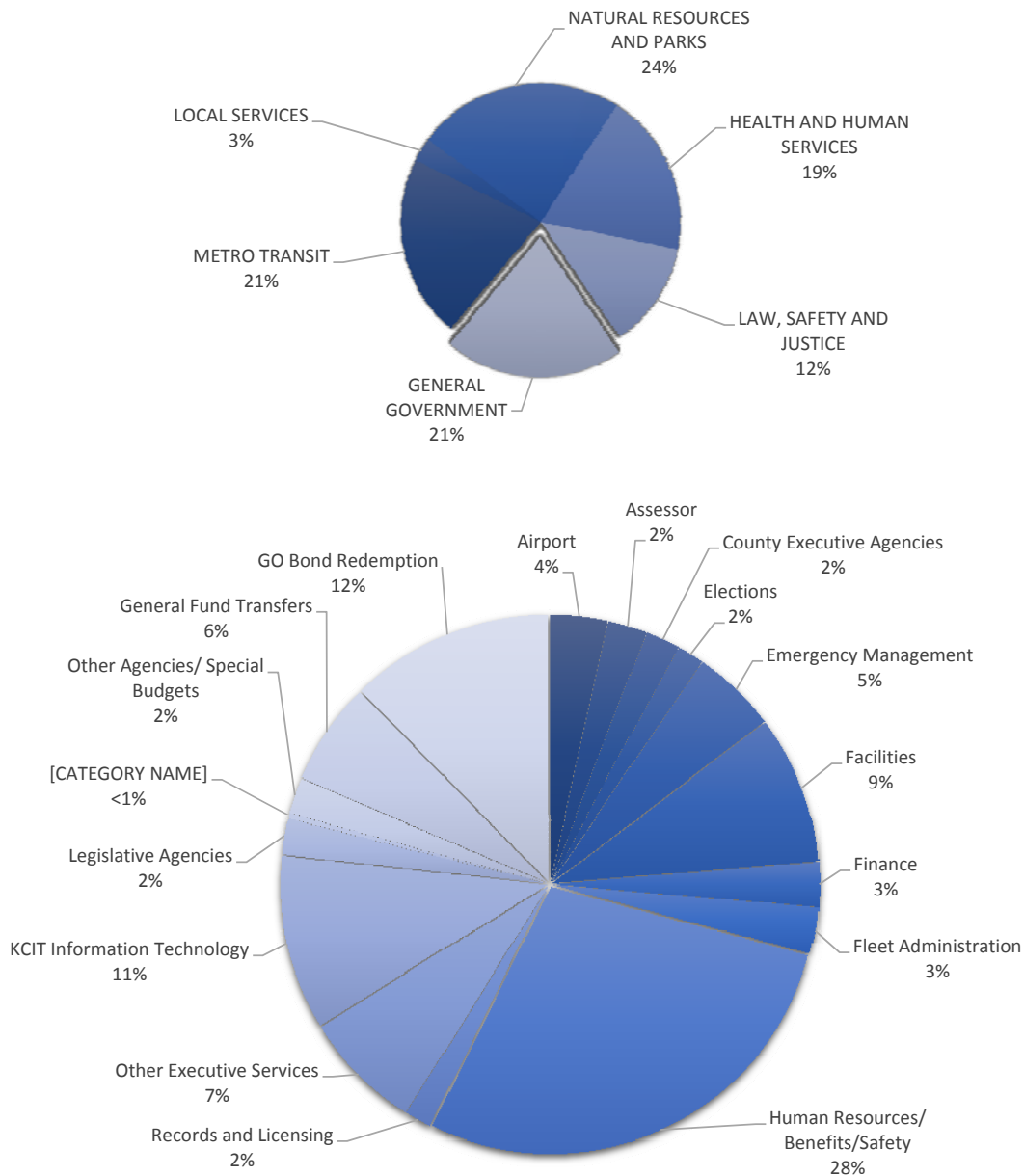


GENERAL GOVERNMENT

General Government \$2.4 Billion



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

Human Resources/Benefits/Safety: Human Resource Management, Safety & Claims Management, and Employee Benefits.

County Executive Offices: County Executive, Office of the Executive, Office of Labor Relations, Office of Equity and Social Justice, Office of Performance, Strategy and Budget

Legislative Agencies: County Council, Council Administrator, Board of Appeals, Charter Review Support, County Auditor, Ombuds/Tax Advisor, Hearing Examiner, King County Television, Office of Law Enforcement Oversight, Flood Control District Administration

Other Agencies/Special Budgets: Boundary Review Board, Memberships and Dues, Federal Lobbying, Internal Support, State Auditor, Office of Economic & Financial Analysis, Non-Departmental Grants

KCIT Information Technology: KCIT Technology Services, Cable Communications, I-NET, County GIS

Emergency Management: Office of Emergency Management, Enhanced-911, Puget Sound Emergency Radio Network

Other Executive Services: Executive Administration, Regional Animal Services, Insurance, and Business Resource Center

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

Due to rounding, figures in pie chart may not add to 100%.

INTRODUCTION

The General Government program area comprises the major administrative and central support services for King County government. There are a wide variety of agencies represented in this program area. These agencies can be divided into four main categories:

- The offices of elected officials: the King County Council, the King County Executive, the Assessor and the Director of Elections;
- central service agencies that provide a service to other county agencies;
- direct public service agencies such as the Airport, Records and Licensing Services and Regional Animal Services of King County; and
- miscellaneous administrative agencies.

Approximately 70 percent of General Government agency budgets are funded by internal service charges and flow through internal service funds. Internal service funds provide services primarily to other county agencies and recover the cost of services provided by billing those agencies. Approximately 16 percent is budgeted in the General Fund, and 14 percent is in special revenue and enterprise funds.

Highlights of the General Government program area such as significant program changes, reorganizations, and capital investments in technology and facilities are described in this chapter.

DEPARTMENT OF ASSESSMENTS

Mission

The King County Department of Assessments (DOA) will be the nation's best countywide Department of Assessments. DOA will remain people-focused while striving to be efficient and pursuing innovation in setting fair and equitable property values to fund vital community services.

Overview

DOA is led by an independently elected Assessor who oversees a staff of 213 organized into five operational divisions. The department's primary goal is to work collaboratively with all partners to produce property assessments that are fair, accurate, uniform, equitable, and understandable.

DOA operates a line of business succinctly described as valuing real and business personal property, adding or maintaining property accounts or parcels, and the creation of the property tax roll, which results in tax revenue for King County, the state, and other taxing jurisdictions. DOA's ultimate product, the property tax roll, is provided to the Finance and Business Operations Division (FBOD).

The tax roll produced by the department and collected by Treasury will result in the collection of nearly \$5.6 billion in property taxes in 2018 for important public services, from schools to transportation, public safety, and parks. DOA works with 163 separate taxing districts within King County, including school districts, cities, fire, and hospital districts.

The department provides five core products to its customers – property tax roll; property values; property valuation notices; appeal responses; and property tax exemption services. The department has identified the following primary customers for these products: King County Treasury; taxing districts in King County; the State of Washington; property owners; the King County Board of Equalization; the State Board of Tax Appeals; the real estate industry; the State Department of Revenue; appeal and exemption applicants; and business owners. For more detail see the department's line of business document.

Challenges, Opportunities, and Strategic Issues

DOA is a strong supporter of the County Executive's efforts to find efficiencies throughout the government to help meet budget shortfalls in the General Fund. This support is evidenced by diligence and restraint in the agency's operating budget spending, which is aligned with the County Executive's goals of Financial Stewardship and Best Run Government. There are a number of challenges DOA will face during the 2019–2020 biennial budget, however, which will require a combination of investment, creativity, and efficiency to meet the County Executive's goals.

Both a major challenge and opportunity for DOA is replacement of the Property Tax Administration System (PTAS). DOA must garner vendor responses that align with the proposed budget amount and are of high quality. Assuming the requested project amount of \$18.0 million is approved by the Council and a vendor is selected, DOA must then successfully implement the new system by the end of 2020. PTAS replacement is discussed in additional detail in this document and DOA's Line-of-Business plan.

Of similar importance to the department is the continued state of King County's economy. Economic factors affect parcel counts, new construction growth, appeal rates, customer service volumes, and overall property values – all of which impact DOA's operations. DOA's budget requests for 2019-2020 reflect these anticipated economic factors. Non-economic factors that impact DOA's planning for operations for 2019-2020 include the loss of key senior leaders and experienced staff due to retirements and the possible impact of a natural disaster, which would pose significant challenges to the department's standard operations.

2019-2020 Priorities

For the 2019-2020 biennium, DOA is proposing a combination of revenue increases and investments in technology to support the County Executive's strategic priorities and the department's continued success. For example, the department is proposing to invest \$200,000 over the 2019-2020 biennium to fund overtime, which will allow for increased new construction pick-up. This investment will generate as much as 12 times that amount in year one in new property tax revenue to all King County funds, including the General Fund. Additionally, DOA will continue to invest in its technological systems, ensuring field appraisers take advantage of technology advancements and continue to realize the efficiency gains from the mobility strategy.

Property Tax Administration System

Full and successful replacement of the Property Tax Administration System (PTAS) is the main priority for the department during the 2019-2020 biennium. PTAS is a mission critical system. Fully funding the current replacement effort supports the County Executive's goals of Best Run Government by increasing the financial and operational efficiency of the Assess-to-Collect line of business, improving internal and external customer service, and reducing risk to the County. More detailed benefits to the County include simplified workflows resulting in greater efficiency, better system reliability, greater accuracy of levy rate calculation, less staff time devoted to supporting outdated technologies, and decreased vulnerability from security risks.

Equity and Social Justice

From the broadest perspective, equity is a primary consideration in the way the department conducts all business, from valuing property to setting levy rates. The Department's goal is that every property owner pays the amount they are required to by law – no more and no less.

The department works hard to reach out to all King County communities to promote a common understanding of how the property tax system works in King County and what property tax reductions or exemptions various property owners may be eligible for. Additionally, the department will continue to develop policies and programs to impact affordable housing in King County. As economic growth has not benefitted all residents equally and the income gap widens, it is critical that King County work to create affordable housing opportunities. DOA will work to identify strategies to impact affordable housing for all King County residents, including seniors, low income households, immigrant communities, people with limited English language proficiency, and people of color.

DOA has developed a training plan for employees around Equity and Social Justice. The training is being provided by an outside consultant. The consultant has trained department leadership and line staff in themes related to race and how it impacts the work the department does on a daily basis.

Lastly, the department has translated public communication materials into the most common languages in King County (Chinese, Korean, Russian, Spanish, Vietnamese, Khmer, and Somali) and is using the language line services in delivering customer service.

Best Run Government

DOA is proposing to implement a new Tax Transparency Tool in 2019-2020. This tool will allow taxpayers to enter their address into the tool, determine if there are any property tax measures on their ballot, and then to understand how the measure would impact their tax bill if approved. DOA also has a version that taxing districts can use to design their tax measures before they are finalized. The taxing district version will allow planners to see the impact of various collections on individual properties. The Tax Transparency Tool will not only increase transparency in property tax collections, but also increase efficiency for DOA as public information staff will be able to refer questions to the website.

2019-2020 Executive Proposed Operating Budget ASSESSMENTS (EN_A67000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	55,140,982	4,570,572	213.0	0.0
Base Budget Adjustments	3,408,834	0	0.0	0.0
Decision Package Adjustments	1,642,287	(1,577,936)	0.0	0.0
2019-2020 Executive Proposed Budget	60,192,103	2,992,636	213.0	0.0
2019-2020 Executive Proposed Ordinance	60,193,000	2,993,000	213.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) New Construction Collection Increase Reinstate \$100,000 per year of overtime that was reduced in the 2017-2018 budget to fund new construction pick-up.	200,000	0	0.0	0.0
(DS_003) Tax Transparency Tool Fund the addition of a property tax transparency tool to the LocalScape dashboard.	200,000	0	0.0	0.0
Administrative Service Changes				
(AC_001) DOA Mobility Strategy Replace iPads at end of useful life, in accordance with a three year replacement cycle. The investment will allow field appraisers to take advantage of technology advancements and continue to realize the efficiency gains.	213,000	0	0.0	0.0
(AC_003) DOA Electronic Valuation Notice Reduction Return \$50,000 of ongoing operating budget for maintenance and development of the Electronic Valuation Notice web application. The application is not expected to need further development.	(50,000)	0	0.0	0.0
(AC_004) Aerial Flyover Fund Assessments' share of the biennial King County flyover which provides the images necessary for the County's GIS program.	210,000	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
ASSESSMENTS (EN_A67000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_005) Commercial Appraisal Data Service Replacement Replace commercial appraisal data service with a more comprehensive commercial property appraisal data service.	50,000	0	0.0	0.0
(AC_008) City of Seattle Business Improvement Area Revenue Pilot Add revenue from support provided to the City of Seattle from mapping and other data services related to the City's Business Improvement Areas.	0	20,000	0.0	0.0
(AC_085) IT Application Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used to fund enhancement and continued operations of the Department's IT applications and side systems.	296,535	0	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast, and delete the double-budgeting in the 36999 category.	0	(1,597,936)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(509,000)	0	0.0	0.0
Central Rate Adjustments	1,031,752	0	0.0	0.0
Total Decision Package Adjustments	1,642,287	(1,577,936)	0.0	0.0

DEPARTMENT OF ELECTIONS

Mission

We conduct fair, open, and accurate elections.

Overview

As the largest vote-by-mail county in the country, the most important service King County Elections (KCE) provides is ensuring that every single eligible ballot is counted – and counted accurately – in every election. In addition, KCE maintains voter records for the County's 1.3 million registered voters and conducts elections for the nearly 150 jurisdictions in King County. To accomplish this, the department employs a team of dedicated election administrators who are committed to the vision of being the leader in inclusive elections.

The 2019-2020 proposed KCE budget proposes two major initiatives to continue promoting inclusive elections. The first is offering prepaid postage on an ongoing basis to continue removing barriers to participation. Second, per new State requirements, the budget proposes implementing five Voting Centers and Same-Day Registration to increase access to the voting process. These proposals address the goal to actively identify and work to remove barriers to voting at both the individual and community level.

Challenges, Opportunities, and Strategic Issues

King County Elections faces some significant issues and opportunities in the years ahead. Some of the more notable challenges include:

Unfunded Mandates: The Washington State Legislature has passed a series of important election-related laws, but has failed to provide corresponding funding. New unfunded legislation has resulted in a 2019-2020 KCE budget request with a General Fund expense impact of over \$200,000.

Voter Engagement: Voter turnout continues to decline in off year and local elections. In some cases, as few as 20 to 30 percent of registered voters participate.

Statewide Voter Registration System: The State's Election Modernization Project, scheduled for an April 2019 implementation, is an aggressive plan to align the systems and processes of all 39

Washington counties while modernizing the usability, functionality, and security of statewide elections. KCE is working to ensure that the County's technology aligns with this project.

There are also a number of exciting opportunities anticipated in the years ahead as KCE strives to continue to be a leader in the field of elections. Some of those opportunities include:

- Implementing prepaid postage to make voting easier and more convenient;
- Continuing KCE's award-winning advertising initiative by broadcasting key messages using new tools and communication platforms, such as social and ethnic media, to reach a more diverse audience; and
- Leveraging a new tabulation system during a presidential election year to deliver more results on election night at a lower cost.

2019-2020 Priorities

King County Elections is focused on three key priorities during 2019-2020:

1. Actively identifying and working to remove barriers to voting at both the individual and community level.
2. Strengthening relationships with community and governmental partners.
3. Creating a culture of professional growth and development, openness, and inclusion.

Removing Barriers to Voting

The 2019-2020 Elections budget proposes the continuance of prepaid postage, an effort supported by the King County Executive and Council in the form of Ordinance 18725. The budget seeks to establish prepaid postage as an ongoing service to King County voters and addresses existing disparities in civic participation among communities in King County.

Per Substitute Senate Bill 6021, the 2019-2020 Elections budget proposes to operate five voting centers in the weeks leading up to each election. These centers will provide registration, accessible voting, voter education, and customer support. In addition, Same-Day Registration will extend the voter registration period and provide more opportunities for first-time voters to participate in the voting process and have their voices heard.

2019-2020 Executive Proposed Operating Budget ELECTIONS (EN_A53500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	39,386,031	22,664,531	65.5	3.0
Base Budget Adjustments	1,634,257	(2,985,761)	0.0	(1.0)
Decision Package Adjustments	1,001,808	5,465,986	3.0	(2.0)
2019-2020 Executive Proposed Budget	42,022,096	25,144,756	68.5	0.0
2019-2020 Executive Proposed Ordinance	42,023,000	25,145,000	68.5	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Ballot Drop Box Program Staff Add one program supervisor and two administrative specialists to manage the ballot drop box program. Two TLT positions will be converted to FTE.	276,621	138,310	3.0	(2.0)
(DS_002) Prepaid Postage for Returned Ballots Implement prepaid postage for returned ballots on an ongoing basis following County Council approval for its use in the 2018 Primary and General Election through Ordinance 18725 enacted in 2018. The revenue source is assumed state funding.	1,273,506	1,273,506	0.0	0.0
(DS_003) Voting Centers and Same-Day Registration Implement five newly required voting centers and same-day voter registration per SB 6021 passed in the 2018 Legislative session through increased temporary staff and registration equipment.	388,005	194,002	0.0	0.0
(DS_004) Presidential Election Year Adjustment Increase service levels in the 2020 Presidential Election year to accommodate increased voter participation.	458,500	0	0.0	0.0
Administrative Service Changes				
(AC_001) Transfer Federal Grant Program to General Fund Transfer expenditures from an expired federal grant from the Grants Fund to the General Fund.	46,000	23,000	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
ELECTIONS (EN_A53500)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_001) Tabulation System Efficiencies Reduce temporary labor and associated revenue as a result of efficiencies gained by replacing the elections tabulation system.	(700,000)	(350,000)	0.0	0.0
(TA_003) 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. Adjust the Elections budgeted revenue to reflect actual revenue levels.	0	4,187,168	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(500,000)	0	0.0	0.0
Central Rate Adjustments	(240,824)	0	0.0	0.0
Total Decision Package Adjustments	1,001,808	5,465,986	3.0	(2.0)

COUNTY EXECUTIVE

Mission

The County Executive provides leadership and direction for the operation of the executive branch of county government and for implementation of the King County Strategic Plan, in collaboration with the County's other elected officials

Overview

King County is one of America's fastest-growing regions, and the Executive is building partnerships and working with employees to meet the key challenges facing the Northwest—equity and social justice, climate change, and regional mobility.

This budget reflects the Executive's reform agenda. It is designed to further the Executive's vision to create the nation's best-run government. To do this, King County employees are embracing continuous improvement, instituting best management practices, driving innovation, and striving for second-to-none customer service that supports the people of King County.

The 2019-2020 proposed budget for the County Executive includes the following five appropriation units: County Executive; Office of the County Executive; Office of Equity and Social Justice; Office of Performance, Strategy and Budget; and Office of Labor Relations. Through these offices and budgets, the County Executive provides leadership and direction for the operation of the executive branch of County government and for implementation of the King County Strategic Plan in collaboration with the County's other elected officials.

2019-2020 Executive Proposed Operating Budget
COUNTY EXECUTIVE (EN_A11000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	583,021	0	1.0	0.0
Base Budget Adjustments	26,778	0	0.0	0.0
Decision Package Adjustments	7,274	0	0.0	0.0
2019-2020 Executive Proposed Budget	617,073	0	1.0	0.0
2019-2020 Executive Proposed Ordinance	618,000	0	1.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	7,274	0	0.0	0.0
Total Decision Package Adjustments	7,274	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
OFFICE OF THE EXECUTIVE (EN_A12000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	10,001,693	0	25.0	0.0
Base Budget Adjustments	761,968	0	0.0	0.0
Decision Package Adjustments	(308,863)	0	(1.0)	0.0
2019-2020 Executive Proposed Budget	10,454,798	0	24.0	0.0
2019-2020 Executive Proposed Ordinance	10,455,000	0	24.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Administrative Service Changes				
(AC_001) Consolidate Administrative Functions in PSB Transfer executive legislative coordinator from the Office of the Executive to the Office of Performance, Strategy and Budget(PSB) in order to consolidate administrative functions in PSB.	(198,178)	0	(1.0)	0.0
Technical Adjustments				
(TA_001) Adjust Labor Accounts for Current Salaries and Benefits	8,375	0	0.0	0.0
Adjust loan in/loan out labor and benefits accounts for correct salary and benefit totals.				
Central Rate Adjustments	(119,060)	0	0.0	0.0
Total Decision Package Adjustments	(308,863)	0	(1.0)	0.0

OFFICE OF EQUITY AND SOCIAL JUSTICE

Mission

The Office of Equity and Social Justice leads the implementation of the Equity and Social Justice Strategic Plan and serves as the main resource, strategic advisor, and coordinator of key County efforts to advance equity in the organization and community. The office leads and supports the application of a racial equity lens in County policies, practices, and procedures; the integration of immigrant and refugee populations; and the enforcement and realization of civil rights. The vision of the Equity and Social Justice Strategic Plan is consistent with the overall vision of King County's Strategic Plan: A King County where all people have equitable opportunities to thrive.

Overview

The Office of Equity and Social Justice (ESJ) was established with the adoption of the 2015-2016 biennial budget. At the end of the last biennium, the ESJ Office led the development of the King County Equity and Social Justice Strategic Plan (2016-2022), which provides a comprehensive roadmap — vision, framework, policy agenda, and internal measures — for advancing the vision of a racially-just King County where all people have equitable opportunities to thrive.

King County will become pro-equity in County practices and governance by using an equity lens in actions, processes, and decisions. As part of the ESJ Strategic Plan, the County will invest upstream and where needs are greatest, addressing root causes and equitably allocating public resources. The County will also invest in community partnerships as a strategy to better understand and address equity impacts throughout the region. The County will invest in employees to create a strong, racially diverse workforce and workplace at all levels, that is best positioned to advance equity in the region. Moreover, the County recognizes that the success of this plan and progress on equity is fundamentally tied to visible and accountable leadership in King County government.

The Strategic Plan defines a Pro-Equity Policy Agenda in eight areas (determinants of equity) and aims to integrate and implement pro-equity practices in our major functions of government, ranging from leadership, operations, and services, to plans, policies, and budgets, workplace/workforce and community partnerships.

During the current 2017-18 biennium, select deliverables of the office include:

- Leading and supporting all departments and agencies in the implementation of all aspects of the ESJ Strategic Plan, plus beginning to report publicly on ESJ Strategic Plan progress
- Leading regional collaborations with governments, philanthropies, and others to address equity and structural racism
- Creating and/or revising commissions to advance racial equity, civil rights, and immigrant/refugee rights
- Supporting and providing technical assistance for key policy areas throughout King County, including Zero Youth Detention, Homelessness, Transportation and Mobility, Regional Workforce Development, Familiar Faces, and the employee-facing Investing in YOU Executive Priority
- Training on racial justice more than 1,200 managers, supervisors, and ESJ leads, and other trainings and train-the-trainer activities to support and build capacity throughout the organization and the community

Challenges, Opportunities, and Strategic Issues

The 2019-2020 budget biennium is a key opportunity to invest in the four strategies of the Equity and Social Justice Strategic Plan in ways that advance the goal and policy areas consistent with the ESJ Theory of Change. Equity and Social Justice intends to improve the conditions and outcomes in the communities the County serves. This will require primary investments that lead to equitable community-based outcomes combined with some investments in internal capacities to reach ESJ goals and objectives as defined by the Equity and Social Justice Strategic Plan (2016-2022).

Through work with all King County agencies, especially via the Operations Cabinet and the ESJ Inter-Branch Team, the ESJ Office identified gaps and opportunities, primarily where central investments will have the greatest impact and value. The ESJ Strategic Plan includes a strong emphasis on the internal workings of the County and the ESJ Office worked closely with Investing in YOU in order to set up the Department of Human Resources (DHR) for success in creating a racially just workforce and workplace. Investments in areas such as workforce equity, racial equity training, and organizational development are covered in the Investing in YOU and DHR sections of the 2019-2020 budget. Thus, the challenges, opportunities, and strategic issues in this section are predominately externally focused.

Key central equity and social justice gaps and opportunities identified:

- **Disproportionate outcomes for Native American/Alaska Native and U.S.-born African American Populations.** Inequities persist and, by some measures, have worsened for King County's Native American/Alaska Native and U.S.-born African American communities. Though the County has an increasing number of programs and strategies with strong equity components, there is a need for a concerted racial justice approach specific to these communities.
- **Access to Services for Limited-English Speaking Residents.** Departments and agencies vary in capacity and expertise to comply with federal and King County mandates, including the 2018 Ordinance 18665 and the Translation Executive Order. Without a central coordinator in some capacity, the County will be largely out of compliance with existing policies, and language access activities by departments and agencies will be inconsistent in quality and effectiveness.
- **Implementation and execution of ESJ Strategic Plan.** Demonstrated progress toward achieving the ESJ Strategic Plan's goals and objectives is evident among some departments and agencies. However, progress among all departments and agencies is inconsistent as some continue to struggle to define, coordinate, implement, and report ESJ work.

- **Capacity among employees who are People of Color (POC) and Native.** Intensive ESJ trainings currently focus on educating employees on race and racism within the context of whiteness and, as an institution dominated by white leadership, primarily invests in hundreds of white managers and leaders. However, there is a need to focus resources and capacity-building among employees most negatively impacted by structural racism in order to retain high performing and committed POC/Native employees, realize the full capacity of our workforce, and to fully implement the ESJ Strategic Plan.

2019-2020 Priorities

Equity and Social Justice is a distinct priority, and is integrated into other priority areas like Investing in YOU, Zero Youth Detention and Homelessness. In addition, departments and agencies have many ways they are integrating and advancing ESJ.

Centrally, the Executive proposes ESJ investments in these areas of opportunity:

Address inequities for Native American/Alaska Native and U.S.-born African American communities: King County will focus on building capacity and expertise at the enterprise level to effectively engage Native American/Alaska Native populations, partner with Tribal communities, and engage and partner with US-born African Americans communities. Importantly, Executive Constantine will 1) partner with the Office of Equity and Social Justice to develop strategic community partnerships with urban Native American/Alaska Native, Tribal, and U.S. born African American communities, and 2) allocate resources for direct investment in these community partnerships that support development of solutions and policy direction driven by these communities.

Increasing access for limited-English speaking populations: A language access coordinator will act as a compliance officer to ensure that the County meets its mandated obligations and will work with departments and agencies to develop plans and systems for providing language access, maintaining quality control and sustaining the County's commitments to equitably serve all residents, regardless of language ability.

ESJ Strategic Plan Implementation: Staff will support enhanced internal monitoring and reporting for the ESJ Strategic Plan implementation through system administration of the Cascade platform, including user onboarding, ongoing training and support, data management, quality assurance of reported content, and overall OESJ administrative support. Results include improved quality of engagement and completion of ESJ work plan deliverables by departments/agencies.

Resiliency and capacity building of POC/Native American Workforce: The Office of Equity and Social Justice in close collaboration with the ESJ Inter-Branch Team and employee resources groups will create a sustainable program consisting of workshops, capacity building, and professional development for the POC/Native American workforce affected by institutional and structural racism. The outcomes include improved retention, more equitable organizational culture, and ability to implement the ESJ Strategic Plan.

**2019-2020 Executive Proposed Operating Budget
OFFICE OF EQUITY AND SOCIAL JUSTICE (EN_A14100)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	2,567,331	0	7.0	0.0
Base Budget Adjustments	319,905	0	0.0	0.0
Decision Package Adjustments	1,186,718	0	1.0	1.0
2019-2020 Executive Proposed Budget	4,073,954	0	8.0	1.0
2019-2020 Executive Proposed Ordinance	4,074,000	0	8.0	1.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Provide Resources to Advance Equity in Native American/Alaska Native, Tribal, and Native-born African American Communities.	250,000	0	0.0	0.0
Invest in policy solutions that improve outcomes for Native American/Alaska Native, Tribal and US-born African American communities.				
(DS_005) Implement Language Access Program Add one position in OESJ to develop and implement a language access program. The program will provide strategic direction for implementing countywide policies, plans, and legislation mandating translation and interpretation services. An additional focus will be to establish partnerships with immigrant and refugee communities to improve engagement, partnerships, and knowledge of King County services.	304,553	0	0.0	1.0
Administrative Service Changes				

2019-2020 Executive Proposed Operating Budget
OFFICE OF EQUITY AND SOCIAL JUSTICE (EN_A14100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<hr/>				
(AC_002) Improve Equity and Social Justice Plan Implementation Add a position to improve internal monitoring and reporting for the ESJ Strategic Plan implementation through system administration of the Cascade internal reporting platform. Duties will include user onboarding, ongoing training, and user support. This position will also provide critical OESJ administrative support.	258,449	0	1.0	0.0
(AC_003) Resiliency and Capacity Building of POC/Native American Workforce Provide funding to build resiliency and capacity for people of color (POC)/Native American employees at King County. Create a sustainable program consisting of workshops, capacity building and professional development for the POC/Native American workforce affected by institutional and structural racism.	200,000	0	0.0	0.0
Central Rate Adjustments	173,716	0	0.0	0.0
Total Decision Package Adjustments	1,186,718	0	1.0	1.0

OFFICE OF PERFORMANCE, STRATEGY AND BUDGET

Mission

The Office of Performance, Strategy and Budget provides sound data and tools to improve King County performance.

Overview

The Office of Performance, Strategy and Budget (PSB) provides comprehensive and regional planning, management, budgeting, and performance assessment for King County government. PSB's work is guided by best practices in financial stewardship and performance management, which includes enhancing accountability and transparency, and integrating strategic planning, business planning, resource allocation, and continuous improvement into a systematic approach throughout the County. In addition, a number of external drivers—including the ongoing General Fund financial gap, balancing service delivery and performance against fiscal constraints, and a series of County Executive initiatives—inform how PSB prioritizes work.

PSB's goals for 2018-2020 include:

- Leading enterprise planning activities to support equitable, transparent, and results-focused government.
- Improving the performance of PSB and County government and increasing the value achieved for the resources spent.
- Being a high-performing organization that is a model for a diverse, engaged, and equitable workplace.

PSB will also take on a number of projects to advance the County Executive's priorities: Equity and Social Justice, Investing in YOU, the Strategic Climate Action Plan, and Best Run Government.

Challenges, Opportunities, and Strategic Issues

PSB is responsible for many aspects of Executive Dow Constantine's Best Run Government approach. These fall into two broad categories:

- Leading enterprise planning activities to support equitable, transparent, and results-focused government ("Planning").
- Improving the performance of County government and increasing the value achieved for the resources spent ("Performance Management").

Challenges, opportunities and strategic issues in the planning category include:

- The County has limited resources in most areas and thus cannot deliver all of the services requested by residents. PSB will lead efforts to prioritize resources in support of the County's strategic goals and policy initiatives. This will be reflected in the 2019-2020 and 2021-2022 budgets, and in supplemental appropriations within the biennia.
- Many County programs operate in traditional models that often do not take advantage of best management practices, new technologies, or optimal ways to involve employees in designing and delivering the work. PSB will lead efforts to increase efficiency of County operations and reflect that in budgets. This will be done in a variety of ways, including applying Lean techniques to operations, reducing or eliminating programs with declining demand, supporting the deployment of modern technology to replace outmoded and expensive systems, supporting the Investing in YOU Initiative to increase employee engagement, and by leading enterprise-wide work to streamline service delivery.
- Executive Constantine has announced a series of countywide policy priorities that require staff and financial resources to implement. PSB will support development and achievement of these priorities, including Equity and Social Justice (ESJ), Investing in YOU (IY), and the Strategic Climate Action Plan (SCAP). PSB's role varies among these initiatives. For example, one of PSB's roles in support of ESJ will be to lead the County's first participatory budgeting exercise in conjunction with Department of Community and Human Services and Metro Transit. This process will engage community members in deciding how best to allocate resources to meet the needs of underserved populations. For SCAP, PSB will continue to support analyses of the cost of carbon and the results of investments in energy-efficient systems.
- County governments are responsible for conducting analyses and issuing plans in response to the State's Growth Management Act. PSB will lead the development of these plans, including a Comprehensive Plan Update in 2020 and the Buildable Lands Report that is due in 2021. PSB will also support the update of the regional (four-county) plan at the Puget Sound Regional Council (2018-2020), the development of new countywide growth targets (2021), and the sub-area planning work led by the Permitting Division of the new Department of Local Services.

Challenges, opportunities and strategic issues in the performance management category:

- While King County programs strive to use resources effectively and efficiently, clear objectives and formal measures that could help communicate the impact of investments and increase transparency around results are not always in place. PSB will increase emphasis on clear program outcomes and will work with agencies to measure the results. One specific approach will be to develop investment monitoring plans for approximately 50 new or expanded programs in the 2019-2020 budget. These evaluations will be done by mid-2020 to determine whether programs should continue in 2021. In addition, the County's management system of

tier boards and Executive roundings will be revised and broadened to include new departments proposed in the budget.

- Many County functions rely on revenue that is sensitive to economic conditions. In recent recessions, the County had to reduce services and staffing because inadequate reserves were available. PSB will continue to lead work to increase financial resilience so that service levels can be maintained during economic downturns. PSB will work with agencies to establish reasonable reserves and to implement other policies and practices to ensure fiscal solvency. This builds on work done in 2016 for Metro Transit, the General Fund, and the MIDD Fund.
- When performance information is available for County programs, it tends to be difficult to find and is reported in different ways. PSB will continue to lead efforts to improve internal and external reporting of performance information to increase transparency and identify opportunities for improvement. PSB is supporting work to establish standard cost, service, and human resources (“people”) measures across all Executive departments. The County Executive’s Senior Leadership Team will then lead the deployment and monitoring of those measures. PSB’s budget includes funding to build automated dashboards to access this information. In addition, public performance reporting on the measures will be deployed in 2019.
- King County has one of the most progressive justice systems in the nation but there still are many opportunities for improvement. PSB will support improvements in the justice system, including its connections to behavioral health and social services, to reduce disparate impacts, reduce recidivism, and improve outcomes. PSB’s criminal justice team will continue to support the Path to Zero Youth Detention Initiative and expand its work with the adult detention system. The team also will continue to monitor the success of alternatives to incarceration.

2019-2020 Priorities

Lead enterprise planning activities to support equitable, transparent, and results-focused government.

- Support development of Executive priorities for 2019 and 2020.
- Prioritize resources to support the County's strategic goals and policy initiatives.
- Improve County enterprise management systems to increase efficiency, coordination, and inclusion.
- Improve internal and external communication about enterprise management systems.

Improve the performance of PSB and County government and increase the value achieved for the resources spent.

- Increase the use of evidence and measurement in planning and decision making.
- Increase the use of measurement to assess whether initiatives are achieving the desired results and to improve performance.
- Reduce budget growth and increase revenue to free up resources for priority resident needs.
- Increase financial resiliency to maintain service levels during economic downturns.
- Improve internal and external reporting of performance information to increase transparency and identify opportunities for improvement.
- Support improvements in the justice system, including its connections to behavioral health and social services, to reduce disparate impacts, reduce recidivism, and improve outcomes.
- Transform PSB into a Lean organization and hold each other accountable to achieve results.

Be a high-performing organization that is a model for a diverse, engaged, and equitable workplace.

- Increase gender, ethnic, and racial diversity among all levels of PSB staff and leadership.
- Reduce the experience of gender and racial disparities among all PSB staff.
- Enhance engagement, safety, well-being, and a positive workplace culture.
- Provide focused training, development, and career advancement opportunities for all PSB staff.

2019-2020 Executive Proposed Operating Budget
OFFICE OF PERFORMANCE STRATEGY AND BUDGET (EN_A14000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	21,534,257	203,000	60.0	0.0
Base Budget Adjustments	2,646,009	(63,000)	0.0	0.0
Decision Package Adjustments	1,593,466	(140,000)	1.6	0.0
2019-2020 Executive Proposed Budget	25,773,732	0	61.6	0.0
2019-2020 Executive Proposed Ordinance	25,774,000	0	61.6	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Cascading Performance Dashboards Create electronic cascading performance dashboards which translate and enhance the functionality of current physical tier boards onto the County's intranet. The project will advance the County's ability to make data-driven decisions and increase staff capacity to expand this system through training.	199,877	0	0.0	0.0
(DS_004) Employee Engagement Research Analyst Add a research analyst to support the design, administration, and analysis of the annual employee engagement survey. This position will support the county's transition to a new engagement framework as well as conduct statistical analyses to link employee engagement to organizational outcomes. The position is funded by the Employee Benefits Fund.	0	0	1.0	0.0
(DS_005) Customer Service Measurement System Develop a system to standardize and centralize customer service measurement, allowing the Executive Department to address areas of service variation across the county to drive greater accountability and responsiveness to customer needs.	230,000	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
OFFICE OF PERFORMANCE STRATEGY AND BUDGET (EN_A14000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_006) Involuntary Treatment Court System Improvement Fund consultant support for a project to improve the Involuntary Treatment Act court system in collaboration with Superior Court, Prosecuting Attorney, Public Defense, Executive Office, Facilities Management and Community and Human Services.	100,000	0	0.0	0.0
Administrative Service Changes				
(AC_001) Consolidate Administrative Functions in PSB Transfer executive legislative coordinator from the Office of the Executive to PSB in order to consolidate administrative functions in PSB.	198,178	0	1.0	0.0
(AC_002) Fund Criminal Justice Policy Position Fully in PSB Provide full funding for criminal justice policy position in PSB. Funding and FTE for the position have previously been divided between the Department of Public Defense and PSB.	264,406	0	0.6	0.0
(AC_003) Funding for Healthcare Economist Provide funding in PSB for healthcare economist position previously funded by the Employee Benefits fund.	385,110	0	0.0	0.0
(AC_004) Fund Communications for Budget and Performance Management Provide PSB with ongoing resources to staff budget, business planning and performance management communications.	304,209	0	1.0	0.0
Technical Adjustments				
(TA_001) Adjust Labor Accounts Adjust loan out labor accounts to reflect current salaries and number of positions.	(219,898)	0	0.0	0.0
(TA_002) Eliminate Two Unfunded Continuous Improvement Specialist Positions Delete FTE authority for two continuous improvement specialist positions. Funding for these positions was not included in the adoption of the 2017-2018 budget.	0	0	(2.0)	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast.	0	(140,000)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(140,000)	0	0.0	0.0
Central Rate Adjustments	271,584	0	0.0	0.0
Total Decision Package Adjustments	1,593,466	(140,000)	1.6	0.0

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Other, Fund: 3280 PSB GENERAL TECHNOLOGY CAPITAL, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3280 PSB GENERAL TECHNOLOGY CAPITAL - Other				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1133724	DPD CASE MGMT SYS REPLACEMENT STANDALONE		\$3,550,000	<p>Current Scope: Department of Public Defense (DPD) Case Management System Replacement Project will replace DPD's two current case management systems, consolidating core functions into a unified case management system with end-to-end functionality necessary to provide essential legal services to DPD clients.</p> <p>Budget Request Basis: This two-phase project is estimated at \$4.1 million, including contingency. Phase 1, the planning phase, is estimated at \$500,000, including a 10-percent contingency. These funds have already been appropriated. Phase 2 (the remainder of the project) is estimated at \$3.55 million, including a 20-percent contingency (in case of data migration and conversion issues). DPD and KCIT collaborated on the cost estimate. DPD focused on business support and KCIT focused on technology and IT support. KCIT met with the BRC and other partners to determine integration needs and costs. DPD used similar projects such as the Jail Management System for guidance on the level of project support needed.</p>
1133959	PAO Data Modernization STANDALONE		\$858,780	<p>Current Scope: Prosecuting Attorney Office (PAO) Data Modernization Project will consolidate numerous Microsoft Access databases into a single data store. The goal is to provide a single data entry point managed with user permissions and integrated with Power BI and GIS for improved reporting.</p> <p>Budget Request Basis: The investment is important at this time due to the risks involved in continuing with the status quo. The databases are based on the obsolete technology and the agency is not able to do any data driven decision-making in an efficient manner. Currently, all reports must be generated from multiple systems and processed manually, which takes a lot of time. The estimate was developed jointly by PAO and KCIT.</p>
1134041	KCSC JURY MGMT SYS REPLACEMENT STANDALONE		\$462,000	<p>Current Scope: King County Superior Court (KCSC) Jury Management System Replacement technology project will replace Superior Court's current jury management system with more advanced technology to improve juror experience and encourage participation in our judicial system. The improved jury technology will support increased efficiency and data driven planning.</p> <p>Budget Request Basis: The current system is 9 years old and is in need of replacement to take advantage of new technologies available on the market that will make it easier and more equitable for jurors to fulfill their legal obligation. The estimate was developed based on vendor price quotes from an RFI released in early 2018. The costs in the responses varied widely. If approved, this amount will fund all project phases. The requested amount assumes \$225k for an enterprise license, \$65k for implementation costs (workflow configurations, data migration and training), \$95k for first year maintenance, and a 20-percent contingency (for unexpected configuration costs). In addition, KCSC will assign existing staff resources, as needed. Jury Department staff will be made available for any configuration, implementation and training efforts. Superior Court IT staff will focus on any data conversion and configuration work with the vendor.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Other, Fund: 3280 PSB GENERAL TECHNOLOGY CAPITAL, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3280 PSB GENERAL TECHNOLOGY CAPITAL - Other				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134042	KCSC COURTROOM RECORDING RPLC STANDALONE		\$605,848	<p>Current Scope: King County Superior Court (KCSC) Courtroom Recording Replacement technology project will replace aging hardware, software and audio equipment that captures the official record of all Superior Court proceedings.</p> <p>Budget Request Basis: The PCs currently used across 70 courtrooms run Windows 7, which will lose vendor support beginning in 2020 and therefore must be upgraded to Windows 10 in 2019. The cost estimate is based on conversations with the current vendor and includes the costs of software licenses, annual support, and cloud storage. The new hardware includes leased workstations and digital signal processors (required to measure, filter, and compress real time audio) for each courtroom. The estimate assumes leveraging much of the audio infrastructure currently in the courtrooms (microphones and speakers) with a future upgrade to IP-based equipment if desired. Based on past audio work done in the courtroom, \$250 for each courtroom is assumed for installation services to tune the audio equipment with the new software and hardware. Because this is a technically-straightforward upgrade of software and hardware, only 15 percent has been set for contingency.</p>
3280 - PSB GENERAL TECHNOLOGY CAPITAL		Total	\$5,476,628	
Grand Total			\$5,476,628	

2019-2020 Proposed Financial Plan
PSB Technology Capital Fund | 000003280

Capital Improvement Program (CIP) Budget	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Carryforward + Proposed)	2021-2022 Projected	2023-2024 Projected
CAPITAL BUDGET REVENUE SOURCES:					
Revenue Backing from Fund Balance	-	-	-	-	-
Bond Proceeds	500,000	3,550,000	4,050,000	-	-
Agency Transfers - KCSO AFIS	2,002,000	-	2,002,000	-	-
General Fund Transfers	-	1,926,628	1,926,628	-	-
Total Capital Revenue:	\$2,502,000	\$5,476,628	\$7,978,628	-	-
CAPITAL APPROPRIATION:					
DPD IT projects	500,000	3,550,000	4,050,000	-	-
KCSO IT projects	2,002,000	-	2,002,000	-	-
KCSC IT projects	-	1,067,848	1,067,848	-	-
PAO IT projects	-	858,780	858,780	-	-
Total Capital Appropriation:	\$2,502,000	\$5,476,628	\$7,978,628	-	-

CIP Fund Financial Position	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE:		-	-	\$1,502,000	-	-
CAPITAL FUNDING SOURCES:						
Bond Proceeds	-	-	-	4,050,000	-	-
Agency Transfers - KCSO AFIS	-	2,002,000	-	-	-	-
General Fund Transfers	-	-	-	1,926,628	-	-
Total Capital Revenue:	-	\$2,002,000	-	\$5,976,628	-	-
CAPITAL EXPENDITURES:						
DPD IT projects	-	(500,000)	-	(3,550,000)	-	-
KCSO IT projects	-	-	-	(2,002,000)	-	-
KCSC IT projects	-	-	-	(1,067,848)	-	-
PAO IT projects	-	-	-	(858,780)	-	-
Total Capital Expenditures:	-	(\$500,000)	-	(\$7,478,628)	-	-
OTHER FUND TRANSACTIONS:	-	-	-	-	-	-
ENDING FUND BALANCE:	-	\$1,502,000	-	-	-	-
FUND BALANCE DESIGNATED TO CURRENT PROJECTS:	-	(\$1,502,000)	-	-	-	-
RESERVES:						
Grant Contingency	-	-	-	-	-	-
Cash Flow	-	-	-	-	-	-
Total Reserves:	-	-	-	-	-	-
PROJECTED SHORTFALL:	-	-	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE:	-	-	-	-	-	-

Financial Plan Notes

CIP Budget Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the best estimate of the inception to date budget balances at the end of the 2015-2016 biennium.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

Revenue Notes:

Bond proceeds will be used to fund Project 1133724 DPD Case Mgmt Sys Replacement

General Fund transfers will be used to fund the following three projects: 1133959 PAO Data Modernization; 1134041 KCSC Jury Mgmt Sys Replacement; and 1134042 KCSC Courtroom Recording Rplc

CIP Fund Financial Position:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans.

Plan updated by: Gaukhar Serikbayeva, August 2018

OFFICE OF LABOR RELATIONS

Mission

To improve the lives of people in King County, we partner with King County agencies, unions, and employees through collaborative negotiation, creative problem solving, and professional advice, with a focus on employee engagement.

Overview

On behalf of the County Executive, the Office of Labor Relations (OLR) negotiates approximately 80 labor agreements covering the County's nearly 13,000 represented employees. OLR staff fulfills its bargaining obligations in close partnership with the County Executive, the County Council and other separately elected officials, labor partners, agencies, and employees. OLR strives for negotiation outcomes that enable County agencies to utilize their employees effectively and allow the County as a whole to manage costs and realize efficiencies.

OLR's work directly contributes to the County's strategic priorities of Investing in YOU, Equity and Social Justice, and Best-Run Government. OLR is a critical implementing partner of the County Executive's Investing in YOU strategy. As part of the Investing in YOU, OLR works with County agencies and labor unions to bargain a total compensation package that is competitive, sustainable, and equitable. OLR's work on the total compensation package also advances the County's Equity and Social Justice strategic priority.

Challenges, Opportunities, and Strategic Issues

Advancement of Investing in YOU and Equity and Social Justice Strategic Priorities

OLR provides a critical nexus between employees and their workplaces, which is the focus of the Executive's Investing in YOU Initiative. OLR also fills an important role in advancing the County's equity and social justice agenda. There are many opportunities through negotiations and contract language to build trust with employees through transparency in negotiations and contract language. Labor contracts can also help to ensure a more racially diverse and culturally responsive workplace. This can include language that can better break down barriers for underrepresented groups for hiring, promotion, learning and growth, and transfers. Language can also be developed that ensures performance management, coaching, and discipline are administered in an unbiased and consistent way.

Expanding and Sustaining the Master Labor Agreement

With the majority of bargaining units being in the coalition, expanding and sustaining the master labor agreement (MLA) is another strategic area for OLR. OLR will pursue the following strategies to sustain and strengthen the MLA.

- **Relationships with Labor Union Partners:** OLR must give special attention to fostering strong relationships with labor union partners in order to maintain and sustain their participation in coalition bargaining. OLR will continue working with labor partners to communicate and demonstrate the agreement's mutual benefits. Through development and maintenance of positive relationships, OLR is instrumental in promoting the County as an employer of choice.
- **Standardization of Contract Provisions:** Historically, County labor contracts have either had inconsistent language or been interpreted inconsistently. Standardization of contract provisions under the MLA can create efficiency and prevent inconsistent interpretation and application of those provisions. The standardization of pay practices, hours, and working conditions across the County's workforce also reinforces the County's equity and social justice goals.
- **Coordination with the Department of Human Resources:** Developing workplace standards will require strong coordination with the Department of Human Resources to ensure bargaining proposals and agreements are based on best practices, as well as to ensure that they are flexible enough to meet departmental needs.
- **Responsible Risk Taking:** OLR will support key County Executive initiatives and priorities and promote a culture of responsible risk taking to do things differently when identified changes are viable and useful.

Sustainable Total Compensation Framework

By managing primary, secondary, and other costs of collective bargaining agreements, OLR plays a central role in the County's effort to manage its labor costs and eliminate unnecessary contract constraints on agencies to manage their workforces and build a structure that attracts and retains a quality workforce. Compensation packages will be bargained using a total compensation methodology and will reflect changes in inflation, productivity, and other labor market conditions. The standardization of compensation provisions under labor agreements will make costs predictable and uniform, address labor costs relative to the rate of inflation, provide for long-term sustainability of services, and attract and retain a quality workforce. These packages will be fiscally sustainable, equitable, and ensure high quality employees.

Consolidation of Bargaining Units

Collective bargaining in coalition and unit clarification proceedings presents an opportunity to structure bargaining units so that they align with business processes, agency structures, and/or occupational lines of work to reduce the number of bargaining units. The reduction of bargaining units will keep the cost of doing business down by decreasing the number of labor agreements being bargained and administered.

2019-2020 Priorities

Investing in YOU and Equity and Social Justice Strategic Priorities

OLR will negotiate language to advance the following objectives:

- Break down barriers for underrepresented groups for hiring, promotion, learning and growth, and transfers.
- Ensure performance management, coaching, and discipline are administered in an unbiased and consistent way.

Expanding and Sustaining the MLA

- In 2019-2020, OLR will seek to consolidate and enhance the MLA negotiated in 2018.
- OLR will seek to increase the number of participating unions.
- OLR will work to ensure that the MLA is implemented uniformly across the County.

Sustainable Total Compensation Framework

- Bargain compensation packages using a total compensation methodology that covers all components of compensation--wages, healthcare, leaves, and other benefits--in one package.
- Analyze changes in inflation, productivity, labor market conditions, and other factors to inform the County's bargaining position.

2019-2020 Executive Proposed Operating Budget
OFFICE OF LABOR RELATIONS (EN_A42100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	6,149,206	0	17.6	0.0
Base Budget Adjustments	671,673	0	0.0	0.0
Decision Package Adjustments	235,961	0	0.0	0.0
2019-2020 Executive Proposed Budget	7,056,840	0	17.6	0.0
2019-2020 Executive Proposed Ordinance	7,057,000	0	17.6	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Administrative Service Changes				
(AC_085) Application Enhancement Increase the budget for IT application enhancement projects under \$250,000. This funding will be used to develop PeopleSoft reports to replace the consolidated data warehouse application maintained to meet King County code reporting requirements.	5,859	0	0.0	0.0
Central Rate Adjustments	230,102	0	0.0	0.0
Total Decision Package Adjustments	235,961	0	0.0	0.0

DEPARTMENT OF EXECUTIVE SERVICES ADMINISTRATION

Mission

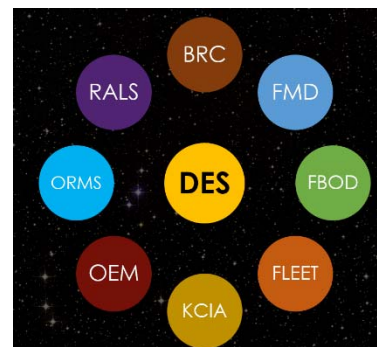
DES provides excellent, innovative government services delivered by customer-focused employees.

Overview

The Department of Executive Services (DES) was established in 2002 to provide internal services to King County government and a variety of public services to its residents. The department was a consolidation of four departments: Construction and Facilities Management, Finance, Human Resources, and Information and Administrative Services. DES has a variety of direct customers that range from all County agencies in need of facilities maintenance and paycheck processing to motor vehicle drivers applying for vehicle tab renewals. For more detail on customers and products, see the DES divisions' descriptions, respectively.

In 2017, the Department of Executive Services includes the following divisions and offices:

- Records and Licensing Services Division (RALS)
- Finance and Business Operations Division (FBOD)
- Human Resources Division (HRD)
- Facilities Management Division (FMD)
- Office of Risk Management Services (ORMS)
- Office of Emergency Management (OEM)
- Business Resource Center (BRC); and
- Office of Alternative Dispute Resolution (ADR)



The 2019-2020 Executive Proposed budget reflects changes to the structure of DES as a result of the larger County-wide reorganization.

Incoming divisions/offices:

- Fleet Services
- King County International Airport (KCIA)

Outgoing divisions/offices:

- Human Resources Division
- Office of Alternative Dispute Resolution

The DES Director's Office (DES DO) provides deployable resources and supports service delivery for DES divisions and offices. This support includes the following:

- Leadership and administration
- Strategic communications
- Customer service
- Government relations
- Development and monitoring of the DES county, state, and federal legislative agendas
- Strategic planning, performance management, and continuous improvement
- Equity and Social Justice implementation and oversight
- Media relations and public affairs
- Audit oversight, coordination, and tracking
- Emergency management coordination, department level Continuity of Operations Plan (COOP) development, maintenance and training
- Human resources management
- Budget and finance

Director's Office leadership promotes cross-divisional cooperation and collaboration on a variety of planning process including: emergency response planning, standard work, implementation of the ESJ strategic plan, workforce engagement, employee development, and other County Executive initiatives.

Challenges, Opportunities, and Strategic Issues

DES Administration is facing the following challenges during the 2017-2018 biennium, all of which will carry over into the 2019–2020 biennium.

- Integration of Fleet and Airport Divisions into DES
- Master Labor Agreement Implementation
- Instability of grant funds that support the Office of Emergency Management
- Successful delivery of capital projects
- Continuing to deliver customer service improvements in access, quality, and timeliness within budget constraints
- Implementation of the DES ESJ Strategic Action Plan
- Deployment of the County's management system (Lean/continuous improvement, visual management, Activity-Based Costing, benchmarking, performance metrics, etc.) to improve organizational performance
- Building upon robust department-wide participation (78%) in the employee engagement survey and the strong employee engagement score (78%) to follow through on commitments to DES employees and emphasize a respectful and responsive workplace where employees can thrive
- Continuing to move the enterprise business environment through the standardization phase and into optimization to improve the efficiency and effectiveness of financial and human resource service delivery
- Providing business leadership in the deployment of the business intelligence tools to facilitate more informed strategic decisions
- Implementing changes to the inquest process when ordered by the King County Executive.

2019-2020 Priorities

The department currently has 10 lines of business and will significantly change with the proposed addition of KCIA and Fleet Services. Given the diversity of services DES provides, the Director's Office focus is on County priorities and topics of common interest across the department.

DES Priorities for the 2019–2020 Biennium are:

- Fleet and Airport Division Integration
- Customer Service Improvements
- Equity and Social Justice Action Plan
- Standard Work Initiative
- Decisionmaking through Data Analytics

Fleet and Airport Division Integration

As a result of larger King County reorganizations the Fleet and Airport divisions are proposed to be part of DES. These two divisions currently receive a high level of support from the Department of Transportation Director's Office. DES will need to do some strategic planning work to integrate KCIA and Fleet into the existing 10 year plan. For example, there currently are no outcomes related to climate change or economic development and those considerations are integral to the Fleet and Airport division operations. DES DO has identified five positions that are needed to sufficiently resource the DES Director's office to maintain the current level of support for the incoming divisions and meet DES DO's

top 2019 – 2020 priorities department wide. These five positions are part of the County Executive’s 2019 – 2020 Proposed Budget.

Customer Service Improvements

DES has a broad and varied customer base serving most, if not all, county residents. Customers are identified for most products and services, but DES has limited knowledge about customer requirements, needs, or desires. The DES Vision Statement is: A partner and leader in Delivering Excellent Services, every day. DES’ stretch goal is to provide as feasible customer service any time, any place. Information is intuitive and does not require assistance to decipher. When assistance is required, it is easy to access and seamless (no wrong door).

To achieve this goal, DES needs a clear understanding of how DES is doing to meet customer interests. Baseline data of the current state is a foundational requirement. Lack of a customer service strategy based on data was noted as a key deficiency in the mid-point check in of the DES 10-year plan (2013-2022).

The DES Director’s Office is working to complete an inventory of customer service data in 2018. This work will form the basis of a Customer Service Strategy in 2019.

Equity and Social Justice Action Plan

DES will continue to explore innovative ways to utilize an equity lens in decision making, build community trust and capacity, engage the community, provide excellent customer service, and facilitate fair and equitable internal services to employees. In 2017, DES employee committees were formed to work on the ESJ Strategic Plan goal areas and Department Level and Division Level implementation plans were created. There was also an expansion of ESJ related trainings and engagements available to all employees led by the DES Equity and Engagement Manager.

Standard Work Initiative

In 2017, all current DES divisions/offices created a list or “table of contents” of all of standard work processes. Fleet and KCIA are coming into a Department that is well along its journey of documenting standard work. They have some catching up to do and will not be able to accomplish the work without assistance. The standard work TLT currently housed in FBOD expires at the end of 2018 and cannot be extended. Given that the initiative has expanded beyond FBOD to all DES divisions/offices, the TLT position is being requested as an FTE in the DES DO’s appropriation for the 2019-2020 biennium.

Decision-making through Data Analytics

DES does not currently have a data analytics position to provide Department-wide support during the 2017–2018 biennium. However, DES DO wants to be well-positioned to meet the Executive Office expectation to use data to inform short-term and long-term decision making and align with the Best Run Government Strategic Priority. As such, DES is including a Data Analytics Position (PPM III) in the Executive’s 2019–2020 Proposed Budget. In partnership with the DES Director’s Office and Divisions/Offices, this role will work to data mine, analyze, and visualize available data from various systems to make informed strategic decisions to the benefit of all DES divisions.

2019-2020 Executive Proposed Operating Budget
EXECUTIVE SERVICES ADMINISTRATION (EN_A41700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	4,836,222	190,000	13.0	0.0
Base Budget Adjustments	307,041	(145,000)	0.0	0.0
Decision Package Adjustments	(352,229)	1,583,758	0.0	1.0
2019-2020 Executive Proposed Budget	4,791,034	1,628,758	13.0	1.0
2019-2020 Executive Proposed Ordinance	4,792,000	1,629,000	13.0	1.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_002) Department of Executive Services Integration with KCIA and Fleet Divisions Integrate the King County International Airport and Fleet Division into the Department of Executive Services (DES) as part of the broader County reorganization. DES requires additional resources to effectively support these two divisions.	1,629,683	1,628,758	5.0	0.0
(DS_003) Inquest Process Administrator Add an inquest process administrator to support the pro tem hearing administrator and pro tem lawyer as inquest staff work through a current backlog of five current cases and four new cases pending assignment. This position will be funded through the Internal Support appropriation.	0	0	0.0	1.0
Administrative Service Changes				
(AC_004) Alternative Dispute Resolution Positions Transfer Transfer Alternative Dispute Resolution positions to the new Human Resources Department.	(1,518,714)	(45,000)	(4.0)	0.0
(AC_022) Human Resources Manager Centralization Centralize human resources manager positions within the new Department of Human Resources. This adjustment will allow for improved accountability and uniform direction without impacting the level of service provided to agencies.	(384,968)	0	(1.0)	0.0

2019-2020 Executive Proposed Operating Budget
EXECUTIVE SERVICES ADMINISTRATION (EN_A41700)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	(78,230)	0	0.0	0.0
Total Decision Package Adjustments	(352,229)	1,583,758	0.0	1.0

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Other, Fund: 3250 DES TECHNOLOGY, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3250 DES TECHNOLOGY - Other				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1133879	DES FBOD PROCUREMENT MODERNIZATION STANDALONE		\$5,434,800	<p>Current Scope: Finance and Business Operations Division (FBOD) Procurement and Payables System Modernization -- This project will replace and supplement the systems currently used to support the procure-to-pay value stream. Through the modernization of these systems, the way in which participants in the procure-to-pay value stream interact will be transformed. Other County departments and agencies will have transparent access to where their procurement request is in the process. Suppliers will have a single point of entry for registering to do business with the County, applying for certification, reporting data for contract compliance purposes, submitting invoices, obtaining public procurement records, and signing contracts. Overall, the procurement process will become transparent to all its customers, from internal agencies/departments to suppliers to other public agencies. This project will be executed within two years of the start date, ending no later than December 31, 2020.</p> <p>Budget Request Basis: FBDO requested this project during the 2017-2018 budget cycle, however the project was not included in the 2017-2018 Proposed Budget due to insufficiently defined value proposition. In preparation for the 2019-2020 budget request, FBOD partnered with the Huron consulting firm, the BRC, and KCIT to create a procurement modernization roadmap addressing PSB and KCIT concerns. Additionally, FBOD and the BRC team are progressing with a fit-gap analysis that will give the optimal sequencing of Oracle modules and other software seen as best practices in the industry. The total for the project is estimated to be \$5,434,800, which includes a 20-percent contingency.</p>
1133880	DES OEM RCECC AV MODERN STANDALONE		\$44,000	<p>Current Scope: Office of Emergency Management (OEM) Audio/Video (A/V) Update -- This project will fund the planning of an upgrade of the audio-visual system in the Emergency Operations Center (EOC) in Renton. The current system is inadequate and unable to provide situational awareness to staff managing incidents, which directly impacts public safety and the public's perception of the County.</p> <p>Budget Request Basis: The project was approved only for the planning phase. OEM will request full project funding in a 2019-2020 supplemental ordinance.</p>
3250 - DES TECHNOLOGY		Total	\$5,478,800	
Grand Total			\$5,478,800	

**2019 - 2020 Proposed Financial Plan
DES Technology Fund/000003250**

Capital Improvement Program (CIP) Budget					
	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:					
Bond Proceeds for FBOD Projects	-	5,434,800	5,434,800	-	-
General Fund Transfer		44,000	44,000		
Bond Proceeds for OEM Projects				2,800,000	
Total Capital Revenue	\$ -	\$ 5,478,800	\$ 5,478,800	\$ 2,800,000	\$ -
Capital Appropriation:					
FBOD Projects	-	(5,434,800)	(5,434,800)	-	-
OEM Projects	-	(44,000)	(44,000)	(2,800,000)	-
Total Capital Appropriation	\$ -	\$ (5,478,800)	\$ (5,478,800)	\$ (2,800,000)	\$ -

CIP Fund Financial Position						
	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance						
Capital Funding Sources						
Bond Proceeds for FBOD Projects	-	-	-	5,434,800	-	-
General Fund Transfer				44,000		
Bond Proceeds for OEM Projects					2,800,000	
Total Capital Revenue	\$ -	\$ -	\$ -	\$ 5,478,800	\$ 2,800,000	\$ -
Capital Expenditures						
FBOD Project		-	-	(5,434,800)	-	-
OEM Projects		-	-	(44,000)	(2,800,000)	-
Total Capital Expenditures	\$ -	\$ -	\$ -	\$ (5,478,800)	\$ (2,800,000)	\$ -
Other Fund Transactions						
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance designated to current projects*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves						
Grant Contingency						
Cash Flow						
Total Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Financial Plan Notes

CIP Budget Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the best estimate of the inception to date budget balances at the end of the 2015-2016 biennium.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

Revenue Notes: General Fund transfer includes OEM requests

Appropriation Notes: FBOD project: DES PROCUREMENT MODERNIZATION 1133879; OEM Project: DES OEM RCECC AV MODERNIZATION 1133880
(OEM intends to request full project funding in 2021- 2022 and would be bond financed).

CIP Fund Financial Position:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans

* 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.

Plan updated 8/22/18 by Danielle Lucero.

KING COUNTY INTERNATIONAL AIRPORT

Mission

The Airport's mission is to be a recognized world-class airport, innovating in infrastructure and strategic alliances, while strengthening the regional economy.

Overview

King County International Airport (KCIA) is classified by the Federal Aviation Administration (FAA) as a Class IV, Primary, Commercial Service, non-Hub Reliever Airport. This translates to the Airport handling limited commercial passenger traffic, with a designation from the FAA to relieve congestion from SeaTac and provide improved general aviation access to the overall community. While the Airport provides the aviation facilities, the FAA regulates the airspace and aircraft operations. KCIA, in partnership with the FAA, provides the resources to meet forecasted aviation demand by providing for the development and maintenance of the runway and taxiway systems.

KCIA works diligently to provision an open-access airport with facilities in a state of good repair and maintained to the highest standard. Airport services are valued as a strong element in support of regional economic vitality. These activities are executed by a well-trained workforce that promotes a culture of excellence in customer service, community engagement, equity, and diversity.

KCIA supports and serves six product families: aerospace manufacturing, air cargo, fixed base operators, corporate flight departments, recreational general aviation, and passenger terminal services. The higher-order value stream components are centered on access to the airfield, which include runways, taxiways, air traffic control services, navigational aids, and the protected airspace above and outward from the runways providing the transition from inter-city travel to landing at KCIA. The secondary value stream components are exclusive, preferential, or common use space with access to the airfield in the form of ramp, aircraft storage hangars, tie-down parking, raw ground, or space within the terminal building.

The Airport operates both as a business enterprise and public agency. As a business enterprise, the Airport operates via a dedicated group of airport professionals with specialized expertise to run a nimble operation. Business income funds the operations and capital investments necessary to build and

maintain the airfield and associated facilities. The Airport is accountable to private partners and tenants who rely on KCIA to meet their business needs. As a public agency, KCIA has a responsibility to the King County taxpayers, and is accountable to elected officials and their constituents.

Challenges, Opportunities, and Strategic Issues

As the Airport continues to implement goals outlined in the 2015-2020 Airport Strategic Plan, KCIA is focusing on challenges and opportunities in the 2019-2020 budget. These priorities include safety and security, operational issues, internal capacity, technology, and systems.

Safety and security are the guiding priorities at KCIA, shaping business practices and service delivery. KCIA is currently focused on physical and technological security upgrades. The Airport has projects underway to strengthen the physical perimeter including fence, gates, and lighting. Additionally the Airport's is updating its access control system utilizing technology and procedures to create a system that allows for an increased level of access control.

Operational issues include a heavy focus on customer service in an effort to meet the varied needs of its diverse customer base. KCIA carefully plans and manages the Airport so that the population of light general aviation has a place alongside corporate flight departments and fixed base operators in a safe and functional operating environment.

Technology and systems allow the Airport to better use data as a driver for business. The Airport has implemented CityWorks as an asset management software system with spatial data handling capabilities (GIS-centric) to assist in streamlining workflow processes. The Airport is also upgrading to a comprehensive noise management system to continue the focus on timely and informed responses to noise complaints.

Building organizational capacity is a cornerstone, as it serves as the basis for the Airport's ability to perform in a business enterprise capacity for customers and in its public agency capacity for the common good. As the Airport plans for the future, building internal capacity is the focus. This includes providing opportunities for staff to take on new responsibilities that support priorities and goal areas. Onboarding and integrating new staff remains a focus as more than 30 percent of staff has joined the Airport in the last 3 years.

Educational outreach is a highlight of the Airport of Opportunity program, under the auspices of the Executive's King County Aerospace Alliance. Goals of this program include education of county residents on aerospace career pathways, especially to those in underrepresented and underserved populations. The ultimate goal is to communicate that aviation and aerospace education and careers are accessible in King County, at the Airport, and in our region.

2019-2020 Priorities

The Airport Strategic Plan continues to guide business decisions in both operating and capital investments for meaningful, efficient, and effective returns. Building on those strategic goals, the Airport is in alignment with foundational King County initiatives.

As outlined in the Strategic Plan, **safety and security** will remain a key driver for Airport decisions and operations. In the 2019-2020 biennium the Airport establishes safety and security as a cost center to allow the section the visibility to control critical safety and security related services. The Airport's Safety

and Security Manager is working with the King County Sheriff's Office to make changes to the Airport Rescue Fire Fighting staffing models to ensure that the Airport is able to consistently and effectively deliver emergency services.

In order to meet the strategic goal of maintaining a world class facility, **customer service** focus must be based on a strong working relationship with stakeholders. This focus includes an understanding of customers' value drivers. The voice of the customer counts and will continue to be accounted for in the Master Plan Upgrade, capital facilities planning, and airfield construction schedule coordination.

Technology and systems are Airport priorities as an employer and as a business, providing employees with work tools, managers with data for making timely business decisions, and increasing productivity, efficiency, and effectiveness. Funding requests are submitted in support of technology and systems in both operating and capital budgets.

Business development is a key business activity in the retention of existing customers. The Airport will explore ways to establish new revenue streams through innovation, optimize the development and redevelopment opportunities that arise in the limited Airport footprint, and positively impact drivers for the regional economy. KCIA has included in the 2019-2020 operating budget a decision package supporting follow-up to the Strategyzer business development work conducted with PSB in 2017-2018.

Communications and community partnership remain fundamental to Airport success. A close relationship with the FAA is a priority, essential to maintaining a world-class facility and community partnership considerate of the high degree of engagement in the public review process of the Master Plan project. The Airport views the relationship with the FAA as a professional partnership and is committed to the highest standards in facilities and operations.

Organizational development and continuous improvement remain drivers for Airport programs. The Airport has engaged Lean training for every employee so that eradicating waste and capturing efficiencies may be ingrained in work flow processes.

The Executive's priorities and initiatives – **Investing in YOU (IY)**, **Strategic Climate Action Plan (SCAP)**, **Equity and Social Justice (ESJ)**, and **King County Aerospace Alliance (KCAA)** – are priorities-in-action at the Airport. IY and ESJ are actively embedded in the Airport's robust and active employee training and development program, translation services for community outreach, and educational outreach programs and internships where KCAA is also an effective message. The Airport will continue to hold training and educational opportunities for staff and the community including curriculum days for schools.

The Airport's 2019-2020 budget proposal reflects new investments across these critical areas, bolstering the Airport's role in the aviation, educational, and business communities. New operating revenues reflecting renegotiated property leases will further the Airport's internal systems and operations, while also backing a robust capital program that reflects the Airport's revised project portfolio. These new investments, along with Airport's integration into the Department of Executive Services, will further the Airport's mission of being a world class airport, innovating in infrastructure and strategic alliances, while strengthening the regional economy.

**2019-2020 Executive Proposed Operating Budget
AIRPORT (EN_A71000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	34,478,001	42,146,499	48.5	0.0
Base Budget Adjustments	1,221,094	790,891	0.0	0.0
Decision Package Adjustments	5,182,567	11,039,388	3.0	5.0
2019-2020 Executive Proposed Budget	40,881,662	53,976,778	51.5	5.0
2019-2020 Executive Proposed Ordinance	40,882,000	53,977,000	52.5	11.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Capital Program Capacity Increase capacity to execute capital projects to build and maintain FAA-certificated airfield facilities. The increase will add two capital project managers, a contract specialist, and an engineer to support project delivery.	1,220,971	0	0.0	4.0
(DS_002) Airport Apprenticeships Program Create three new positions for apprentice workers in the Airport's Maintenance Section trade shops, for carpentry, electrical, and heavy duty mechanic. These positions will be filled by 4-5th year union apprentices; upon completion of requirements they will convert to journey workers to assist with Airport's succession planning.	281,254	0	3.0	0.0
(DS_003) Employee Development and Training Expand staff training and development programs. As part of an airport-wide training plan, new resources will focus on four areas: leadership essentials for management, software skill training, industry-specific professional designations, and Lean business practices.	86,304	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
AIRPORT (EN_A71000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_004) King County Aerospace Alliance Internship Program Promote aviation and aerospace career exploration through a summer reach-in program for young adults. The temporary work opportunities will complement current efforts through the King County Aerospace Alliance, Career Connected learning, and KCIA's educational outreach and engagement programs.	483,403	12,000	0.0	0.0
(DS_005) Supplies and Services Adjustments Increase budget for supplies and service levels, according to programmed needs for core Airport operations in 2019-2020.	593,398	0	0.0	0.0
(DS_006) Airport Rescue Fire Fighting Adjustment Increase funding level to provide Airport Rescue Fire Fighting (ARFF) tools and resources needed for safety and service delivery.	93,200	0	0.0	0.0
(DS_007) Business Process and Workflow Improvements Add a business analyst as a GIS data specialist to evaluate, enhance, and implement business solutions applications, systems, and hardware. These efforts will expand the Airport's use of GIS-based fire-safety plans and property management tools.	270,648	0	0.0	1.0
(DS_008) Data Analysis Services Expand airport-specific technology and data services contracts. New contracts are expected to include airport-critical systems in flight tracking and airspace management, flight procedure design consulting, and web-based airfield driver and landing data systems.	351,600	0	0.0	0.0
(DS_010) Airport of Innovation Research and pursue regional business opportunities, following up on the 2017-2018 Strategyzer visioning work. Airport, in collaboration with PSB staff, identified three potential opportunities in business-class accommodations, air cargo expansion, and public-private partnerships across regional aviation. Funding will include resources for industry-specific consulting, property management, and collaborative forums with regional airport managers.	200,000	0	0.0	0.0
(DS_011) Interlocal Agreements for Fire Training Consortium Fund activities of two Interlocal Agreements: fire and medical dispatching/911 call routing and training from the South King County Fire Training Consortium.	380,000	0	0.0	0.0
(DS_100) Revenue adjustment for service levels Update revenue due to service-level increases, including fuel flowage volume and landing fees from increased traffic and updated hangar rent and parking revenue.	0	749,747	0.0	0.0

2019-2020 Executive Proposed Operating Budget
AIRPORT (EN_A71000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_120) Central Climate Change Costs Update Adjust the share of the central climate-related costs for 2019-2020; these costs include investments to advance the Strategic Climate Action Plan (SCAP), membership fees in climate related organizations, consulting fees, an update to the 2020 SCAP, as well as central staff to help agencies across the County with climate related activities. The allocation methodology is based on greenhouse gas emissions.	(2,116)	0	0.0	0.0
Administrative Service Changes				
(AC_001) Safety & Security Cost Center Establish a new cost center and allocate resources for the Airport's safety and security programs.	11,184	0	0.0	0.0
(AC_002) Direct Labor Adjustment to Capital Program Adjust direct labor transfers for the Airport's capital program.	(462,996)	0	0.0	0.0
(AC_003) Surface Water Fee Adjustment Increase budget for surface water management fees paid to Seattle and Tukwila. This includes the base adjustment as reflected in the 2018 supplemental adjustment.	791,674	0	0.0	0.0
(AC_004) Educational Outreach, Interpretation Services, and ESJ Training Add resources to bolster the Airport's equity and social justice, community engagement, and outreach programs. Includes funds for translation and interpretation services, ESJ re-certification programming, and educational outreach for King County Aerospace Alliance.	93,100	0	0.0	0.0
(AC_085) KCIT Application Enhancements and SDM Support Increase the budget for IT application enhancement projects under \$250,000. This funding will be used for true-up of KCIA's application enhancements service level requirements, including additional SDM support.	26,800	0	0.0	0.0
Technical Adjustments				
(TA_001) Inflation Adjustment Adjust budget to reflect inflation-driven expense increases in utilities, disposal costs, and miscellaneous non-labor accounts.	148,400	0	0.0	0.0
(TA_002) Miscellaneous Technical Adjustments Implements minor corrections and technical adjustments across supplies accounts.	(8,064)	0	0.0	0.0
(TA_003) Overhead Updates Revise overhead charges to reflect organizational changes in 2019-2020. The Airport will be moving out of the Department of Transportation and into the Department of Executive Services, with accompanying changes in overhead and property management expenses.	719,031	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
AIRPORT (EN_A71000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_050) Revenue Adjustment for inflation Revise budgeted revenues to match current forecast. This includes only those revenue items forecasted to increase due to inflationary forces (not service level increases), and includes the impact of renegotiated leases with Airport tenants.	0	10,277,641	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(389,000)	0	0.0	0.0
Central Rate Adjustments	293,776	0	0.0	0.0
Total Decision Package Adjustments	5,182,567	11,039,388	3.0	5.0

2019-2020 Executive Proposed Operating Budget
AIRPORT CONS BUDG TRANS (EN_A71600)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	7,330,175	0	0.0	0.0
Base Budget Adjustments	(3,330,175)	0	0.0	0.0
Decision Package Adjustments	14,974,373	0	0.0	0.0
2019-2020 Executive Proposed Budget	18,974,373	0	0.0	0.0
2019-2020 Executive Proposed Ordinance	18,975,000	0	0.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Administrative Service Changes				
(AC_010) Transfer building funds from Operating to Capital	14,974,373	0	0.0	0.0
Transfer building funds from Operating to Capital				
Total Decision Package Adjustments	14,974,373	0	0.0	0.0

**2019-2020 Proposed Financial Plan
Airport Operating Fund / 000004290**

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	12,211,684	22,452,927	16,573,670	22,090,594
Revenues				
Lease Revenue	42,550,000	45,776,204	46,955,100	48,286,000
Landing Fees	3,239,004	3,327,348	3,394,000	3,462,000
Fuel Fees	4,911,127	4,361,226	4,449,000	4,538,000
Other Revenue	945,788	512,000	350,000	350,900
Total Revenues	51,645,919	53,976,778	55,148,100	56,636,900
Expenditures				
KCIA Labor	(11,566,831)	(14,638,491)	(15,458,246)	(16,493,949)
Employee Development	(116,821)	(229,350)	(200,000)	(200,000)
Central Rates	(6,072,896)	(6,783,107)	(7,162,961)	(7,628,553)
ARFF	(6,669,938)	(8,218,184)	(8,678,402)	(9,242,498)
Stormwater	(3,464,000)	(3,855,674)	(4,071,592)	(4,336,245)
Debt Service	(1,225,415)	(1,583,724)	(628,050)	-
Other Expenses	(4,962,100)	(5,573,132)	(5,885,227)	(6,267,767)
Total Expenditures	(34,078,001)	(40,881,662)	(42,084,479)	(44,169,013)
Estimated Underexpenditures				
Other Fund Transactions				
Operating Transfer to CIP	(7,326,675)	(18,974,373)	(7,546,697)	(13,393,000)
Total Other Fund Transactions	(7,326,675)	(18,974,373)	(7,546,697)	(13,393,000)
Ending Fund Balance	22,452,927	16,573,670	22,090,594	21,165,481
Reserves				
Rainy Day Reserve (30 days)	(1,419,917)	(1,703,403)	(1,753,520)	(1,840,376)
Expenditure Reserve(s)	(1,395,632)	(3,000,000)	(3,000,000)	(3,000,000)
Total Reserves	(2,815,549)	(4,703,403)	(4,753,520)	(4,840,376)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	19,637,378	11,870,267	17,337,074	16,325,105

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Revenue reflects Boeing arbitration settlement 6/28/18 retro to 7/1/17.

Expenditure Notes: Outyear estimates calculated using Seattle inflation rate noted in PSB-posted BFPA document.

Reserve Notes:

Rainy Day Reserve calculated at 2-year average of 30 days of total expenditures

Expenditure Reserve established for additional transfer to Capital Fund

This financial plan was updated by T.J. Stutman on 9/4/18

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1028653	AD PAVEMENT REHABILITATION PROGRAMMATIC		\$1,000,000	<p>Current Scope: 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. 2019 - 2020: This project consists of multiple small scale pavement rehabilitation efforts at different location of the airport that are of such size that they do not warrant full project designation. This project will use on-call contractors to perform the services. The project will rehabilitate miscellaneous pavement sections as the need arises. Specific locations and work items under this project have not yet been identified. The total project budget includes \$500,000 per calendar year to accomplish miscellaneous pavement projects in 2019 and 2020.</p> <p>Budget Request Basis: The budget request is based on the Airport Engineer's estimates and recent comparable project costs.</p>
1028654	AD STEAM PLANT ACCESS ROAD STANDALONE		\$660,000	<p>Current Scope: This project will construct a new driveway from Ellis Avenue to the Georgetown Steam Plant Building. The project will demolish the Skagit Transportation building at 6640 Ellis Avenue and relocate power, water, sanitary and stormwater utility lines. The new driveway will be paved using asphalt. High mast lighting will be installed along the route to provide lighting at night. Concrete sidewalks, curb and gutter will be installed on each side of the access. In addition, the design will include the relocation of the material storage ecology blocks to another location at the Airport. Additional work items along the route include excavation, trenching and backfill, utility relocation, security fence installation, driveway markings, and reseeding.</p> <p>Budget Request Basis: The budget request is based on the Airport Engineer's estimates and recent comparable project costs. This appropriation includes environmental remediation and surface water runoff monitoring costs in accordance with federal National Pollution Discharge Elimination System (NPDES) and WA Dept. of Ecology State Environmental Policy Act (SEPA) regulatory requirements.</p>
1028661	AD ARFF FACILITY IMPROVEMENT PROGRAMMATIC	✓	(\$407,459)	<p>Current Scope: This project is to replace King County International Airport/Boeing Field's existing Aircraft Rescue & Firefighting (ARFF) Facility. The current station is 38 years old and does not meet the current ARFF design guidelines. Based upon a feasibility stud, the new facility will be approximately 8,500 square feet and include three bays. The study also confirmed that to renovate the existing facility would only add to both project cost and duration with no benefit to the Airport. This project was completed in April 2017, and the Airport is requesting disappropriation of the unspent budget authority.</p> <p>Budget Request Basis: This project was completed in April 2017, and the Airport is requesting disappropriation of the unspent budget authority.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1120731	AD AIRPORT FLEET PROGRAMMATIC		\$1,636,272	<p>Current Scope: Airport Fleet - This master project has subprojects for airport fleet equipment replacement as well as special fleet projects such as alternative fuel conversions. 2019 - 2020: This project establishes a budget to perform ongoing routine maintenance for the existing fleet of vehicles owned by the Airport. This project is a monetary budget that provides funds to purchase equipment and parts. The total project budget includes the funds needed to maintain the airport fleet for years 2019 and 2020.</p> <p>Budget Request Basis: Budget was estimated by the Airport Maintenance manager from market prices for replacement equipment, an FMV bid for the ARFF truck, and King County-provided costs for the AVL project and propane conversion.</p>
1120808	AD ALT INST LANDING SYSTEMS STANDALONE	✓	(\$509,703)	<p>Current Scope: This project is to evaluate, plan, purchase and install Next Generation (NEXTGEN) technologies and procedures that direct inbound aircraft approaching King County International Airport/Boeing Field over Elliott Bay. The purpose of identifying and implementing these new technologies and procedures is to minimize environmental impacts and increase safety for these communities and other firms to coordinate with federal, state, and local governments in the implementation of this work. The proviso that funded this project has been complied with, and the Airport is requesting disappropriation of unspent budget authority.</p> <p>Budget Request Basis: The Airport is requesting disappropriation of the unspent budget authority.</p>
1121024	AD CIP OVERSIGHT ADMIN		\$19,046	<p>Current Scope: 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.</p> <p>Budget Request Basis: Budget requested based on model for allocating these auditor costs to agencies.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129947	AD EQUIPMENT SNOW SHED STANDALONE		\$10,057,500	<p>Current Scope: Equipment Snow Shed - The project involves construction of a storage building for the Airport's winter maintenance fleet of large equipment. 2019 - 2020: This project will construct a snow removal equipment (SRE) storage building having dimensions approximately 100' deep, 200' wide, and 26' tall. A single maintenance bay will be included to allow SRE vehicle maintenance. The SRE building will be designed as a pre-engineered metal building to accommodate about 10 SRE vehicles with an approximate area of 20,000 square feet. The project site includes general preparation to demolish existing asphalt and concrete, remediation of contaminated soils, 75 foot wide asphalt apron for SRE vehicle maneuvering, high mast lights, reconfiguration of security fence, tree removal, installation and relocation of underground utilities including; electrical, gas, fiber, sanitary sewer and water. A security perimeter fence will be installed around the site, designed to the specifications of the Tenant Security Working Group, and will tie into the existing security perimeter fence. This project includes architectural design services.</p> <p>Budget Request Basis: Staff resources were used to develop the estimate, which includes funding for project design. This project has been approved by FAA as eligible for grant funding.</p>
1129949	AD MAGVAR RUNWAY RENUMBERING STANDALONE	✓	(\$873,791)	<p>Current Scope: 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.</p> <p>Budget Request Basis: Budget was based on dialog with FAA officials, and will be used to address an aviation safety issue.</p>
1129953	AD AIRPORT EMERGENT NEEDS STANDALONE		\$300,000	<p>Current Scope: Airport Emergent Needs - Budget authority and contingent funds for emergent needs that may arise during the biennium.</p> <p>Budget Request Basis: Estimate by Airport Finance in consultation with DOT CFO and PSB.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129960	AD PERIMETER INTRUSION DETECTION SYSTEM STANDALONE		\$0	<p>Current Scope: 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. 2019 - 2020: This project is the second phase of installing a perimeter intrusion detection system (PIDS) at King County International Airport. PIDS will consist of fiber optic sensors, variable frequency buried cable detection and microwave sensors. PIDS will be integrated into the airports access control system and emergency alarm system, as necessary. PIDS will integrate into the electrical and fiber infrastructure as part of the Electrical/Fiber Duct Bank project and CCTV will be integrated into PIDS as part of the Airport Video Surveillance project. Project work areas in this project description are undefined until the completion of the Fence Re-Alignment and Gate Closure Planning study. Once the planning study is completed, the specific scope of the project will be more accurately defined. The budget for this project represents a rough order of magnitude cost until the project is better defined and a cost estimate is prepared.</p> <p>Budget Request Basis: KCIA is requesting budget to mitigate current security vulnerabilities and threats. The Perimeter Intrusion Detection System project will be a phased solution and builds on the already started and/or implemented security projects such as: condition assessment, barrier installation, fence and gate replacement, lighting design and technology security planning. Phase 1 of this project planned for January 2017 through April 2017 includes project startup activities, RFP creation and initial planning. Specific budget will be required for IT Project Management, Business Analyst, Network Engineering review, Contracts personnel and Prosecuting Attorney's Office for RFP review. Phase 2 of the project planned for May 2017 through December 2018 includes RFP finalization, contract negotiation, vendor selection activities, and vendor management during implementation. Specific budget requested is based on the KCIT 2017-2018 rate sheet information along with hardware and software estimates based on research of the proposed solution.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1130186	AD CITYWORKS ADDITIONAL MODULES STANDALONE		\$600,000	<p>Current Scope: 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. 2019 - 2020: This project is a recurring project to purchase and install additional modules, features and functionality to the Cityworks Information Management System. This project provides funding to make desired system improvements as they are identified. The total project budget includes funds needed to purchase additional improvements for years 2019 and 2020.</p> <p>Budget Request Basis: The budget is provided by KCIT estimate, consultant estimate, and vendor license price. This appropriation will include Airport staff salary/benefits, additional applications for integration with the Gasboy fuel management system, work order time and labor integration, and KCIT EGBE server and database administration.</p>
1134634	AD CONSTRUCT LARGE AIRCRAFT PARKING-7299 TO 7300 PERIMETER RD S STANDALONE		\$10,250,000	<p>Current Scope: This project will expand and reconfigure the existing aircraft parking apron north of the Terminal Building. The project includes removing existing asphalt and concrete pavement and replacing it with approximately 7,200 square yards of a full strength PCC pavement section, capable of supporting large/heavy aircraft. The project also includes designing the pavement to drain and capture glycol from deicing operations along with modifying storm drains and other utilities that may be under the existing apron. High mast apron lighting will be installed around the perimeter of the apron to provide night-time lighting. In addition, this project will reconfigure the landside terminal area. This will involve reconfiguring the existing parking lot and roadway. Prior to the construction of the large aircraft parking apron, miscellaneous utilities such as sanitary sewer, fiber, electrical, water and stormwater will be upgraded and relocated as needed. This project includes demolishing both the 7299 Arrivals Building and 7300 PRS Building. Prior to the project, buildings will be vacated and hazardous materials mitigated under a separate project. In addition, the existing perimeter security fence will be removed and replaced per the specifications of the Tenant Security Working Group. Major work items include demolishing existing buildings, removing asphalt roads, removing concrete curb, gutter and sidewalks, tree and vegetation removal, asphalt paving for roads and parking lots, installing new curb, gutter and sidewalks, landscaping, fence relocation, road signage, and utility relocation.</p> <p>Budget Request Basis: This project budget request is based on the Airport Engineer's cost estimate after consulting with design/engineering firms.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134719	AD AIRFIELD ELECTRICAL SYSTEM UPGRADE PHASE II STANDALONE		\$1,250,000	<p>Current Scope: This project will replace approximately 50,000 feet of electrical cable to upgrade the existing capacity for the runway, Taxiway B and runway guard light circuit. These circuits are generally oriented north to south and housed in conduit. The existing electrical cable will be removed in their entirety and replaced with new cable. The project will use the existing conduit in order to pull and feed electrical cabling. The project will also convert approximately 100 taxiway edge lights on Taxiway B to LED technology. In addition, this project includes converting the REIL for Runway 32L and four box PAPI for Runway 14R to LED technology. Work items under this project include cable removal, new cable installation, color coding new cabling, trenching and backfill, PAPI acquisition and installation, asphalt replacement, flagging and barricades. The installation of this project will be phased and will require portions of the airfield to be closed during installation.</p> <p>Budget Request Basis: The Airport is requesting appropriation for this project because many airfield electrical systems are end of life and not energy efficient. Project budget estimates are based on consultant as well as staff estimates.</p>
1134748	AD AIRFIELD SAFETY AND STANDARDS EVALUATION STANDALONE		\$500,000	<p>Current Scope: This planning study will evaluate the existing conditions of the Airport and identify FAA design deficiencies. The project will examine the design and placement of existing facilities such as, but not limited to, runways, taxiways, aprons, aircraft parking areas, buildings, vehicle service road, paint markings, edge lights, runway guard lights, service painted markings, signage and navigational aids. The planning study will evaluate each facility and determine if it meets current design standard by evaluating FAA guiding documents such as, but not limited to, AC 150/5300-13A, AC 150/5340-30G and AC 150/5340-1L. The planning study will identify individual projects and recommend priorities for implementation. Cost estimates for each potential project will be prepared to assist in establishing priorities.</p> <p>Budget Request Basis: This budget request estimate is based on the Airport Engineer's estimate, in consultation with project managers. This project will provide consultant advisory services to implement best practices to ensure compliance with modified Part 139 airfield safety standards.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134750	AD FENCES & GATES UPGRDS PH II STANDALONE		\$2,250,000	<p>Current Scope: This project will remove and replace approximately 12,000 linear feet of airport controlled security perimeter fence. In addition, 15 vehicle gate and five pedestrian gate will be removed and replaced. The project will also remove gates where they are not needed. The new security fence will be designed in compliance with Tenant Security Committee specifications. The new security fence will be designed using eight feet of polyvinyl coated chain link with one foot strands of barbed wire. Ecology blocks, measuring four feet wide, three feet tall, and two feet deep, will be installed every three feet to provide added security. The security fence will be installed between building surfaces, aprons, and parking lots. The north portion of the security fence will be installed in the existing turf. The project also includes hardening five of the proposed new gates. Temporary construction fencing will be installed and removed in 500 foot increments to allow phased installation of the permanent fence. In addition, the project will install approximately 2,500 feet of cable barrier and extend utilities to provide electrical power to gates where needed. Utilities will tie into the existing FAA utility corridor that runs parallel to Taxiway Bravo.</p> <p>Budget Request Basis: Project budget estimates are based on consultant as well as staff estimates.</p>
1134753	AD LAND PURCHASE CONTINGENCY STANDALONE		\$3,200,000	<p>Current Scope: The Airport Division has identified several parcels that could be opportunities to meet future aeronautical and non-aeronautical development requirements. Those parcels could be used to create additional aircraft storage options, airport support services, general aviation development opportunities, air cargo handling, or business development associated with air freight logistics or the travel industry.</p> <p>Budget Request Basis: The budget appropriation was based on an estimate provided by the Airport's Marketing and Business Development Manager.</p>
1134761	AD STORMWATR PIPE REPLACEMENT PHASE II STANDALONE		\$450,000	<p>Current Scope: This project will implement the second phase of projects to upgrade the Airport stormwater system as might be recommended in the pending Airport Infrastructure Master Plan. This project assumes 1,000 feet of 16" storm drain pipe will be installed. The specific locations and work items under this project have not yet been identified. Once the Airport Infrastructure Master Plan is completed, this project definition and cost estimate will be updated.</p> <p>Budget Request Basis: This appropriation is requested because the Airport has identified several areas where the stormwater pipes are end-of-life and in need of replacement. Some of these pipes have begun to fail, so pipe replacement is the only option available. This budget request is based on the Airport Engineer's estimates and recent comparable project costs.</p>
1135085	AD RUNWAY 14L- 32R REHAB STANDALONE		\$0	<p>Current Scope: This project is to grind, repave, and rehabilitate 3000-foot short runway 14L-32R. Planning and design will begin 2023, and construction will be completed in 2024.</p> <p>Budget Request Basis: The project cost is based on Airport engineering estimates.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Airport Division, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3380 AIRPORT CONSTRUCTION - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135087	AD FUEL FARM ENVIRONMENTAL REMEDIATION STANDALONE		\$0	<p>Current Scope: this project is to conduct soil sampling and environmental remediation at the North Fuel Farm upon the end of the Shultz Distributing long-term lease.</p> <p>Budget Request Basis: This project estimate is baased on airport Engineering estimates in collaboration with consultants.</p>
1135089	AD PERIMETER SECURITY LIGHTING STANDALONE		\$0	<p>Current Scope: This project is to install high-capacity raised tower lighting near fences and gates along the Airport-owned perimeter separating landside and airside boundaries.</p> <p>Budget Request Basis: This budget request is based on Airport engineering estimates in collaboration with consultants.</p>
3380 - AIRPORT CONSTRUCTION		Total	\$30,381,865	
Grand Total			\$30,381,865	

**2019-2020 Proposed Financial Plan
Airport Capital Fund/000003380**

Capital Improvement Program (CIP) Budget					
	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:					
Fund Balance	15,264,750		15,264,750		
FAA Grants		11,307,492	11,307,492	7,112,349	1,600,000
Environmental Grants		100,000	100,000	100,000	100,000
Transfer from Operating		18,974,373	18,974,373	7,546,697	13,393,000
Total Capital Revenue	\$ 15,264,750	\$ 30,381,865	\$ 45,646,615	\$ 14,759,046	\$ 15,093,000
Capital Appropriation:					
Pre-2019 Categories ¹					
Safety/Security Program	(2,254,534)				
Redevelopment Program	(4,656,339)				
Airside Infrastructure Program	(1,744,065)				
Landside Infrastructure Program	(2,849,822)				
All Other CIP Projects	(3,559,990)				
Post-2018 Portfolios ²					
Airfield & Infrastructure		(12,500,000)	(14,244,065)	(4,000,000)	(12,200,000)
Facilities & Property		(10,717,500)	(14,902,887)	-	-
Safety & Security		(2,750,000)	(4,448,597)	(3,050,000)	(1,500,000)
Environmental		(450,000)	(5,106,339)	(3,125,000)	-
Planning & Contingency		(3,219,046)	(3,501,550)	(19,046)	(19,046)
Fleet, Equipment, Misc.		(2,236,272)	(4,734,130)	(4,465,000)	(1,293,000)
Reserves - Emergent Need	(200,000)	(300,000)	(500,000)	(100,000)	(100,000)
<i>Dissappropriations (positive) ³</i>	-	1,790,953	1,790,953	-	-
Total Capital Appropriation	\$ (15,264,750)	\$ (30,381,865)	\$ (45,646,615)	\$ (14,759,046)	\$ (15,112,046)

CIP Fund Financial Position						
	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	15,304,690	15,304,690		15,264,750	24,079,614	12,139,579
Capital Funding Sources						
Transfer from Operating	3,000,000	7,326,675		18,974,373	7,546,697	13,393,000
FAA Grant Funding	1,309,614	4,254,228		11,307,492	7,112,349	1,600,000
Environmental Grants	58,390	100,000		100,000	100,000	100,000
Total Capital Revenue	\$ 4,368,004	\$ 11,680,903	\$ -	\$ 30,381,865	\$ 14,759,046	\$ 15,093,000
Capital Expenditures						
Pre-2019 Categories						
Safety/Security Program	(1,933,128)	(3,239,417)				
Redevelopment Program	(364,270)	(794,661)				
Airside Infrastructure Program	(1,801,130)	(4,006,028)				
Landside Infrastructure Program	(1,343,035)	(2,493,927)				
All Other CIP Projects	(691,630)	(1,186,810)				
Post-2018 Portfolios						
Airfield & Infrastructure				(5,107,458)	(9,016,179)	(15,200,000)
Facilities & Property				(7,259,106)	(5,107,500)	-
Safety & Security				(4,198,597)	(3,000,000)	(1,500,000)
Environmental				(1,275,000)	(3,825,000)	-
Planning & Contingency				(277,591)	(2,012,000)	(12,000)
Fleet, Equipment, Misc.				(3,449,250)	(3,738,402)	(3,156,000)
Total Capital Expenditures	\$ (6,133,193)	\$ (11,720,843)	\$ -	\$ (21,567,002)	\$ (26,699,081)	\$ (19,868,000)
Other Fund Transactions						
Ending Fund Balance	\$ 12,339,501	\$ 15,264,750	\$ -	\$ 24,079,614	\$ 12,139,579	\$ 7,364,579
Fund Balance designated to current projects	\$ (12,339,501)	\$ (15,264,750)	\$ -	\$ (24,079,614)	\$ (12,139,579)	\$ (7,364,579)
Reserves						
Grant Contingency ⁴	1,000,000					
Emergent Need Contingency ⁵	500,000	200,000		500,000	500,000	500,000
Total Reserves	\$ 1,500,000	\$ 200,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
Projected Shortfall	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ 1,500,000	\$ 200,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000

Financial Plan Notes***CIP Budget Notes:***

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the ITD appropriation balances remaining at the end of the 2015-2016 biennium per PA_103.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

Fund Balance Notes: 2017 beginning fund balance ties to 2017 year end fund letter, less established reserves total for report consistency.

Revenue Notes: FAA grants issued during Federal Fiscal Year at time of contract execution, cash flow received on reimburseable basis: causes report timing/projection issue for large projects

Appropriation Notes: Transition from old Categories to new Portfolios, as described in Prioritization Memos

For large procurement projects, appropriation is requested the year prior to commencement of expected spend in order to align contracting authority with procurement period.

CIP Fund Financial Position:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans.

Revenues Notes: FAA grants issued during Federal Fiscal Year cycles, estimated to calendar years

Expenditure Notes: Transition from old Categories to new Portfolios, as described in Prioritization Memos

Reserve Notes: Request disappropriation of Grant Contingency and replenishment of Emergent Needs.

* 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 T.J. Stutman on 9/11/2018

BUSINESS RESOURCE CENTER

Mission

Optimize customer value and experience by advancing the EBS, PeopleSoft and Business Intelligence applications while providing quality customer support.

Overview

The Business Resource Center (BRC) is a trusted leader and partner committed to service excellence by providing strategic, innovative, and reliable enterprise business applications and solutions. It supports and maintains the County's enterprise business systems, including the Oracle EBS Financial system, the PeopleSoft HCM and Payroll system, the Planning and Budgeting Cloud Service (PBCS) budget system, and the Oracle Business Intelligence (BI) system.

Work groups within the BRC are structured and aligned to manage the enterprise business systems as well as support central business owners, business processes, agency customers, and governance processes. The BRC Director's Office aims to mature operations through focusing on effective governance and organizational health, customer collaboration and relationship-building, and ensuring alignment with the County's priorities.

Challenges, Opportunities, and Strategic Issues

The Business Resource Center (BRC) was established in 2012 to support, maintain, and optimize the use of the County's enterprise resource planning (ERP) software systems. Since the inception, the BRC team has worked to stabilize the systems and services to support the County's business processes and customers. In order to provide the best possible service to customers and stakeholders, the BRC focuses on building a healthy organization with a culture of inclusion, collaboration, and continuous improvement. As the BRC continues to mature as an organization, the teams will work toward system optimization and focusing on the value delivered to customers. The shift in customer focus will change the conversations with the BRC's business partners and customers. This focus is critical as the future of technology for ERP systems moves toward cloud solutions. The BRC will need to adapt and work closely with customers to meet their business needs as the team builds the technology roadmap and technology solutions, which transition over the next five to ten years.

2019-2020 Priorities

The BRC's goals for 2019 - 2020 are to advance organizational maturity, foster employee engagement, deliver customer value, optimize systems and processes, and exercise financial stewardship. There are five priorities in the budget proposal that support these goals.

Develop Technology Roadmap

The BRC will develop the division's technology road map in 2019. The development of a long-term technology roadmap is essential to determining the building blocks and readiness steps to identify what and how to leverage the next generation of application and infrastructure services to:

- Provide customers and stakeholders with a clear plan and cost of ownership for approval,
- Deliver value and efficiencies to customers in managing their financial, procurement, HR, and payroll business operations, and
- Develop and refine the work force plan required for the adoption of changing technologies and services.

BI Insights Project Transition to Operation

The BI Insights Project commenced production rollout in May 2017. The service provides analytics for multiple data sources and replaces the de-supported Oracle EBS Discoverer reporting tools. Countywide financial analytics were rolled out in May of 2017 and HR analytics began rolling out in March of 2018. The BI Analytics implementation project is on target to be completed and be formally closed out on October 31, 2018. The transition to operations will be complete with the decommissioning of the Discoverer reporting tool targeted for the second quarter of 2019. Throughout 2019-2020, the team will work on stabilizing the service, gaining understanding of BI Analytics needs in the County, and developing plans to meet the demand.

Customer Focused Service Model

The BRC is committed to optimizing customer value and experience with the systems and services provided. In 2019, the BRC will be completing its service catalog. Throughout 2019-2020 the team will work with the customer feedback and operational data to obtain baseline measures and develop targets for customer satisfaction and value delivery.

System Standardization

The BRC will continue to support and address planned business and system initiatives in support of business process and system standardization across the following functional value streams: Budget-to-Report (Budgeting, Accounting, and Reporting), Procure-to-Pay (Procurement and Accounts Payable), Billing-to-Cash (Grant Billing and Accounts Receivable), Hire-to-Retire (Benefits, Human Resources, and Payroll), and System Security and Controls.

Equity and Social Justice

The BRC is an internal service organization that supports and maintains the financial, procurement, HR, benefits, and payroll business systems for King County departments. BRC operations indirectly impact the determinants of equity by enabling and/or providing system capabilities (for example paid parental leave) and/or information (e.g. employee demographics) to support business changes to advance ESJ operational initiatives. In addition, the BRC promotes recruitment strategies to attract a diverse applicant pool and uses special duty opportunities for candidates looking to grow their skill set and/or with an interest in systems support.

The Oracle EBS team is collaborating with the Department of Public Defense (DPD) to make changes to the way in which DPD clients are billed. By moving away from recurring invoices and toward installment invoices, individual invoices on clients' accounts will not be sent to collections on a monthly basis. Instead, once all the invoices have been billed on installment, the entire past due amount on the account would be sent to collection as one total amount. This change dramatically minimizes the impact of late payments on client credit scores and enables DPD to do business in a way aligned with King County's Equity and Social Justice Strategic Plan.

**2019-2020 Executive Proposed Operating Budget
BUSINESS RESOURCE CENTER (EN_A30000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	36,947,120	40,220,670	57.0	0.0
Base Budget Adjustments	1,870,092	0	0.0	0.0
Decision Package Adjustments	1,784,351	3,298,096	0.0	0.0
2019-2020 Executive Proposed Budget	40,601,563	43,518,766	57.0	0.0
2019-2020 Executive Proposed Ordinance	40,602,000	43,519,000	57.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) BI Operations Increase operational capacity to meet growing demand and complexity of requests for BI Analytics services.	800,000	0	0.0	0.0
Administrative Service Changes				
(AC_001) PBCS Enhancements Appropriate reserve funds for PBCS Enhancement projects based on the PBCS technology roadmap provided by PSB. These funds will be transferred to a project following the guidelines for IT investments upon approval of the project in 2019.	500,000	0	0.0	0.0
Technical Adjustments				
(TA_001) PeopleSoft Operational Correction Correct consulting expenditures account line in the PeopleSoft Team budget to fix an incorrect reduction from the PeopleSoft consulting appropriation in the 2017-2018 biennium.	192,000	0	0.0	0.0
(TA_002) ERP System License and Support Fees Increase budget to accomodate annual maintenance and support costs for Oracle EBS, PeopleSoft, Oracle BI, and PBCS.	68,456	0	0.0	0.0

**2019-2020 Proposed Financial Plan
Business Resource Center/000005490**

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	3,981,000	9,653,364	12,570,565	17,100,000
Revenues				
Internal Service Rates	40,220,670	43,518,766	48,741,018	52,640,299
Fund Transfer (EBS Upgrade Project) from Fund 3771	1,287,878			
Interest				
Total Revenues	41,508,548	43,518,766	48,741,018	52,640,299
Expenditures				
Salaries & Benefits	(17,758,778)	(19,315,315)	(20,493,549)	(21,866,617)
Operating Expenditures	(15,629,378)	(18,052,515)	(18,594,090)	(19,337,854)
GO Bond Rdm - BI Project	(1,486,028)	(2,733,735)	(2,733,735)	(2,733,735)
PeopleSoft Infrastructure Upgrade			(2,000,000)	
Oracle EBS Upgrade				(7,500,000)
Oracle EBS Infrastructure Upgrade				(2,000,000)
Hyperion Cloud Migration Project	(962,000)			
PBCS Enhancements		(500,000)	(400,000)	(400,000)
Total Expenditures	(35,836,184)	(40,601,565)	(44,221,375)	(53,838,206)
Estimated Underexpenditures			9,792	97,906
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	9,653,364	12,570,565	17,100,000	16,000,000
Reserves				
Future Upgrade Reserves				
Oracle EBS Upgrade	(3,000,000)	(5,000,000)	(7,500,000)	(3,000,000)
Oracle BI Software Upgrade	(1,500,000)	(3,000,000)	(6,000,000)	(9,000,000)
Oracle EBS Infrastructure Upgrade	(400,000)	(1,200,000)	(2,000,000)	(800,000)
PeopleSoft Infrastructure Upgrade	(1,600,000)	(2,000,000)	(400,000)	(1,200,000)
Oracle BI Infrastructure Upgrade	(400,000)	(800,000)	(1,200,000)	(2,000,000)
Total Reserves	(6,900,000)	(12,000,000)	(17,100,000)	(16,000,000)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	2,753,364	570,565	-	-

Financial Plan Notes

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Outyear projections assume revenue growth of 12% in 2021-2022 and 8% in 2023-2024. The 12% increase is due to the anticipated increased rates for the BI Analytics service which have been deferred to 2021-2022 due to one-time savings going into 2019-2020.

Reserve Notes: Oracle EBS Software Upgrade Reserve is calculated at \$7.5 million every 5 years. BI Analytics Software upgrade is calculated at \$7.5 million every 5 years. Oracle EBS, Oracle BI, and PeopleSoft Infrastructure upgrades are calculated at \$2 million every five years which includes the additional licenses required by Oracle. The technology roadmap development will occur in 2019-2020. Long term planning for changes to reserves based on the technology changes will occur in conjunction.

This plan was update by Chauntelle Hellner on 8/24/2018.

OFFICE OF EMERGENCY MANAGEMENT

Mission

The Office of Emergency Management (OEM) provides regional leadership to strengthen community resilience and access to emergency services.

Overview

KCOEM is responsible for providing regional emergency management services to a region that includes over 2.1 million people, 39 cities, over 180 special purpose districts, two tribes, and numerous private sector partners and community based organizations. This role was codified through a King County Council ordinance passed in 2011, mandating that KCOEM assume a greater role as a regional service provider.

KCOEM has four key objectives:

1. Provide region-wide planning and emergency response coordination for jurisdictional and private sector partners.
2. Achieve a state of continuous improvement through the adoption of standards-based programs,
3. Develop resilient and inclusive systems for King County departments and the whole community, and
4. Develop a strong workforce made up internal and external partners, ready to coordinate emergency response and recovery.

Challenges, Opportunities, and Strategic Issues

KCOEM achieved one of the emergency management discipline's highest honors in 2017 by becoming accredited by the Emergency Management Accreditation Program (EMAP). This accreditation serves as the framework in which KCOEM will conduct program business. The program will comply with the EMAP standards as this fosters excellence and accountability in emergency management and homeland security programs. These standards were developed by peers in the emergency management business and are reviewed every five years. It is important to note these standards establish the "what" and not the "how" of things, which means KCOEM will embrace a host of ideas and styles to maintain compliance with the established standards. While the office is proud of this accomplishment, OEM acknowledges that these are minimum standards – there is still much work to be done to enhance capabilities in standard areas such as mass care, volunteer and donations management, public outreach, and training exercises.

While OEM strives for a County with disaster ready communities where everyone is prepared for and can recover from emergencies, many challenges remain.

Catastrophic Incidents

The ability to prepare for, respond to, and recover from a catastrophic incident will continue to be a challenge. In addition to daily work, the office of fewer than 20 employees is responsible for supporting first responders, activating the Emergency Operations Center (EOC) to obtain situational awareness, sharing information, providing resources, sheltering the public, managing volunteers and donations, etc.

Climate Change

Summer and winter weather related emergencies are becoming more frequent and have a longer duration. Over the last 60 years, federally declared disasters have increased dramatically. Of the 152 disasters declared, 54 of those were in just the last seven years. This is an increase of 216 percent over the ten year period of 2000-2009 and 516 percent over the first 44 years of the 60 year period.

Sustainable Funding

One of the biggest challenges for KCOEM is the lack of sustainable funding. More than a third of the staff's salaries are dependent on federal homeland security grants. Reductions and potential elimination of grant funding jeopardize KCOEM's ability to provide critical services to its regional partners and residents in King County and threatens the office's ability to maintain EMAP accreditation.

2019-2020 Priorities

KCOEM products and services are prioritized by the need for developing and sustaining a regional capacity for preparedness, prevention, response, and recovery, no matter the incident. The major initiatives for the 2019-2020 biennium inform the office's products and services:

MAJOR INITIATIVE	PRIORITY SERVICE
Planning	Review and update regional catastrophic plans.
Response	Develop a long term recovery/resilience plan.
Regional Coordination and Operational Readiness	Develop and implement a school safety program.
Preparedness	Develop and implement plan to address limited English proficiency in regard to delivery of emergency communications.
Critical Infrastructure	Establish specific work plan to address cybersecurity – with performance measures.
Mass Care	Conduct a mass care gap analysis and build inventory of shelters, Community Points of Distribution, and Family Assistance Center sites.
Support for Responders	Support Complex Coordinated Terrorist Attack grant deliverables.
Business & Administration	Establish and implement revenue diversification strategies to sustain services.

2019-2020 Executive Proposed Operating Budget
OFFICE OF EMERGENCY MANAGEMENT (EN_A40100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	4,914,618	0	11.0	0.0
Base Budget Adjustments	1,490,164	0	0.0	0.0
Decision Package Adjustments	255,393	0	0.0	0.0
2019-2020 Executive Proposed Budget	6,660,175	0	11.0	0.0
2019-2020 Executive Proposed Ordinance	6,661,000	0	11.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_001) Overhead Contra Removal Due to Reorganization Remove a \$907,576 contra in OEM's appropriation due to an error related to a 2017-2018 supplemental request, which was part of the transition of five positions from E911 to OEM. Since the five positions are now in OEM, OEM no longer needs the additional authority.	(907,576)	0	0.0	0.0
(TA_002) Incident Tracking System Continuation Funding Continue funding annual subscription for OEM's emergency/incident cloud-based tracking system.	96,000	0	0.0	0.0
(TA_003) Net Zero Adjustment Adjust budget with net zero changes to better align with anticipated expenditures.	0	0	0.0	0.0
(TA_004) Operating Expenditure Increase Make technical adjustments to better align supplies, consulting services, and other direct costs with anticipated expenditures.	186,024	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
OFFICE OF EMERGENCY MANAGEMENT (EN_A40100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<hr/>				
(TA_005) Salary/Benefits Funding to Cover Long Tenured OEM Employees				
Increase budget to align with the estimated costs of staffing for the 11 positions in the office, the majority of whom are well-tenured. Analysis for 2019-2020 salary and benefit levels based on projected GWI, step/merit changes, and total working hours shows that an adjustment is needed to fully cover the biennium.	259,191	0	0.0	0.0
Central Rate Adjustments	621,754	0	0.0	0.0
<hr/>				
Total Decision Package Adjustments	255,393	0	0.0	0.0

FACILITIES MANAGEMENT DIVISION

Mission

As stewards of public assets, the Facilities Management Division is a strategic advisor and partner in delivering County services.

Overview

The Facilities Management Division (FMD) of the Department of Executive Services provides clean, environmentally sustainable, and cost-effective work environments. FMD is responsible for designing and managing capital construction projects that are responsive to customer needs and are on time and within budget. FMD manages a financially sustainable in-house print shop providing King County agencies high quality, cost effective digital product and scanning services.

As managers of the Real Estate Services (RES) group, FMD also provides leadership in the management of King County owned real estate and implements policy direction on real estate matters including leasing, sales, acquisitions, permitting, and investments while facilitating and overseeing an effective asset management system that proactively manages the County's real estate portfolio.

Challenges, Opportunities, and Strategic Issues

In 2018 the division undertook a substantial business planning effort to better understand FMD's current state and opportunities for improvement. The business plan presents a methodical, achievable implementation plan that sets a foundation for FMD to significantly improve its service delivery, reputation, and employee morale.

Throughout this Business Plan process it has become clear that improving a few key areas will result in dramatic improvements across FMD:

- Standardizing work processes will assure that all FMD staff have clear understanding of tasks, deliverables, and accountability.

- Increased financial reporting will assist FMD managers and supervisors with project and budget tracking for improved decision-making.
- Improved customer service and communication will improve the customer experience.

Focusing on these three areas over the next biennium lays the foundation for FMD to significantly improve its service delivery, reputation, and morale.

2019-2020 Priorities

Customer and Employee Engagement

The FMD proposed budget emphasizes a focus on customer service delivery for building tenants. A new position is proposed to focus on relationship building and onsite visits, to ensure that the customer's voice is heard. This position will inform leadership of concerns or changes impacting needs at FMD-managed buildings, adjust the labor required to support the building operations, and reduce risks to county buildings and customer operations. This is consistent with the customer outreach component of the 2018 business plan process, where customers called for improved communications and consistent scheduling, project management, and cost transparency.

The 2019-2020 budget also includes the conversion of a temporary Customer Relations and Employee Engagement Program Manager to a career service permanent position to support and focus on employee engagement activities within FMD. This position will track customer service and employee engagement metrics to monitor service delivery to customers. This position will also work with FMD section managers to develop and implement strategies that transform FMD into a place where employees are engaged, have high morale, and are able to reach their full potential.

Energy Investment and Climate

FMD will take steps in 2019-2020 to address energy efficiency and the Strategic Climate Action Plan (SCAP) goals. The Fund to Reduce Energy Demand will cover the implementation cost of the conversion of lighting to Light Emitting Diode (LED) technology in most, if not all, FMD owned and managed facilities by the end of 2020. During the 2019-2020 biennium, Fleet Services and FMD will share a proposed position to assist with SCAP-related initiatives, including compliance with the City of Seattle Building Tune-up requirements. The divisions will also partner to develop an electric charging station implementation proposal that maximizes generation. In the Major Maintenance capital fund, 15 of the 38 projects will reduce overall energy use through improved HVAC and other system efficiencies.

Tax Title Property Value Maximization and Risk Mitigation

The Real Estate Services Section (RES) has successfully implemented the plan approved by the County Council to more efficiently market the tax title properties held by the County. Using an online auction platform, a significant number of parcels were sold to benefit the taxing districts and the General Fund. While RES continues to reduce the number of County owned tax title properties, it is important for the properties in the portfolio to address liability issues identified in 2017 by the County Auditor. This audit concern is addressed in the 2019-2020 budget by proposing to add a Real Property Agent position to review all tax title properties, assess risk, and work with Property Management, Risk Management, and the sales staff to mitigate County risk exposure.

Facility Management

FMD is proposing to move forward on several capital project initiatives to address facility infrastructure needs while developing near-term and long-term facility plans. To maintain existing facilities, FMD is proposing to develop preliminary designs for extensive roof and air handling systems at the Maleng

Regional Justice Center. This is a precursor to a budget proposal to implement the construction phase in the 2021-2022 biennium.

In response to a significant backlog of infrastructure costs at the King County Courthouse and the Administration Building, FMD is undertaking a two-pronged approach. For long-term planning, the Civic Campus project will identify facility alternatives to maximize the value of County property in the downtown core while factoring in the cost of the facility major maintenance work. In the near term, FMD will address immediate needs as they are identified. This strategy was implemented on-time and below budget in the 2017-2018 biennium with the King County Courthouse Electrical System replacement project.

Resources are also proposed to address the Involuntary Treatment Act (ITA) courtroom space inadequacy and arraignment court safety concerns. The Department of Human Resources and the Finance and Business Operations Division office space in the Administration Building will be reconfigured to address growth and the need to improve space efficiency. FMD is also proposing to assist and provide guidance for inter-departmental facility space planning at locations such as the Renton Maintenance Facility.

**2019-2020 Executive Proposed Operating Budget
FACILITIES MANAGEMENT DIVISION (EN_A60100)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	114,424,449	112,836,566	331.0	2.0
Base Budget Adjustments	5,982,191	0	(0.7)	0.0
Decision Package Adjustments	2,085,703	6,513,315	1.0	0.0
2019-2020 Executive Proposed Budget	122,492,343	119,349,881	331.4	2.0
2019-2020 Executive Proposed Ordinance	122,493,000	119,350,000	331.4	2.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Customer Relations and Employee Engagement Program Manager				
Add program/project manager IV position. This position will complete an on-going body of work to improve customer service and employee engagement activities per the 2018 FMD business plan implementation plan.	336,027	0	1.0	0.0
(DS_002) FMD Building Services Section Supervisor III - Trades				
Add one Supervisor III position to FMD BSS. This position will augment the number of supervisors entrusted with supporting and developing over 280 frontline staff.	336,027	0	1.0	0.0
(DS_003) On-going HR Research				
Obtain approval and funding for external investigators. This will allow FMD to provide timely, accurate and unbiased workplace investigations for its employees.	100,000	0	0.0	0.0
(DS_004) Asset Gathering and Tagging Consultant				
Increase FMD's ability to properly manage building equipment. BSS will hire a consultant to assist with building a sustainable process and program for inspecting, gathering information and barcode tagging all major equipment assets managed by FMD/BSS.	250,000	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
FACILITIES MANAGEMENT DIVISION (EN_A60100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_005) Facilities Management Division Efficiencies Reduce cost savings to be realized through attrition and reorganization.	(1,069,912)	0	(5.0)	0.0
(DS_006) Interdepartmental Facility Planner Add a position to provide assistance and guidance for interdepartment space planning locations such as the Renton Maintenance Facility.	390,457	390,457	1.0	0.0
(DS_007) Staff Shared by Fleet Services and FMD to Increase SCAP Implementation Capacity Add a position to increase capacity to accomplish SCAP goals. FMD and Fleet Administration will share the position and Fleet will reimburse 50 percent of the cost.	293,739	146,869	1.0	0.0
(DS_120) Central Climate Change Costs Update Adjust the share of the central climate-related costs for 2019-2020. These costs include investments to advance the Strategic Climate Action Plan (SCAP), membership fees in climate related organizations, consulting fees, an update to the 2020 SCAP, as well as central staff to help agencies across the County with climate related activities. The allocation methodology is based on greenhouse gas emissions.	21,184	0	0.0	0.0
Administrative Service Changes				
(AC_001) Building Services Section Human Resources Analyst Add a Building Services Section (BSS) Human Resources (HR) Analyst position. This position will provide dedicated HR services to BSS and will provide the resources to continue to improve customer service and morale, as well as continue to identify, define, capture and improve standard work.	255,894	0	1.0	0.0
(AC_002) Comprehensive Facility Asset Management Operating Cost Pay subscription and operating costs for the comprehensive facility asset management program, IBM Tririga.	160,000	0	0.0	0.0
(AC_003) FMD Carbon Acceleration Fee Create a carbon fee that will generate revenue based on FMD facilities portfolio greenhouse gas emission per square foot. The base fee, .09/SF, is included in the 2019-2020 rate model. Revenue generated from this fee will be spent to support resource conservation and green building activities to accelerate reductions in greenhouse gas emissions.	500,000	0	0.0	0.0
(AC_010) Fire Extinguisher Monitoring Position Transfer from Safety and Claims Transfer the fire extinguisher monitoring and compliance position from Safety and Claims to FMD.	243,878	0	1.0	0.0
Technical Adjustments				

2019-2020 Executive Proposed Operating Budget
FACILITIES MANAGEMENT DIVISION (EN_A60100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_002) Adjust Operating Cost for King Street Center Add five months operating costs for King Street Center. This adjustment will provide sufficient expenditure authority to maintain and provide services to King Street Center for the biennium.	715,918	0	0.0	0.0
(TA_003) Utility Costs at the CFJC This decision package provides budget for the utility cost increase to the FMD-ISF when the new facility is brought on line in 2019.	562,000	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast.	0	5,975,989	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(2,930,000)	0	0.0	0.0
Central Rate Adjustments	1,920,491	0	0.0	0.0
Total Decision Package Adjustments	2,085,703	6,513,315	1.0	0.0

2019-2020 Proposed Financial Plan
Facilities Management Division Internal Service Fund 5511

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	4,117,407	4,470,472	4,390,319	2,839,151
Revenues				
Outside Leases & Miscellaneous	1,838,998	3,681,295	2,454,775	2,614,335
Streamlined Rate Revenue	141,686,678	153,774,396	161,473,536	169,673,120
MMRF Transfer	(17,129,504)	(19,757,470)	(21,041,706)	(22,409,416)
Debt Service Transfer	(36,237,894)	(35,326,092)	(35,326,092)	(35,326,092)
Building O&M Charges	88,319,281	98,690,834	105,105,738	111,937,611
Architectural-Engineering	6,649,422	7,108,232	7,570,267	8,062,334
Hourly Crafts	4,053,634	4,333,334	4,615,001	4,914,976
Print Shop	2,214,423	2,235,080	2,380,360	2,535,084
Other Revenues from GF Sources	3,114,251	3,301,106	3,515,678	3,744,197
Total Revenues	106,190,008	119,349,881	125,641,819	133,808,537
Expenditures				
Director's Office	(12,550,790)	(18,954,521)	(20,186,565)	(21,498,692)
Building Services	(84,424,357)	(93,852,567)	(99,952,984)	(106,449,928)
Capital & Major Projects	(6,695,417)	(7,451,556)	(7,935,907)	(8,451,741)
Print Shop Operations	(2,166,378)	(2,233,699)	(2,378,889)	(2,533,517)
Total Expenditures	(105,836,943)	(122,492,343)	(130,454,345)	(138,933,878)
Total Other Fund Transactions/Underexpenditure (2.5%)		3,062,309	3,261,359	4,168,016
Ending Fund Balance	4,470,472	4,390,319	2,839,151	1,881,827
Less: Reserves & Designations				
Rainy Day Reserve at 3% of Revere	(1,592,850)	(1,790,248)	(1,884,627)	(2,007,128)
Total Reserves & Designations	(1,592,850)	(1,790,248)	(1,884,627)	(2,007,128)
Reserve Shortfall	0	0	0	(125,301)
Ending Undesignated Fund Balance	2,877,622	2,600,071	954,524	0

Financial Plan Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows

2017-2018 Estimated reflects the best estimate for the biennium

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimates until 2019 actuals are available

Out-year revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA

Revenue Notes:

Out-year revenue projections assume 6.5% growth per biennium

In 2019 omnibus supplemental budget ordinance the revenues will be adjusted to correspond to the agency space occupancy changes according to a series of office reconfigurations and changes in space allocations. Corrections to central rate model allocations will be also included in this ordinance

Expenditure Notes:

Out-year expenditure projections assume 6.5% growth per biennium

Reserve Notes:

The Rainy Day Reserve reflects 3% of annual total revenues, per Council

The financial plan report was prepared by Hanh Mai, 9/10/18

**2019-2020 Executive Proposed Operating Budget
FMD PARKING FACILITIES (EN_A60150)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	7,687,000	7,437,000	0.0	0.0
Base Budget Adjustments	(250,000)	0	0.0	0.0
Decision Package Adjustments	1,434,272	1,662,684	0.0	0.0
2019-2020 Executive Proposed Budget	8,871,272	9,099,684	0.0	0.0
2019-2020 Executive Proposed Ordinance	8,872,000	9,100,000	0.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_001) Adjustment to Parking Fund to General Fund transfer amount				
The transfer from the Parking Fund to the General Fund has been increased according to the updated Parking Fund financial plan.	1,336,544	0	0.0	0.0
(TA_050) Technical revenue adjustment	0	1,662,684	0.0	0.0
Revise budgeted revenues to match current forecast.				
Central Rate Adjustments	97,728	0	0.0	0.0
Total Decision Package Adjustments	1,434,272	1,662,684	0.0	0.0

**2019-2020 Proposed Financial Plan
FMD Parking Facilities
Operating Fund 1415**

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	171,169	101,747	330,159	572,276
Revenues				
Parking Revenues from General Fund	2,519,857	2,519,857	2,671,048	2,671,048
Parking Revenues from Non-GF County Agencies	3,064,060	3,428,060	3,633,744	3,633,744
Parking Revenues from Non-County Entities	3,171,453	3,130,014	3,317,815	3,384,171
Transfer from KSC Close Out for KS Equipment	250,000			
Interest	21,752	21,753	23,058	24,442
Total Revenues	9,027,122	9,099,684	9,645,665	9,713,405
Expenditures				
Garage Operation Expenses	(4,296,544)	(3,871,272)	(4,103,548)	(4,349,761)
General Fund Support	(4,800,000)	(5,000,000)	(5,300,000)	(5,618,000)
Misc. Refunds and Adjustments		-	-	-
Total Expenditures	(9,096,544)	(8,871,272)	(9,403,548)	(9,967,761)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	101,747	330,159	572,276	317,919
Reserves				
Rainy Day and Equipment Replacement Reserve		(272,991)	(289,370)	(306,733)
Total Reserves	-	(272,991)	(289,370)	(306,733)
Reserve Shortfall	-		-	-
Ending Undesignated Fund Balance	101,747	57,168	282,905	11,187

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

In 2021-2022, 6% growth for all revenues is forecast while for the 2023-2024 biennium the revenue forecast includes only 2% growth for non-county parkers.

Expenditure Notes:

The "2016 Encumbrances" amount is for capital vehicles and equipment ordered in 2016 and received in 2017-2018.

Reserve Notes:

The Rainy Day/Equipment Replacement reserve is equal to 3% of total revenue.

This plan was updated by Sid Bender on 9/6/18.

**2019-2020 Executive Proposed Operating Budget
REAL ESTATE SERVICES (EN_A44000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	8,878,001	9,088,836	20.0	1.0
Base Budget Adjustments	616,550	(153,574)	0.0	0.0
Decision Package Adjustments	(91,344)	778,105	1.0	0.0
2019-2020 Executive Proposed Budget	9,403,207	9,713,367	21.0	1.0
2019-2020 Executive Proposed Ordinance	9,404,000	9,714,000	21.0	1.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Tax Title Real Property Agent II Add real property agent position that will be part of the Sales Section of Real Estate Services. The duties include reviewing all tax title properties to assess risk and work with Property Management, Risk Management and sales staff to mitigate county exposure to possible risk stemming from the properties.	241,312	0	1.0	0.0
(DS_002) Airport Lease Services Update rates charged to the Airport Division for airport lease and property management services provided by RES.	0	710,000	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Estimates Revise budgeted revenues to match current forecast.	0	68,105	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(57,638)	0	0.0	0.0
Central Rate Adjustments	(275,018)	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
REAL ESTATE SERVICES (EN_A44000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Total Decision Package Adjustments	(91,344)	778,105	1.0	0.0

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3310 LONG-TERM LEASES, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3310 LONG-TERM LEASES - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1039895	DES LTLF MASTER PROJECT PROGRAMMATIC		\$36,127,645	<p>Current Scope: Funding for this project will be used to pay lease costs for agencies leasing non-County space. Costs include base rent, operating costs, common area maintenance, amortized tenant improvements, and other miscellaneous costs included in the lease terms such as parking, storage, and direct utilities. A contingency amount is included to cover possible unanticipated costs that might occur during the biennium. Also included is the FMD Lease Administration Fee collected from the agencies to cover the costs of Real Estate Services staff providing leasehold services, internal service charges and other related expenses. Reimbursement is collected from the agencies to cover the expenditures from the fund.</p> <p>Budget Request Basis: Budget estimates are based on the terms of each lease including scheduled base rent changes, estimated CPI adjustments, estimated operating costs, leases terminating and new leases projected to be finalized during the biennium.</p>
3310 - LONG-TERM LEASES		Total	\$36,127,645	
Grand Total			\$36,127,645	

**Financial Plan 2019-2020 Proposed Budget
Long Term Leases Fund 3310**

Capital Improvement Program (CIP) Budget					
	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:					
Revenue Backing from Fund Balance	-	-	-		
Interfund Rent	-	36,127,645	36,127,645		
Lease Admin Fee		2,661,127	2,661,127		
Total Capital Revenue	\$ -	\$ 38,788,772	\$ 38,788,772	0	0
Capital Appropriation:					
Long Term Lease Fund Master Project (1039895)	5,000,000	36,127,645	41,127,645		
	-	-	-		
Total Capital Appropriation	\$ 5,000,000	\$ 36,127,645	\$ 41,127,645	0	0

CIP Fund Financial Position						
	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	(1,185,193)	(1,185,193)	(846,715)	(846,715)	530,550	1,316,986
Capital Funding Sources						
Interfund Rent	17,140,467	27,804,415	-	36,127,645		
Lease Admin Fee	1,805,281	1,805,281	-	2,661,127		
Transfer Admin Fee to RES & ISF for LTL Svcs	(760,389)	(1,520,778)	-	(2,201,130)		
Rent from Outside Leases - Chinook Bldg	69,749	127,021	-	130,832		
KSC Rent Reimbursed from Streamline Rate	2,428,278	3,143,920	-			
KSC Closeout - Reimbursement	1,359,000	1,359,000				
KSC 2nd FI Reconfig Reimbursed from Streamline Rate				786,436	786,436	0
Total Capital Revenue	\$ 22,042,386	\$ 32,718,859	\$ -	\$ 37,504,910	\$ 786,436	0
Capital Expenditures						
Lease Payments	(20,304,642)	(30,628,059)	-	(36,127,645)		
Lease Svcs - FMD Operations Support	(1,065)	(1,065)	-			
KSC Transition	(77,580)	(138,021)	-			
KSC 2nd FI Reconfiguration Ph 4 Project	(1,572,872)	(1,572,872)	-			
KSC Surplus Moves	(1,407)	(1,407)	-			
LTL Asset Management Project	51,566	-	-			
Interfund Interest	(27,496)	(38,957)	-			
Total Capital Expenditures	\$ (21,933,496)	\$ (32,380,381)	\$ -	\$ (36,127,645)	\$ -	\$ -
Other Fund Transactions						
			-			
Ending Fund Balance	\$ (1,076,303)	\$ (846,715)	\$ (846,715)	\$ 530,550	\$ 1,316,986	\$ 1,316,986
Fund Balance designated to current projects*	0	0	0	0	0	0
Reserves						
Grant Contingency						
Reserve for Revenue shortfall				(500,000)	(500,000)	(500,000)
Total Reserves	\$ -	\$ -	\$ -	\$ (500,000)	\$ (500,000)	\$ (500,000)
Projected Shortfall	-	846,715	846,715	-	-	-
Ending Undesignated Fund Balance	\$ -	\$ -	\$ -	\$ 30,550	\$ 816,986	\$ 816,986

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Expenditure Notes:

The budget backed by the lease administration fee includes the cost of RES leasing services, FMD operations support, Conservation Management and the allocation of the Comprehensive Facilities Management System.

A review of fund balance carryover will be completed in 2019 and a cancellation amount may be proposed in an omnibus ordinance.

Reserve Notes:

The reserve of \$500,000 is available to cover vacant or non-vacant space for which lease payment reimbursement is unavailable.

This plan was updated by Sid Bender on 9/6/18.

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1039756	DES FMD CAPITAL PRJT OVERSIGHT ADMIN		\$11,819	<p>Current Scope: This is an administrative project payment to cover the proportionate share of the cost of the Capital Project Oversight (CPO) function in the King County Auditor's Office (KCAO).</p> <p>Budget Request Basis: The CPO amount allocated to the Major Maintenance Reserve Fund is based on its share of all capital budget in all CIP funds.</p>
1124606	DES FMD MMRF QUICK RESPONSE DES FMD MMRF QR CONTINGENCY		\$185,000	<p>Current Scope: This project provides funding for unanticipated, non-discretionary repairs to MMR building systems. Typical use of these funds prevents further damage to a building or maintains building operation until a complete evaluation and repair can be scoped, funded and implemented.</p> <p>Budget Request Basis: This budget is requested now to restore the MMR Quick Response contingency project. The budget proposal was based on historical use of this contingency fund.</p>
1129710	DES FMD MMRF 24/7 FACILITY GROUP-MAJOR REPAIR AND RENEWAL OF BLDG. SYSTEMS PROGRAMMATIC		\$13,993,127	<p>Current Scope: This programmatic project will fund major maintenance repairs and infrastructure replacement to FMD's 24/7 Facility Group. This group includes the Maleng Regional Justice Center (courthouse and detention center) , King County Correctional Facility (KCCF), Regional Communication and Emergency Coordination Center (RCECC) and the Ravensdale Shooting Range. Typical major maintenance will include either repair or replacement of major building systems: Exterior Enclosure, Interior Construction, Elevators, Mechanical, Electrical, Superstructure, and Foundations. These building systems were identified in the Facilities Management Division, Facility Condition Assessment as deficient or beyond their useful life. All of the identified projects proposed for the program were ranked in the top 10% of 1270 building deficiencies based on a formula that included building importance and condition, system importance and scheduled replacement factors as the primary criteria.</p> <p>Budget Request Basis: The total budget for this budget request is based on the individual project estimates of approximately 15 projects that are proposed for the next biennium.</p>
1134406	DES FMD MMRF BARCLAY DEAN STANDBY GENERATOR STANDALONE		\$340,142	<p>Current Scope: This project will replace the existing 20-year old gas/propane generator with new 100kW diesel generator and redistribute emergency backup power connections to serve access control systems, the walk in refrigerator and freezer, alarm system, server/phones, and certain outlets in the office areas.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134407	DES FMD MMRF ADMIN BLDG GENERATOR STUDY JH STANDALONE		\$58,291	<p>Current Scope: This project will test and assess existing generator to determine remaining useful life and evaluate feasibility and determine costs associated with needed upgrades or replacements.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134408	DES FMD MMRF BARCLAY DEAN ROOF REPLACEMENT STANDALONE		\$1,027,314	<p>Current Scope: This project will replace existing 20-plus year old roof coverings with materials that will have a thirty year warranty period. Work includes demolition of existing roof coverings down to the structural deck and a new roof coverings assembly that includes the addition of ridged insulation to achieve energy and building code compliance.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134409	DES FMD MMRF BARCLAY DEAN SECURITY UPGRADES STANDALONE		\$136,411	<p>Current Scope: This project will replace outdated access control card readers and cameras with new current standard specification equipment, update access control panel and software, and consolidate inputs to headed equipment. Associated and ancillary work includes opening and closing suspended ceilings, drywall repairs, door hardware modifications, and general electrical work.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134410	DES FMD MMRF BARCLAY DEAN - TESTING, ADJUSTING & BALANCING COMMISSIONING FOR THE NEW ROOF TOP STANDALONE		\$106,813	<p>Current Scope: This project will provide testing, adjusting and balancing, and commissioning for the new roof top unit replacements, and new ventilation system for the warehouse.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134411	DES FMD MMRF D.C. SHORELINE BOILER REPLACEMENT STANDALONE		\$669,251	<p>Current Scope: This project will replace the existing undersized electric boiler with a properly designed boiler to provide sufficient heat to the building in winter. The scope of work will also make revisions and improvements to the existing system as needed to provide a fully functioning system for the building.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134412	DES FMD MMRF D.C SW BURIEN EXTERIOR WINDOWS REPLACEMENT STANDALONE		\$545,258	<p>Current Scope: This project will replace the windows with commercial thermal barrier windows that complies with current applicable energy codes and King County SCAP energy guidance. The scope of work will also include adding security films on glass panels at some locations as needed.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134413	DES FMD MMRF NE DC FIRE ALAM REPLACEMENT STANDALONE		\$255,757	<p>Current Scope: This project will replace the obsolete Fire Alarm system and related equipment in need of replacement.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134430	DES FMD MMRF KSC ELEVATOR MACHINE ROOM COLLING UNITS REPLACEMENT STANDALONE		\$462,259	<p>Current Scope: This project will replace aging cooling units with new cooling units to provide adequate cooling air to elevator machine room.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134431	DES FMD MMRF NE DC SECURITY REPLACEMENT STANDALONE		\$205,114	<p>Current Scope: The security system is obsolete and is in need of replacement with a new system with card readers, door monitoring and CCTV system.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134432	DES FMD MMRF POLICE PREC. #4 CAMERA UPGRADE STANDALONE		\$325,823	<p>Current Scope: This project will upgrade existing security system of Police Precinct #4 Burien to install new cameras that will be compatible with the current building security system.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134433	DES FMD MMRF PRECINCT #3 SECURITY REPLACEMENT STANDALONE		\$144,515	<p>Current Scope: This project will upgrade the security system in need of replacement with new system, card readers, door monitoring and CCTV system.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134434	DES FMD MMRF YESLER BUILDING FIRE ALARM REPLACEMENT STANDALONE		\$335,378	<p>Current Scope: The fire alarm system is nearly obsolete and in need of replacement.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1134459	DES FMD MMRF EARLINGTON BLDG. 2ND FLOOR STRUCTURAL IMPROVEMENTS STANDALONE		\$775,054	<p>Current Scope: This project will repair structural deficiencies to the second floor structure of the building. It will specifically strengthen floor beams, floor beam connections, and reinforce the plywood subfloor as recommended in the structural condition assessment report.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the system in the near term. The project improves an important system in an occupied facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134605	DES FMD MMRF PRECINCT #4 D3050 AIR HANDLING UNIT #1 RENEWAL STANDALONE		\$301,377	<p>Current Scope: This project will replace the rooftop air handling unit and will include include redesign and replacement of riser ducting and transition to horizontal ductwork.</p> <p>Budget Request Basis: This budget is requested now to avert failure of the Precinct air handling in the near term. The project improves a critical system in a occupied Public Safety facility. The budget was determined by field verification of conditions and project scope and priced with current construction costs and uniform factors for design and administration of this type of project. The project budget will fund both design and construction.</p>
1135103	DES FMD MMR MRJC OUT YEAR EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the MRJC detention facility and court facility. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent on funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the MRJC. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced), and a project soft cost multiplier.</p>
1135104	DES FMD MMR KCCH OUT YEAR EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the King County Courthouse. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent on funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the King County Courthouse. The amount is computed using the Maintenance Replacement Fund MMRF database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135105	DES FMD MMR ADMIN OUT YEAR EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the Administration Building. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent on funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the Administration Building. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>
1135106	DES FMD MMR YESLER OUT YER EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the Yesler Building. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent upon funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the Yesler Building. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135107	DES FMD MMR CHINOOK OUT YE EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the Chinook Building. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent upon funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the Chinook Building. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>
1135109	DES FMD KCCF OUT YEAR EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at the King County Correctional Facility. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent on funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the King County Correctional Facility. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3421 MJR MNTNCE RSRV SUB-FUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135110	DES FMD MMR OTHER BLDGS EST STANDALONE		\$0	<p>Current Scope: This is a planning level estimate of the backlogged building systems infrastructure work needed at buildings other than the Civic Campus buildings and the detention facilities. From this total amount, projects will be prioritized and, if selected, the cost estimates will be refined for inclusion in the 2021-2022 budget as separate projects contingent on funding availability.</p> <p>Budget Request Basis: This planning level estimate is included in the outyears of the 2019-2020 six year to indicate the backlog of infrastructure maintenance awaiting funding at the buildings other than the Civic Campus and the detention facilities. The amount is computed using the Maintenance Replacement Fund (MMRF) database that is used to track the facility condition, and scheduled replacement and predicted cost. The scheduled replacement years for building systems are determined by industry standards for the expected life of each system. The predicted cost for the replacement of a building system is based on the current replacement value (CRV) of the building in cost per square footage, the percentage of the building system compared to the entire building, the total area of the building, an adjustment factor that recognizes that the entire system will not be replaced, and a project soft cost multiplier.</p>
3421 - MJR MNTNCE RSRV SUB-FUND		Total	\$19,878,703	
Grand Total			\$19,878,703	

2019 -2020 Proposed Financial Plan MAJOR MAINTENANCE RESERVE FUND/3421						
Capital Improvement Program (CIP) Budget						
	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected	
Capital Budget Revenue Sources:						
DOWNTOWN OFFICE BLDG GROUP	-	520,550	520,550	551,783	584,890	
COURTHOUSE GROUP9	-	-	-	-	-	
YESLER BLDG GROUP	-	335,378	335,378	355,501	376,831	
EARLINGTON GROUP	-	775,054	775,054	821,557	870,851	
24/7 FACILITIES BLDG GROUP	-	13,993,127	13,993,127	14,832,715	15,722,677	
24/7 FACILITIES BLDG GROUP (REET Revenue)	-	-	-	-	-	
DISTRICT COURT FACILITIES BLDG GROUP	-	1,675,380	1,675,380	1,775,903	1,882,457	
KCSO PRECINCTS BLDG GROUP	-	771,715	771,715	818,018	867,099	
PUBLIC HEALTH BLDG GROUP	-	-	-	-	-	
INDUSTRIAL/STORAGE BLDG GROUP	-	1,807,499	1,807,499	1,915,949	2,030,906	
GOAT HILL PARKING GROUP	-	-	-	-	-	
FUND BALANCE TRANSFER ⁵	787,958	-	787,958	-	-	
Total Capital Revenue	\$ 787,958	\$ 19,878,703	\$ 20,666,661	\$ 21,071,425	\$ 22,335,711	
Capital Expenditure Appropriation:						
DOWNTOWN OFFICE BLDG GROUP	-	(520,550)	(6,272,330)	(551,783)	(568,336)	
COURTHOUSE GROUP9	-	-	(1,522,744)	-	-	
YESLER BLDG GROUP	-	(335,378)	(335,378)	(355,501)	(366,166)	
EARLINGTON GROUP	-	(775,054)	(820,779)	(821,557)	(846,204)	
24/7 FACILITIES BLDG GROUP	-	(13,993,127)	(12,612,944)	(14,832,715)	(15,277,696)	
24/7 FACILITIES BLDG GROUP (REET Revenue)	-	-	-	-	-	
DISTRICT COURT FACILITIES BLDG GROUP	-	(1,675,380)	(2,725,626)	(1,775,903)	(1,829,180)	
KCSO PRECINCTS BLDG GROUP	-	(771,715)	(1,116,343)	(818,018)	(842,558)	
PUBLIC HEALTH BLDG GROUP	-	-	-	-	-	
INDUSTRIAL/STORAGE BLDG GROUP	-	(1,807,499)	(3,878,800)	(1,915,949)	(1,973,427)	
GOAT HILL PARKING GROUP	-	-	-	-	-	
BUILDING CATEGORY TOTAL	(17,600,000)	-	-	-	-	
FUND BALANCE TRANSFER ⁶	(107,958)	-	(107,958)	-	-	
<i>Diss appropriations (positive)</i>	-	-	-	-	-	
Total Capital Appropriation	\$ (17,707,958)	\$ (19,878,703)	\$ (29,392,902)	\$ (21,071,425)	\$ (21,703,568)	
CIP Fund Financial Position						
	2017-2018 Biennial to Date Actuals as of JUNE, 2018	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	5,479,024	451,622	9,528,065	9,528,065	(7,391,935)	(7,391,935)
Capital Revenue Funding Sources						
DOWNTOWN OFFICE BLDG GROUP	10,357,613	8,849,214	-	520,550	536,167	552,251
COURTHOUSE GROUP9	6,259,019	12,893,967	-	-	-	-
YESLER BLDG GROUP	-	-	-	335,378	345,439	355,803
EARLINGTON GROUP	696,668	927,725	-	775,054	798,306	822,255
24/7 FACILITIES BLDG GROUP	4,129,862	3,161,809	-	13,993,127	14,412,921	14,845,308
24/7 FACILITIES BLDG GROUP (REET Revenue)	-	1,500,000	-	-	-	-
DISTRICT COURT FACILITIES BLDG GROUP	153,179	1,211,391	-	1,675,380	1,725,641	1,777,411
KCSO PRECINCTS BLDG GROUP	77,556	103,408	-	771,715	794,866	818,712
PUBLIC HEALTH BLDG GROUP	145,932	38,704	-	-	-	-
INDUSTRIAL/STORAGE BLDG GROUP	362,715	839,452	-	1,807,499	1,861,724	1,917,576
GOAT HILL PARKING GROUP	446,139	586,615	-	-	-	-
FUND BALANCE TRANSFER	249,804	(270,751)	-	-	-	-
ADMINISTRATIVE/OTHER GROUP	-	-	-	-	-	-
Total Capital Revenue	\$ 22,878,486	\$ 29,841,535	\$ -	\$ 19,878,703	\$ 20,475,064	\$ 21,089,316
Capital Expenditures						
DOWNTOWN OFFICE BLDG GROUP	(1,707,675)	(11,039,574)	-	(520,550)	(536,167)	(552,251)
COURTHOUSE GROUP9	(5,909,973)	(8,874,978)	-	-	-	-
YESLER BLDG GROUP	-	-	-	(335,378)	(345,439)	(355,803)
EARLINGTON GROUP	(47,391)	-	-	(775,054)	(798,306)	(822,255)
24/7 FACILITIES BLDG GROUP	(2,743,206)	(2,337,292)	-	(13,993,127)	(14,412,921)	(14,845,308)
24/7 FACILITIES BLDG GROUP (REET Revenue)	-	(154,414)	-	-	-	-
DISTRICT COURT FACILITIES BLDG GROUP	(61,361)	(603,254)	-	(1,675,380)	(1,725,641)	(1,777,411)
KCSO PRECINCTS BLDG GROUP	(29,057)	-	-	(771,715)	(794,866)	(818,712)
PUBLIC HEALTH BLDG GROUP	-	(3,247,616)	-	-	-	-
INDUSTRIAL/STORAGE BLDG GROUP	(1,050,851)	-	-	(1,807,499)	(1,861,724)	(1,917,576)
GOAT HILL PARKING GROUP	-	(1,007,964)	-	-	-	-
CARRYOVER FROM PRIOR BIENNIIUM	-	-	-	-	-	-
ADMINISTRATIVE/OTHER GROUP	(227,175)	-	-	-	-	-
Total Capital Expenditures	\$ (11,776,689)	\$ (27,265,092)	\$ -	\$ (19,878,703)	\$ (20,475,064)	\$ (21,089,316)
Other Fund Transactions						
FUND BALANCE TRANSFER	-	6,500,000	-	-	-	-
CARRYOVER EXPENDITURE AND REVENUE	-	-	-	(24,707,958)	-	-
PLANNED PROJECT CANCELLATION	-	-	-	7,000,000	-	-
YESLER TENANT IMPROVEMENT REIMBURSEMENT	-	-	-	787,958	-	-
Ending Fund Balance	\$ 16,580,820	\$ 9,528,065	\$ 9,528,065	\$ (7,391,935)	\$ (7,391,935)	\$ (7,391,935)
Expenditure Reserve(s) (Carryover)	-	(24,707,958)	-	-	-	-
Fund Balance designated to current projects*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves						
Revenue Reserve(s) (Carryover)	-	787,958	-	-	-	-
Total Reserves	\$ -	\$ (23,920,000)	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	14,391,935	-	7,391,935	7,391,935	7,391,935
Ending Undesignated Fund Balance	\$ 16,580,820	\$ -	\$ 9,528,065	\$ -	\$ -	\$ -

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.
2017-2018 Estimated reflects the best estimate for the biennium.
2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.
Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Following completion of the Yesler 7th Floor tenant improvement project the reimbursement amount to the MMRF fund will be calculated and transferred from the FMD Internal Service Fund.

Expenditure Notes:

The capital fund attachment to the 2019-2020 Executive Proposed budget presents, for informative purposes, the total infrastructure needs if the model was fully funded.
The out-year budget in the financial plan is based on 3% annual growth of revenue available for MMRF project budget planning.

Reserve Notes:

The MMRF fund does not have a fund balance policy mandating a specific target fund balance amount.

This plan was updated by Sid Bender on 9/6/18.

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1039274	DES FMD KCCH PRMTR ACCESS CNTL STANDALONE	✓	(\$17,504)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1040874	DES FMD CAPITAL PRJCT OVERSGHT ADMIN		\$8,092	Current Scope: This is an administrative project payment to cover the proportionate share of the cost of the Capital Project Oversight (CPO) function in the King County Auditor's Office (KCAO). Budget Request Basis: The CPO amount allocated to the Building Repair and Replacement Fund is based on its share of all capital budget in all CIP funds.
1040964	DES FMD DC ERGONOMIC FURNITURE PROGRAMMATIC	✓	(\$92,010)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1113110	DES FMD S Court Duress Alarms STANDALONE	✓	(\$12,130)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1116723	DES FMD KCCH COURTROOM CAMERAS STANDALONE	✓	(\$150,292)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1117106	DES FMD CHILD/FAM JUSTICE CTR STANDALONE		\$22,365,943	Current Scope: Children and Family Justice Center - Redevelopment of the existing 9.1 acre Youth Services Center site to include a 137,000 sf courthouse, 98,000 detention facility and parking garage for the new Children and Family Justice Center. Budget Request Basis: The Children and Family Justice Center project requires a 15% budget increase primarily due to permit approval lag time, soil quality remediation costs, and increased construction costs in a highly competitive local construction sector. Interim financing is available until the land parcels near the CFJC can be sold to reimburse the project.
1120508	DES FMD OPD PLANNING STANDALONE	✓	(\$34,030)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1121771	DES FMD PRELIM PLAN & DESIGN FOR RELOCATIONS (Quick Response Contingency) PROGRAMMATIC		\$100,000	Current Scope: This project provides the budget flexibility to address planning and preliminary design needs for projects not anticipated during the biennial budget process while requiring immediate action prior to inclusion in the omnibus supplemental budget ordinance process. Once this planning and preliminary design phase is complete using this project budget, then the full project is proposed by the Executive and adopted by the Council. The full project budget including the construction phase typically reimburses this project. Budget Request Basis: The budget proposal for 2019-2020 allows for Yesler Building preliminary design work if there is a decision to implement infrastructure and tenant improvements for potential tenants that may be identified during the 2019-2020 biennium.

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1122071	DES FMD SPECIAL OPERATIONS MOVE STANDALONE	✓	(\$12,666)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1122286	DES FMD ITA COURT STANDALONE	✓	\$806	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and budget increase is proposed to bring budget balance available to zero.
1123605	DES FMD MRJC SPACE EFFIC STANDALONE	✓	(\$25,038)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1123982	DES FMD RAINIER BEACH HIGH SCHOOL BASED HEALTH CENTER RENOVATION STANDALONE	✓	(\$12,692)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1124146	DES FMD BELLEVUE DC RELOCATION PROGRAMMATIC	✓	(\$418,090)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1124150	DES FMD EARLINGTON CNF RM IMPRV STANDALONE	✓	(\$1,016)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1124202	DES FMD BRR EMERGENT NEED-EXISTING PROJECTS STANDALONE		\$500,000	Current Scope: This project provides contingent budget authority available to be used to supplement budget in other projects in the fund in the event that an unanticipated cost requires additional budget authority. The Facilities Management Division has a monthly internal process to review proposed use of this contingency budget. Approved usage is included in the quarterly report to the County Council. Budget Request Basis: Projects that have had preliminary estimates developed for the 2019-2020 budget have varying levels of risk of a cost increase as more information is gathered in the pre-design and final design phases. Two projects have budgets based on preliminary planning level estimates and may need to access the requested Emergent Need budget.
1125009	DES FMD 4TH AVE BLDG DES FMD PRELIM PLAN & DESIGN	✓	(\$60,291)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1127706	DES FMD OEM E911 RELOCATION STANDALONE	✓	(\$107,339)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.
1129041	DES FMD MRJC SOLAR ENERGY STANDALONE	✓	(\$73,794)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and remaining budget is proposed for cancellation.

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129340	DES FMD ITA COURTROOM- second reconfiguration DES FMD ITA COURTROOM2	✓	\$69,973	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and budget increase is proposed to bring budget balance available to zero.
1129773	DES FMD ADMIN BLDG SECURITY STANDALONE	✓	(\$86,645)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and budget increase is proposed to bring budget balance available to zero.
1129964	DES FMD NSHORE PH TO EVRGRN TI STANDALONE	✓	(\$203,186)	Current Scope: Technical Budget Adjustment Budget Request Basis: Project is complete and budget increase is proposed to bring budget balance available to zero.
1130313	DES FMD CIVIC CAMPUS PLANNING STANDALONE		\$2,972,130	Current Scope: Phase 1: Project Initiation; form Task Forces, Steering and Oversight Committees, hire consultant team; Develop Project Vision, Guiding Principles and Goals for the Strategic Plan, Identify KC Operational and Facilities Needs Assessment. Phase 2: Analysis Phase: Perform Gap Analysis, Develop Alternatives; Evaluate Alternatives and make Recommendation; Select a Preferred Alternative; Develop Site Master Plan Budget Request Basis: To complete the planning effort as requested per the King County Council.

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1132306	DES FMD KCIT RADIO IN- BUILDING CONVERSION STANDALONE		\$2,500,000	<p>Current Scope: Department of Executive Services (DES) Facilities Management Division (FMD) and King County Information Technology (KCIT) Radio In-Building (In-Bldg) Coverage Project includes the following parts:</p> <p>(1) Replacement of the King County Courthouse (KCCH) 800 MHz Repeater and, potentially, all existing KCCH wiring/infrastructure. The KCCH repeater supports 800 MHz radio traffic for all radios users within all 12 floors of the KCCH building, including DAJD's court detail operations on the 12th floor, Work Education Release operations on the 10th and 11th floors, the DAJD ADMIN Division on the 2nd floor, FMD and Court House Security throughout the building, and the tunnel connecting KCCH to the Admin Building.</p> <p>(2) Replacement of the 800 MHz Bi-Directional Antenna (BDA) at Maleng Regional Justice Center (MRJC) Detention and, potentially, all existing MRJC wiring/infrastructure. The BDA is tied into a trucked radio system that supports DAJD operations.</p> <p>(3) Replacement of the 800 MHz BDA at MRJC Court Rotunda and, potentially, all existing wiring/infrastructure. The BDA is configured into a Distributed Antenna Network (DAN) that supports the Courts' area of the MRJC. The hardware supporting this DAN is outdated and not compatible with PSERN.</p> <p>Budget Request Basis: The consultant alternatives analysis report, which was funded with budget approved in a 2017 omnibus ordinance, will be completed in February 2019. FMD is awaiting the report to develop an estimate for the implementation phase of this project. In anticipation of the consultant report, a placeholder budget of \$2.5 million is proposed in the 2019-2020 budget. This additional appropriation will ensure that this high priority life safety project can proceed on an expedited schedule and reserve \$2.5 million of revenue backing that has been identified and pledged to this project. If the final total cost estimate turns out to be less than the prior appropriation combined with the \$2.5 million requested herewith, a supplemental budget ordinance will be submitted to cancel the unneeded budget. If the final total cost estimate is greater than \$2.5 million, the supplemental ordinance will request additional budget.</p>
1134616	DES FMD ITA COURT RELOC STUDY STANDALONE		\$51,789	<p>Current Scope: Conduct a design program and real estate requirements study for relocation of the existing ITA Court operations. The study is to identify space requirements and adjacencies between Superior Court, the Public Defender and the Prosecuting Attorney's offices, and proximity to Harborview hospital. Over the course of time, the manner in which ITA Court cases are conducted has evolved. This new consultant-led study will focus on finding an alternative location, either nearby Harborview, or within the Ninth & Jefferson building where it is currently located. Results of the study will identify location alternates, space efficiencies, and expected costs for such a move.</p> <p>Budget Request Basis: ITA court hearings are increasing every year. A larger space is needed in the near term.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134618	DES FMD KCIA TERMINAL BLDG TI STANDALONE		\$750,005	<p>Current Scope: This project will implement planned tenant improvements and a relocation of KCIA staff from the Arrivals Building to the Terminal Building. according to the design study comple per the RS&H Refined Option 1 Design Report.</p> <p>Budget Request Basis: This construction proposal is based on a design study and options analysis completed in early 2018.</p>
1134621	DES FMD KCCF WEST WING STUDY STANDALONE		\$1,085,222	<p>Current Scope: The project is a utilization study of the KCCF West Wing. Potential tenants to be evaluated include: 1.) Work Education Release program, 2.) Community Corrections, 3.) Arraignment Court, 4.) CCAP, and 5.) Transitional Housing.</p> <p>Budget Request Basis: The budget is requested in the 2019-2020 budget to develop building use alternatives. For a preferred alternative a construction cost estimate would then be developed in preparation for a budget proposal to be transmitted to the King County Council.</p>
1134624	DES FMD MAJOR OFFICE SP RE-ORG STANDALONE		\$3,000,000	<p>Current Scope: The Department of Human Resources and the Finance and Business Operations Division require facility remodels to accommodate some staff growth, staff moves and to implement more efficient use of available space.</p> <p>Budget Request Basis: This request is related to organizational needs of the new DHR and a FBOD proposal for space efficiency. The estimate is preliminary and will be refined in late 2018.</p>
1134629	King County consolidated warehouse phase 2 STANDALONE		\$1,284,108	<p>Current Scope: Provide interior Tenant Improvements in leased warehouse and relocate additional warehouse Tenants. Construction includes 1200 sf office and bathroom fixtures and finishes, data cable, HVAC, electrical components, high stack pallet racking, FMD security electronics, and warehouse wire partitioning. The landlord will perform design and construction. This project also provides storage racking for FMD Stores, elections ballots, Department of Public Defense records and archival dark storage.</p> <p>Budget Request Basis: Budget is required now to meet a construction and relocation timeline that is ahead of lease expirations in the second quarter of 2019.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135008	DES FMD PUBLIC HEALTH DOWNTOWN SEATTLE DENTAL STANDALONE		\$700,000	<p>Current Scope: This project will renovate a portion of the fourth floor at Downtown PHC to create service delivery rooms and a client restroom with a lab pass-through for the expansion of the Buprenorphine program, and also create space to co-locate a mental health service provider which is viewed as a critical component of the Buprenorphine Pathways program. Space on the first floor would then be renovated to add two new dental operatories to expand the capacity of the homeless dental program at Downtown PHC to 8 operatories and make improvements to the spaces that support the Robert Clewis Center Needle Exchange program.</p> <p>Budget Request Basis: The budget estimate has been prepared based on information provided by the building owner which will procure the construction company to do the service delivery tenant improvements. The Facilities Management Division have been involved in the review of the budget estimate.</p>
1135009	DES FMD PUBLIC HEALTH RENTON DENTAL CLNIC STANDALONE		\$60,000	<p>Current Scope: Tis project will build out a fourth dental operatory at the Renton Public Health Clinic. This expansion was planned during the original clinic construction and all of the necessary mechanical systems were extended and capped in order to bring a new operatory on line in the future. Space for this operatory is currently used for medical records storage. With the implementation of electronic health records our storage needs are much less and therefore we have sufficient space now to do this work.</p> <p>Budget Request Basis: This estimate was based on the costs estimates for similar Public Health dental infrastructure work proposed in the 2017-2018 budget.</p>
1135101	DES FMD CHINOOK CONF TECH STANDALONE		\$60,000	<p>Current Scope: This project will replace outdated and unreliable technology equipment in four of the conference rooms on the first floor of the Chinook Building.</p> <p>Budget Request Basis: The budget estimate was prepared based on experience outfitting conference rooms throughout King County. The Facilities Management Division and the King County Information Technology Division will coordinate the equipment selection and installation.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Facilities Mgmt, Fund: 3951 BLDG REPAIR/REPL SUBFUND, Cap Status: Approved, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135102	DES FMD LIGHTING EFF FRED STANDALONE		\$4,610,000	<p>Current Scope: To convert lighting in 26 of its owned and managed buildings to Light Emitting Diode (LED) technology by the end of 2020. In addition, where possible lighting controls will be installed to turn lights off when spaces are unoccupied.</p> <p>Budget Request Basis: FMD is requesting funds because of the expedited timeframe of the initiative to convert to LED lighting, and reductions in utility incentives. Capital funding is limited and will likely focus on life safety projects. In addition, the scope of this effort fits within the goals of the Fund to Reduce Energy Demand (FRED) with a package payback of less than 10 years.</p>
3951 - BLDG REPAIR/REPL SUBFUND		Total	\$38,811,345	
Grand Total			\$38,811,345	

2019-2020 Proposed Financial Plan
FMD Building Repair and Replacement Fund/3951

Capital Improvement Program (CIP) Budget

	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance & Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:	-				
Revenue Backing from Fund Balance	17,000,000		17,000,000		
Levy for CFJC	40,000,000	22,365,943	62,365,943		
Levy for AFIS	6,000,000		6,000,000		
Insurance Recovery	19,000,000		19,000,000		
Other Revenue	22,000,000	16,445,402	38,445,402		
Total Capital Revenue	\$ 104,000,000	\$ 38,811,345	\$ 142,811,345		
Capital Appropriation:					
CFJC	(57,000,000)	(22,365,943)	(79,365,943)		
NJB Electrical	(19,000,000)		(19,000,000)		
AFIS Relocation Project	(6,000,000)	0	(6,000,000)		
Other Projects	(22,000,000)	(17,687,834)	(39,687,834)		
<i>Dissappropriations (positive)</i>		1,242,432	1,242,432		
Total Capital Appropriation	\$ (104,000,000)	\$ (38,811,345)	\$ (142,811,345)		

CIP Fund Financial Position

	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Estimated	2023-2024 Estimated
Beginning Fund Balance	(5,075,719)	(5,075,719)		(22,143,530)	(46,376,626)	(20,537,626)
Capital Funding Sources						
Revenue Backing from Fund Balance		0		-	-	-
General Fund	3,167,272	2,000,000				
Levy for CFJC	60,561,080	74,625,165		51,766,904	26,839,000	180,000
Levy for AFIS	805,808	10,266,302				
Bond Proceeds	3,594,639	5,355,771				
Streamlined Rate Reimbursement for TI's		2,000,000		2,000,000	1,000,000	-
Insurance Reimbursement	8,170,413	28,160,000				
Other Revenue	3,714,665	8,443,014		43,811,345	-	19,157,722
Alder School Reimbursement				1,000,000		
Total Capital Revenue	\$ 80,013,877	130,850,252		\$ 97,578,249	\$ 27,839,000	\$ 19,337,722
Capital Expenditures						
CFJC	(60,559,230)	(93,625,165)		(78,000,000)	(2,000,000)	
AFIS Relocation Project	(805,808)	(10,266,302)		-	-	-
Insurance Reimbursement	(3,593,803)	(28,160,000)				
Other Projects	(12,309,117)	(15,866,596)		(43,811,345)		
Interfund Loan Repayment						
Total Capital Expenditures	\$ (77,267,959)	(147,918,063)		\$ (121,811,345)	\$ (2,000,000)	\$ -
Other Fund Transactions						
Equity Adjustment	3,418,219	-				
Ending Fund Balance	\$ 1,088,419	\$ (22,143,530)		\$ (46,376,626)	\$ (20,537,626)	\$ (1,199,904)
Fund Balance designated to current projects	\$ -	\$ -		\$ -	\$ -	\$ -
Reserves						
Other Carryover	(179,367,895)	(64,000,000)		(2,000,000)		
CFJC Carryover		(40,000,000)				
CFJC Levy Pending Collections	128,849,805	21,000,000		27,019,000	180,000	
Other Revenue	50,405,736	83,000,000				
Streamlined Rate Reimbursement for Tenant Improvements (TIs)	3,053,508	3,000,000				
Alder School Reimbursement		1,000,000				
Property Sales (YSC Surplus Property)					19,157,722	
Project Overexpenditures	1,556,162	-				
Project Pre-collected revenue	(4,969,862)	-				
Month end close revenue collection timing diff.	13,549	300,299				
Estimated Project Underexpenditure					1,250,000	1,250,000
Total Reserves	\$ (458,997)	\$ 4,300,299		\$ 25,019,000	\$ 20,587,722	\$ 1,250,000
Projected Shortfall	-	17,843,231		21,357,626	-	-
Ending Undesignated Fund Balance	\$ 629,421	\$ 190 -		\$ -	\$ 50,096	\$ 50,096

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Streamline Rate Reimbursement for TIs covers the cost of King Street Center workspace configurations to increase the capacity of employee workstations.

The CFJC levy proceeds projected in 2019-2020 are based on the OEFA forecast of property tax revenue will adjustments for delinquent collections and interest earnings.

The Seattle Public School system has agreed to contribute \$1 million to provide revenue backing for a portion of the Alder School construction costs in the CFJC project.

The insurance reimbursement revenue category pertains to the insurance payments to be collected as costs are incurred at the Ninth and Jefferson Building electrical system replacement project. The lag time between expenditure and reimbursement will be determined as the project progresses.

Expenditure Notes:

The 2019-2020 biennial budget includes a 15% project cost increase for the CJFC project. This increase of \$23 million is due to permit approval lag time, construction cost increases in the competitive local construction market, soil remediation costs and interim financing costs.

Reserve Notes:

The Projected Shortfall amount will be covered by interfund borrowing until all CFJC levy proceeds and Youth Service Center surplus property sales are collected.

The "Other Revenue" category includes the following revenue types: insurance reimbursement, AFIS property tax levy proceeds, General Fund reimbursement, property sales, reimbursement from bond funds and agency contributions.

This plan was updated by Sid Bender on 9/14/18.

FINANCE AND BUSINESS OPERATIONS

Mission

Provide exceptional customer value for accounting, procurement, treasury, payroll, benefits, and small business services.

Overview

The vision for the Finance and Business Operations Division (FBOD) is to build the best run financial services for the best run government. FBOD's day-to-day mission is to provide exceptional customer value for accounting, procurement, treasury, payroll and benefits, and small business services.

FBOD delivers services to its customers via value streams. A value stream is a set of coordinated work activities involving multiple County agencies to deliver products or services to customers. FBOD is the primary business owner for the following value streams: procure-to-pay; billing-to-cash; budget-to-report, investment pool management, and debt issuance. FBOD shares business ownership for the hire-to-retire and assess-to-collect values stream with the Department of Human Resources and the Department of Assessments, respectively.

Challenges, Opportunities, and Strategic Issues

As an internal services fund, FBOD continues to face the challenge of operating within constrained revenue targets. This has been addressed with innovative Lean management practices that drive efficiencies and add value for customers. In 2017 alone, FBOD employees worked on over 40 process improvement projects ranging from small fixes to large countywide improvements. Looking forward, FBOD will continue to operate within budget constraints and rely on Lean thinking and other cost saving initiatives to drive down the cost of services to customer agencies.

A second significant challenge is meeting the growing demand for procurement services while solving "pain points" customers are experiencing in the procure-to-pay value stream. Several County agencies, especially Transit, are planning significant infrastructure improvement projects in 2019-2020, which will require more contracts. Several smaller county agencies are requesting that procurement provide

additional “project control officer” functions on design and construction contracts to ensure compliance with County policies and contract terms. As for major pain points, these are caused by system limitations in Oracle EBS. An FBOD commissioned study completed in December 2017 recommends leveraging the County’s investment in Oracle technology to better serve businesses and agency customers.

Third, FBOD has current and new operational demands that will require dedicated FTE staff resources. FBOD cannot continue to rely on hiring temporary staff (TLTs) to fulfill ongoing annual commitments. For example, new mandates such as the priority hire program (Ordinance 18672) will require a combination of new staff, conversions of TLTs to FTEs, and other staff realignments.

2019-2020 Priorities

Implementing Priority Hire

FBOD is committed to implementing a permanent Priority Hire Program during the 2019-2020 biennium, based on a successful pilot program that was initiated by the King County Executive in May 2016. The Priority Hire Program is a workforce equity strategy, aligned with the County Executive’s Strategic Priorities, that supports the hiring of local and economically disadvantaged workers on King County public works projects. The workers eligible for Priority Hire reside in King County ZIP codes that are considered economically disadvantaged. The program is implemented through a community workforce agreement negotiated between the County and the building trades. FBOD will report annually to the King County Council and PSB on the impact of the program.

Streamlining and Modernization of Procurement Services

The current procurement systems and processes are wasteful – they are dependent on paper, rely on too many handoffs, and entail long cycle times. This inefficient system leaves a continuous gap between the existing technology solutions and the business needs for customers. FBOD is seeking to fill this gap through a phased approach of planned technology modernization and centralization, starting with the procure-to-pay value stream. By providing a foundation of standard and supportable integrated systems, the procure-to-pay value stream will realize rapid transformation on the most valuable changes first, such as allowing electronic bids and submittals, while laying a roadmap for sustained efficiencies and future enhancements. FBOD is proposing the Procurement Modernization IT Project as part of the County’s 2019 – 2020 budget.

These investments will improve customer service to internal and external customers by enhancing transparency, reducing cycle times, and providing self-service. The improvements will also create efficiencies in the outyears, allowing FBOD to reduce positions as needed. Aligned with the proposed new system is FBOD’s effort to centralize procurement functions starting in 2019–2020. As a result of research and analysis during 2018, FBOD will pilot an effort with KCIT in 2019–2020 to examine how KCIT’s procurement efforts duplicate FBOD’s. The result of the pilot may drive countywide procurement changes in the outyears.

Replacing and Advancing Technology

FBOD and the Department of Assessments (DOA) are co-owners in pursuing solutions to problems identified in the joint agency Assess-to-Collect Line of Business (LOB). The result of that LOB effort is the proposal of the full replacement of the Property Tax Administration System (PTAS), during the 2019-2020 biennium. This replacement will directly benefit FBOD's Treasury Operations functionality, related to the billing, collection, and disbursement of tax revenues. FBOD is also committed to advancing progress along the e-Payments Roadmap. Part of that journey includes meeting all applicable standards set by the Payment Card Industry Security Standards Council. As such, as part of the 2019–2020 budget, FBOD is requesting authority to address the Payment Card Industry (PCI) Data Security Standard (PCI DSS), which applies to organizations that handle various forms of electronic payments, notably branded credit cards from the major card networks (Visa, MasterCard, American Express, and Discover). Compliance with this standard is a crucial component to maintaining a safe and secure cardholder data environment for County customers.

2019-2020 Executive Proposed Operating Budget
FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	62,538,158	63,904,914	182.5	5.0
Base Budget Adjustments	3,523,388	4,068	0.0	(3.0)
Decision Package Adjustments	3,211,198	3,017,097	6.0	(2.0)
2019-2020 Executive Proposed Budget	69,272,744	66,926,079	188.5	0.0
2019-2020 Executive Proposed Ordinance	69,273,000	66,927,000	188.5	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Agency Requested Resources Add additional resources to support specific business needs of agencies. FBOD examined all agency requests and determined this level of support was required to meet those requests.	1,134,240	1,137,060	4.0	0.0
(DS_002) Reduce Standard Work TLT Remove budgeted TLT due to the end of the Financial Process Information Center project.	(251,388)	0	0.0	(1.0)
(DS_003) Treasury Revenue Transfer to General Fund Transfer investment and cash management fees from special districts to the General Fund to avoid inefficient and costly manual processes.	0	(128,000)	0.0	0.0
(DS_004) Priority Hire Program Add 4.0 FTEs to FBOD and move 1.0 FTE from DNRP to FBOD to implement and scale the Priority Hire Program at the lower project threshold as stipulated the Priority Hire Ordinance 18672.	1,613,671	1,617,300	5.0	(1.0)
(DS_005) Procurement Position Reductions Reduce two FTE positions related to online vendor registration and administrative tasks due to the IT Procurement project rendering these bodies of work unnecessary.	(343,254)	(343,547)	(2.0)	0.0

2019-2020 Executive Proposed Operating Budget
FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_007) PCI Data Security Standards Annual Requirements Adds funding support for annual requirements for PCI DSS compliance: self-assessment questionnaire (SAQ) and penetration testing.	350,000	0	0.0	0.0
(DS_008) 2020 BRC Operating Support for Procurement Modernization IT Project Provide resources for required ongoing BRC support in 2020, as related to the implementation of the Procurement Modernization IT Project.	180,000	180,000	0.0	0.0
Administrative Service Changes				
(AC_001) Human Resources TLT to FTE Conversion Convert the HR TLT position to an FTE due to the ongoing need for this position and the expanding focus of HR to support employee engagement including supervisor training and supporting special duty positions.	225,780	0	1.0	0.0
(AC_002) Metrics TLT to FTE Conversion Convert the metrics TLT position to an FTE, due to the ongoing need for this position in creation and maintenance of metrics, reporting to the County Executive and County Council, and business support.	303,681	0	1.0	0.0
(AC_003) ePayments Coordinator TLT to FTE Conversion Convert the ePayments coordinator TLT position to FTE to address the ongoing need to assist agencies in their conversion to electronic payments. The position will partner with the treasury section in connecting payments and dispersals to customers.	300,520	0	1.0	0.0
(AC_005) Transfer BPROS FTEs to DHR Transfer part of the Benefits, Payroll, and Retirement Operation Section (BPROS) to the Department of Human Resources, as part of the larger countywide reorganization.	(1,150,998)	(1,150,288)	(4.0)	0.0
(AC_007) Organizational Development Centralization Centralize resources for organizational development programs within the newly established Department of Human Resources. Agencies will receive organizational development services addressing healthy conflict engagement, leadership development, and workplace culture. DHR will recover costs for these services through the General Fund overhead rate, with corresponding reductions made in agency consulting services accounts.	(110,000)	0	0.0	0.0
Technical Adjustments				
(TA_001) Net-Zero Position Moves Realign FTEs to the correct cost center to rectify incorrect cost center loading during the budget load of HCM to PBCS.	0	0	0.0	0.0
(TA_002) Market-Rate Position Reclass Reclassify positions to attract qualified applicants to fill vacant positions which have been difficult to fill and/or retain qualified staff.	234,690	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<hr/>				
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast. Update central rate and non-rate revenues to align with 2019-2020 forecasted amounts.	0	1,704,572	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(1,052,000)	0	0.0	0.0
Central Rate Adjustments	1,776,256	0	0.0	0.0
Total Decision Package Adjustments	3,211,198	3,017,097	6.0	(2.0)

2019-2020 Proposed Financial Plan
Finance and Business Operations Division (FBOD)/000005450

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	4,078,000	3,152,000	805,335	(629,135)
Revenues				
- GF Rates	17,234,000	17,394,000	18,785,520	20,288,362
- Non-GF Rates	36,435,000	40,963,000	44,240,040	47,779,243
- Other Revenue	7,664,000	8,569,079	8,569,079	8,569,079
Total Revenues	61,333,000	66,926,079	71,594,639	76,636,684
Expenditures				
- Wages, Benefits & Retirements	(45,237,000)	(50,371,999)	(53,394,319)	(56,597,978)
- Direct Services	(4,916,000)	(7,135,745)	(7,563,890)	(8,017,723)
- Intragovernmental Services	(11,406,000)	(11,765,000)	(12,470,900)	(13,219,154)
- 6th Floor Admin Reconfiguration	(400,000)		400,000	400,000
- Priority Hire	(300,000)			
Total Expenditures	(62,259,000)	(69,272,744)	(73,029,109)	(77,434,855)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	3,152,000	805,335	(629,135)	(1,427,306)
Reserves				
Expenditure Reserve (s)	(750,000)	(650,000)	(500,000)	(500,000)
Total Reserves	(750,000)	(650,000)	(500,000)	(500,000)
Reserve Shortfall	-	-	1,129,135	1,927,306
Ending Undesignated Fund Balance	2,402,000	155,335	-	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Other revenue is from mostly treasury operations (including revenue from other taxing districts) with some procurement operations. Outyear projections are based on 8 percent growth each biennia.

Expenditure Notes: Outyear projections are based on growth assumptions provided by PSB. Approximate savings from 6th floor Admin reconfiguration is \$200,000 annually, according to FMD as of February 2017. Based on FBOD vacating roughly 6,000 sq ft.

Reserve Notes: The Expenditure Reserve is for mailing and printing equipment used to produce the annual property tax mailings. This equipment requires occasional maintenance and replacement. In 2017-2018, \$500,000 of the reserve is dedicated to support the initial upstart of the Procurement Modernization IT Project. Note that there is no Rainy Day Reserve nor Rate Stabilization Reserve as the Comprehensive Financial Management Policies outline that FBOD (and other ISFs) should not have undesignated fund balance to the extent possible. The 2019-2020 Expenditure Reserve includes \$250,000 for equipment replacement and \$400,000 for the 6th floor admin remodel costs.

Updated August 28, 2018 by Karl Nygard.

FLEET SERVICES DIVISION

Mission

The Fleet Services Division delivers high-quality customer service, environmentally sound and cost-effective vehicles, equipment, materials, supplies, and asset management services.

Overview

Fleet Services Division (Fleet) is an internal service provider moved from the Department of Transportation to the Department of Executive Services effective January 1, 2019. The division manages three equipment rental and revolving funds, as well as 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 general fund, public safety, roads, parks, wastewater, and water and land resources and other agencies.

Vehicle Maintenance Operations

Fleet has two maintenance facilities: Motor Pool Maintenance Shop located in Georgetown and the Renton Maintenance Shop co-located with Roads Services Division. The Motor Pool Maintenance Shop primarily services light duty vehicles and the Renton Maintenance Shop services all heavy duty equipment as well as light duty vehicles. Customers can have their vehicles maintained at either shop. In addition, the division provides four mobile field service trucks/shops that provide repair and support all over the county.

Fleet Stores

Fleet Stores purchases and warehouses a large and diverse inventory of automotive parts, construction materials and supplies, traffic signs, safety equipment, and hand tools. The Stores operation was initially for the purpose of supporting the Public Works Department equipment repair and road maintenance material needs. Over the years, Fleet stores services of researching, sourcing, procuring, stocking, cost accounting and returning of items have been extended to all King County agencies. In addition Fleet Stores, and Fleet's maintenance shops provide parts, materials, supplies, and vehicle maintenance services to approximately 10 local cities and jurisdictions.

Personal Property and Fixed Asset Section

Fleet Personal Property Section is responsible for the County's capitalized fixed assets and disposal of surplus property. The surplus property program re-issues usable surplus property at no cost to County agencies and approximately 400 eligible non-profit agencies. The program also conducts monthly

bidding opportunities at the warehouse, donates to qualified non-profit organizations, negotiates sales to other government agencies, and holds semi-annual vehicle and heavy equipment auctions. Fixed assets activities include managing the annual inventory of all County personal property. All agencies must submit an annual report to Personal Property; investigate any large or unusual lost, stolen, or unlocatable inventory amounts; file annual inventory; and monitor and track ongoing new and disposed assets.

Challenges, Opportunities, and Strategic Issues

This section describes the strategic issues and opportunities Fleet faces and lays out corresponding strategies to increase the likelihood of meeting Fleet's stated goals and objectives.

Selecting the right size vehicle for the job

Fleet utilizes vehicle replacement practices that encourage replacing vehicles with the most fuel-efficient vehicle that is the right size for the job. When a vehicle is due for replacement, Fleet purchasing staff walk customers through a checklist to determine what the vehicle is used for and recommend options to meet their business needs. In some cases, replacements could be a completely different type of vehicle due to its operational use, such as replacing a small truck or van with a hybrid sedan. Over the past few years, Fleet has replaced several pick-ups, vans, and trucks with smaller, more fuel-efficient vehicles that are capable of meeting customer business needs. Fleet has also replaced several gasoline-fueled cars with hybrid and all-electric alternatives.

Reducing high cost and underutilized heavy equipment

In this strategy which will launch in 2019-2020, Fleet Services will work with agencies with heavy equipment, such as Road Services, Solid Waste, and Wastewater Treatment, to create a central pool of equipment agencies can rent as needed on a daily or weekly basis. This will allow agencies to use the equipment when they need it instead of paying a monthly rental rate for it to sit unused.

Implementing cost of carbon in vehicle selection and usage evaluation

In January 2018, the County Executive approved a proposal to implement a consistent, countywide shadow price of carbon and establish internal carbon reduction fees on vehicle and building emissions. Fleet will incorporate the shadow price of carbon into life cycle cost analyses when evaluating alternative fuel vehicle purchases and infrastructure investments.

Fleet customers will be charged a fee on incremental vehicle emissions that exceed the annual emissions "cap." The goal of the emissions fee is to incentivize actions in accordance with the carbon management hierarchy. The funds collected will initially be used to plant trees in support of the County's one million trees effort. For the 2019-2020 biennium \$20,000 will be collected.

Transforming the employee safety culture from reactive to preventative

To begin transforming the safety culture, Fleet and Road Services have teamed up to hire a safety program manager that reports directly to the Fleet division director. Fleet has also collaborated with other agencies to share information and develop consistent safety training. Fleet shop and stores employees are required to participate in 12 hours of safety training per year at a minimum, and all operations managers and supervisors are required to attend safety meetings. Due in part to improved training and data accuracy, in 2017, injury claims were down 40 percent over the preceding five-year average; lost days per 100 employees was 8.3 days—down 96 percent from the five-year average.

Major issues addressed by the Fleet Services budget proposal include:

- Customer average rate growth based on prior year expenditures held below four percent.
- Reimbursement to the DES Facilities Management Division to cover half of the costs of a proposed new position to assist with SCAP related initiatives and monitoring.
- An added mechanic/machinist position to increase customer service in a timely manner in the Seattle area and at the two Wastewater Treatment plants.
- An upgrade to the fuel management system.

2019-2020 Priorities

Healthy Environment

Fleet is working with customer agencies to reduce greenhouse gas emissions in vehicle operations by promoting alternatives to driving, providing access to timely vehicle usage and fuel consumption data, and replacing vehicles with the most fuel efficient alternatives that are capable of meeting business needs. Fleet's Personal Property Section's mission is to reduce the volume of surplus property that is disposed of in the landfill by re-issuing items to County departments and non-profits, selling items through auctions, sealed bids, and negotiated sales, and recycling items whenever possible.

Efficient, Accountable Regional and Local Government

Fleet has embraced continuous improvement principles to enhance operations and service delivery. Fleet is fostering a culture of continuous improvement where employees are encouraged to share new ideas to improve the way we work. In the fall of 2016, all Fleet employees participated in basic continuous improvement trainings provided by the King County's continuous improvement team. This training led to tangible results in the form of a more efficient physical layout at the Renton facility, the selection of improved work stations, and the investment in cost-saving vehicle diagnostic programs.

Employee Engagement

Fleet leadership has used results from the King County Employee Survey to develop tailored action plans to address employee needs. For the past few years, action plans have encouraged employees to share new ideas, create employee growth and development opportunities, and increase communication within sections and throughout the division. Employee engagement survey scores related to Fleet leadership have increased for the past three years.

Equity and Social Justice (ESJ)

Fleet has committed to several action items to align with the Equity and Social Justice Strategic Plan goal areas. Each of the six goal areas and the corresponding commitments are listed below.

1. **Leadership Operations & Services** – Employees in management and supervisory roles will take the Equity Impact Review (EIR) training.
2. **Plans, Policies & Budgets** – Continue to apply an ESJ lens to all plans, procedures, and budget proposals. Fleet will use EIR tool when employees are trained.
3. **Workplace & Workforce** – Continue offering the Fleet Leadership Development Program, an intensive nine-month program designed to provide participants with skills and knowledge that will increase their competitiveness for supervisory and leadership positions in Fleet.
4. **Community Partnerships** – Continue efforts to identify and reach out to non-profits via the Surplus Personal Property Section. Continue to purchase from small business vendors when possible.

5. **Communication & Education** – Continue to expand marketing of the surplus program and include advertising in more diverse publications.
6. **Facility & System Improvements** – Continue to apply an ESJ lens to all facility and system improvements. Fleet will use EIR tool when employees are trained.

**2019-2020 Executive Proposed Operating Budget
FLEET MANAGEMENT EQUIPMENT (EN_A75000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	29,604,824	22,588,371	53.0	0.0
Base Budget Adjustments	(915,089)	(162,205)	0.0	0.0
Decision Package Adjustments	(1,545,696)	405,902	1.0	0.0
2019-2020 Executive Proposed Budget	27,144,039	22,832,068	54.0	0.0
2019-2020 Executive Proposed Ordinance	27,145,000	22,833,000	54.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Fleet Services Reimbursement to FMD for SCAP Position				
Add expenditure to reimburse FMD for Fleet's share of a position to increase capacity to accomplish SCAP goals. The Fleet reimbursement is divided among the three funds.	29,374	0	0.0	0.0
(DS_100) Automatic Vehicle Location System				
Add funds to install automatic vehicle location (AVL) devices on Fleet's 1,000 remaining vehicles and equipment and cover annual online portal subscription cost and training.	133,433	0	0.0	0.0
(DS_120) Central Climate Change Costs Update				
Adjust the share of the central climate-related costs for 2019-2020. These costs include investments to advance the Strategic Climate Action Plan (SCAP), membership fees in climate related organizations, consulting fees, an update to the 2020 SCAP, as well as central staff to help agencies across the County with climate related activities. The allocation methodology is based on greenhouse gas emissions.	(534)	0	0.0	0.0

Administrative Service Changes

2019-2020 Executive Proposed Operating Budget
FLEET MANAGEMENT EQUIPMENT (EN_A75000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) KCIT Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used for the fleet management system and automated vehicle location system.	30,446	0	0.0	0.0
(AC_003) Add Mechanic/Auto Machinist I Add a technician to the greater Seattle area to increase customer service and provide more vehicles in service in a timely manner for end users. The technician will provide service for the Seattle area and the two Wastewater treatment plants.	24,225	0	0.0	0.0
(AC_085) KCIT Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used to/for the fleet management system and automated vehicle location system.	7,000	0	0.0	0.0
(AC_300) Transfer Position from Solid Waste Division to Fleet Administration Transfer existing project program manager position from Solid Waste Division to Fleet Administration Division.	40,480	0	1.0	0.0
Technical Adjustments				
(TA_001) Vehicle/Equipment Replacement Decrease expenditures to replace vehicles and equipment that have reached their economic useful life. Replacement of worn out vehicles and equipment will provide more efficient and cost effective vehicles for customers.	(1,024,540)	0	0.0	0.0
(TA_002) Operations and Maintenance Expenditure Increase Increase various accounts based on historical and projected expenditure trends for vehicle operations and maintenance.	364,111	0	0.0	0.0
(TA_003) Fuel System Upgrade Upgrade King County's in-house fuel management system to a web-based version, upgrade all fuel controllers and dispensers at five in-house fuel sites, and inspect and repair underground storage tanks.	48,000	0	0.0	0.0
(TA_004) Up-fitting Costs that will be Included in Customer Rates Incorporate vehicle and equipment up-fitting into central vehicle rental rate model. This will alleviate customers of having to budget for it separately.	199,065	0	0.0	0.0
(TA_005) Automatic Vehicle Location Project Adjustment Remove a one-time expenditure for the automatic vehicle location project from 2017-2018.	(496,628)	0	0.0	0.0
(TA_006) Overhead Inflationary Adjustment Adjust overhead for Department of Executive Services Administration. Costs include director's office, human resources, and payroll support.	10,564	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
FLEET MANAGEMENT EQUIPMENT (EN_A75000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_050) Revenue Adjustment Revise estimated revenues to match current biennium rate model.	0	434,214	0.0	0.0
(TA_085) Increase in KCIT Service Delivery Manager Support Increase level of KCIT service delivery manager support to Fleet.	0	0	0.0	0.0
(TA_100) Investment Interest and Sale of Equipment Adjustment Adjust estimated revenue for investment earnings and proceeds from sale of vehicles and equipment that have reached the end of their economic life.	0	(28,312)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture the salary savings associated with employee turnover and provide greater transparency in the budget.	(682,000)	0	0.0	0.0
Central Rate Adjustments	(228,692)	0	0.0	0.0
Total Decision Package Adjustments	(1,545,696)	405,902	1.0	0.0

**2019-2020 Proposed Financial Plan
Public Works Equipment Rental and Revolving
Fund 5570**

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	11,950,000	7,369,842	3,889,684	5,877,957
Revenues				
Sales of Stores & Materials	1,976,069	2,288,844	2,392,872	2,538,598
Investment Interest	212,916	231,199	276,840	418,838
Sale of Equipment	597,192	811,715	650,197	808,510
Other Miscellaneous Revenues	732,391	1,002,836	1,079,302	1,189,931
Vehicle Rental Revenues	16,222,488	16,626,060	20,346,025	24,492,760
Vehicle Rental Revenues Adjustments	-	-	2,000,000	-
Personal Property & Fixed Assets Revenues	1,567,842	1,671,414	1,734,614	1,822,429
Environmental Grants	100,000	200,000	-	-
Impaired Investments	1,860	-	-	-
Total Revenues	21,410,759	22,832,068	28,479,850	31,271,066
Expenditures				
Operating and Maintenance	(17,157,035)	(18,597,689)	(19,818,193)	(20,821,489)
Capital Equipment Replacement	(7,788,829)	(6,767,768)	(5,418,307)	(6,737,586)
ABT Debt Service	-	-	-	-
Personal Property & Fixed Assets	(1,556,534)	(1,765,927)	(1,855,443)	(1,949,374)
Environmental Grants	-	-	-	-
One Time Fund Balance Rebate	(6,327)	(12,655)	(327,208)	-
Intergovernmental Services	-	-	-	-
Total Expenditures	(26,508,724)	(27,144,039)	(27,419,151)	(29,508,450)
Estimated Underexpenditures	1,901,401	831,812	927,575	885,253
Other Fund Transactions				
CAFR Time Issue Adjustments	-	-	-	-
2015/2016 Encumbrances	(1,383,594)	-	-	-
Total Other Fund Transactions	(1,383,594)	-	-	-
Ending Fund Balance	7,369,842	3,889,684	5,877,957	8,525,827
Reserves				
Allowance for Inventory	(1,134,994)	(1,152,075)	(1,175,232)	(1,198,854)
Cash Flow Reserve(s)	-	-	-	-
Cost Variance Reserve	(3,761,811)	(4,057,228)	(4,118,289)	(4,201,066)
Total Reserves	(4,896,805)	(5,209,303)	(5,293,521)	(5,399,921)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	2,473,037	(1,319,619)	584,437	3,125,906

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.
2017-2018 Estimated reflects the best estimate for the biennium.
2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.
Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

The "Sale of Equipment" amount is estimated to be 12% of annual capital expenditures.

Expenditure Notes:

The "2016 Encumbrances" amount is for capital vehicles and equipment ordered in 2016 and received in 2017-2018.
Expenditure rates particularly for vacancy savings will be reviewed in preparation for an omnibus ordinance process.

Reserve Notes:

The 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.

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 of the fleet (PFRC). This Fund is currently within the recommended range. The "Projected Cost Variance Reserve" is the 10% or low end of the recommended range.

This plan was updated by Sid Bender on 9/6/18.

**2019-2020 Executive Proposed Operating Budget
FLEET MOTOR POOL (EN_A78000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	36,565,564	30,062,329	19.0	0.0
Base Budget Adjustments	(2,047,759)	23,543	0.0	0.0
Decision Package Adjustments	1,389,265	32,810	1.0	0.0
2019-2020 Executive Proposed Budget	35,907,070	30,118,682	20.0	0.0
2019-2020 Executive Proposed Ordinance	35,908,000	30,119,000	20.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Fleet Services Reimbursement for FMD SCAP Position				
Add expenditure to reimburse FMD for Fleet's share of a position to increase capacity to accomplish SCAP goals. The Fleet reimbursement is divided among the three funds.	89,590	0	0.0	0.0
(DS_100) Automatic Vehicle Location				
Add funds to install automatic vehicle location (AVL) devices on Fleet's remaining 1,000 vehicles and equipment, cover the annual data portal subscription, and training for the system.	639,719	0	0.0	0.0
(DS_120) Central Climate Change Costs Update				
Adjust the share of the central climate-related costs for 2019-2020. These costs include investments to advance the Strategic Climate Action Plan (SCAP), membership fees in climate related organizations, consulting fees, an update to the 2020 SCAP, as well as central staff to help agencies across the County with climate related activities. The allocation methodology is based on greenhouse gas emissions.	(1,630)	0	0.0	0.0

Administrative Service Changes

2019-2020 Executive Proposed Operating Budget
FLEET MOTOR POOL (EN_A78000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) KCIT Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used for the fleet management system and automated vehicle location system.	92,860	0	0.0	0.0
(AC_003) Add Mechanic/Auto Machinist I Add a technician to the greater Seattle area to increase customer service and provide more vehicles in service in a timely manner for the end users. The increase will provide service for the Seattle area and the two Wastewater treatment plants.	155,128	0	1.0	0.0
(AC_085) KCIT Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used for the fleet management system and automated vehicle location system.	21,350	0	0.0	0.0
(AC_300) Transfer Position from Solid Waste Division to Fleet Administration Transfer a project program manager position from Solid Waste Division to Fleet Administration Division.	181,009	0	0.0	0.0
Technical Adjustments				
(TA_001) Vehicle/Equipment Replacement Increase expenditure to replace vehicles and equipment that have reached their economic useful life. Replacement of worn out vehicles and equipment will provide more efficient and cost effective vehicles for customers.	221,200	0	0.0	0.0
(TA_002) Operations and Maintenance Increase Decrease various accounts based on historical and projected expenditure trends for vehicle operations and maintenance.	(1,427,774)	0	0.0	0.0
(TA_003) Fuel System Upgrade Upgrade King County's in-house fuel management system to a web-based version, upgrade all fuel controllers and dispensers at five in-house fuel sites, and inspect and repair underground storage tanks.	146,400	0	0.0	0.0
(TA_004) Up-fitting Costs to be Included in Customer Rates Incorporate vehicle and equipment up-fitting into vehicle rental rate model, which alleviates customers of having to budget for it.	1,065,245	0	0.0	0.0
(TA_005) Automated Vehicle Location Project Remove a one-time expenditure in 2017-2018 for the automated vehicle location project.	(909,348)	0	0.0	0.0
(TA_006) Overhead Inflationary Adjustment Adjust overhead for Department of Executive Services Administration. Costs include director's office, human resources and payroll support.	32,222	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current biennium rate model.	0	(154,868)	0.0	0.0

2019-2020 Executive Proposed Operating Budget
FLEET MOTOR POOL (EN_A78000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<hr/>				
(TA_100) Investment Interest and Sale of Equipment Adjustment				
Adjust estimated revenue for investment earnings and proceeds from the sale of vehicles and equipment that have reached the end of their economic life.	0	187,678	0.0	0.0
(TA_113) Vacancy Rate Adjustment				
Capture the salary savings associated with employee turnover and provide greater transparency in the budget.	(36,000)	0	0.0	0.0
Central Rate Adjustments	1,119,294	0	0.0	0.0
<hr/>				
Total Decision Package Adjustments	1,389,265	32,810	1.0	0.0

**2019-2020 Proposed Financial Plan
Motor Pool Equipment Rental and Revolving
Fund 5580**

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	14,732,000	12,553,163	7,848,233	6,952,138
Revenues				
Garage Services & Supplies	421,118	589,244	616,024	653,540
Investment Interest	320,712	447,881	396,943	532,724
Sale of Equipment	894,592	911,381	907,719	716,493
Other Miscellaneous Revenues	547,447	274,264	508,553	539,524
Contribution- other funds/Other Financing Sources	251,577	391,374	409,162	434,080
Vehicle Rental Revenues	27,376,200	27,504,538	32,350,564	35,379,144
Total Revenues	29,811,646	30,118,682	35,188,966	38,255,505
Expenditures				
Operating and Maintenance	(18,489,757)	(24,901,034)	(25,854,606)	(27,429,151)
Capital Equipment Replacement	(11,171,052)	(11,392,252)	(11,346,488)	(8,956,162)
ABT Debt Service	(38,310)	-	-	-
One Time Fund Balance Rebate	(609,974)	386,216	-	-
Total Expenditures	(30,309,093)	(35,907,070)	(37,201,094)	(36,385,313)
Estimated Underexpenditures	1,190,441	1,083,458	1,116,033	1,091,559
Other Fund Transactions				
2016 Encumbrances	(2,871,831)			
Total Other Fund Transactions	(2,871,831)	-	-	-
Ending Fund Balance	12,553,163	7,848,233	6,952,138	9,913,888
Reserves				
Allowance for Inventory	(119,429)	(123,012)	(128,603)	(136,435)
Cost Variance Reserve	(4,587,478)	(5,283,448)	(5,605,210)	(5,946,567)
Total Reserves	(4,706,907)	(5,406,459)	(5,733,812)	(6,083,001)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	7,846,256	2,441,774	1,218,325	3,830,887

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

The "Sale of Equipment" amount is estimated to be 8% of annual capital expenditures.

Expenditure Notes:

The "2016 Encumbrances" amount is for capital vehicles and equipment ordered in 2016 and received in 2017-2018.

Reserve Notes:

The 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.

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 of the fleet (PFRC). This Fund is currently within the recommended range. The "Projected Cost Variance Reserve" is the 10% or low end of the recommended range.

This plan was updated by Sid Bender on 9/7/18.

**2019-2020 Executive Proposed Operating Budget
FLEET WASTEWATER ERANDR (EN_A13700)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	10,079,530	9,095,493	0.0	0.0
Base Budget Adjustments	(1,525,002)	(7,805)	0.0	0.0
Decision Package Adjustments	1,518,439	(115,270)	0.0	0.0
2019-2020 Executive Proposed Budget	10,072,967	8,972,418	0.0	0.0
2019-2020 Executive Proposed Ordinance	10,073,000	8,973,000	0.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Fleet Services Reimbursement for FMD SCAP Position				
Add expenditure to reimburse FMD for Fleet's share of a position to increase the capacity to accomplish SCAP goals. The Fleet reimbursement is divided among the three funds.	27,905	0	0.0	0.0
(DS_100) Automatic Vehicle Location				
Add funds to install automatic vehicle location (AVL) devices on Fleet's remaining 1,000 vehicles and equipment and cover annual online portal subscription cost and training.	108,988	0	0.0	0.0
(DS_120) Central Climate Change Costs Update				
Adjust the share of the central climate-related costs for 2019-2020. These costs include investments to advance the Strategic Climate Action Plan (SCAP), membership fees in climate related organizations, consulting fees, an update to the 2020 SCAP, as well as central staff to help agencies across the County with climate related activities. The allocation methodology is based on greenhouse gas emissions.	(508)	0	0.0	0.0

Administrative Service Changes

2019-2020 Executive Proposed Operating Budget
FLEET WASTEWATER ERANDR (EN_A13700)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) KCIT Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used for the fleet management system and automated vehicle location system.	28,924	0	0.0	0.0
(AC_003) Add Mechanic/Auto Machinist I Add a technician to the greater Seattle area to increase customer service and provide more vehicles in service in a timely manner for the end users. The increase will provide service for the Seattle area and the two Wastewater treatment plants.	56,525	0	0.0	0.0
(AC_085) Increase the budget for IT application enhancement projects under \$250,000. This funding will be used or the fleet management system and the automated vehicle location system.	6,650	0	0.0	0.0
(AC_300) Transfer Position from Solid Waste Division to Fleet Administration Transferring existing project program manager position from Solid Waste Division to Fleet Administration Division.	56,380	0	0.0	0.0
Technical Adjustments				
(TA_001) Vehicle/Equipment Replacement Costs Increase expenditures to replace vehicles and equipment that have reached their economic useful life. Replacement of worn out vehicles and equipment will provide more efficient and cost effective vehicles for customers.	1,047,332	0	0.0	0.0
(TA_002) Operations and Maintenance Expenditure Increase Increase various accounts based on historical and projected expenditure trends for vehicle operations and maintenance.	95,105	0	0.0	0.0
(TA_003) Fuel System Upgrade Upgrade King County's in-house fuel management system to a web-based version, upgrade all fuel controllers and dispensers at five in-house fuel sites, and inspect and repair underground storage tanks.	45,600	0	0.0	0.0
(TA_004) Up-fitting Costs that will be Included in Customer Rates Incorporate vehicle and equipment up-fitting into central vehicle rental rate model. this will alleviate customers of having to budget for it.	156,400	0	0.0	0.0
(TA_005) Automatic Vehicle Location Project Adjustment Remove a one-time expenditure for automatic vehicle location project from 2017-2018.	(201,172)	0	0.0	0.0
(TA_006) Overhead Inflationary Adjustment Adjust overhead for Department of Executive Services Administration. Costs include director's office, human resources, and payroll support.	10,036	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
FLEET WASTEWATER ERANDR (EN_A13700)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_050) Revenue Adjustment Revise estimated revenues to match current biennium rate model.	0	(306,142)	0.0	0.0
(TA_085) Increase in KCIT Service Delivery Manager Support Increase level of service delivery manager support to Fleet.	0	0	0.0	0.0
(TA_100) Investment Interest and Sale of Equipment Adjustment Adjust estimated revenue for investment earnings and proceeds from sale of vehicles and equipment that have reached the end of their economic life.	0	190,872	0.0	0.0
Central Rate Adjustments	80,274	0	0.0	0.0
Total Decision Package Adjustments	1,518,439	(115,270)	0.0	0.0

**2019-2020 Proposed Financial Plan
Wastewater Equipment Rental and Revolving
Fund 5441**

Category	2017/2018 Estimated	2019/2020 Proposed Budget	2021/2022 Projected	2023/2024 Projected
Beginning Fund Balance	12,173,000	11,537,972	10,437,423	6,038,420
Revenues				
Investment Interest	251,018	308,275	350,129	322,939
Sale of Equipment	287,875	503,753	878,393	599,123
Other Miscellaneous Revenues	52,829	30,900	32,304	34,272
Vehicle Rental Revenues	8,275,353	7,929,490	9,141,325	10,212,924
Grant Revenues	-	200,000	-	-
Total Revenues	8,867,075	8,972,418	10,402,150	11,169,258
Expenditures				
Operating and Maintenance	(2,968,284)	(3,776,055)	(3,821,243)	(4,053,957)
Capital Equipment Replacement	(5,614,544)	(6,296,912)	(10,979,910)	(7,489,034)
Total Expenditures	(8,582,828)	(10,072,967)	(14,801,153)	(11,542,991)
Estimated Underexpenditures	(176,275)			
Other Fund Transactions				
2016 Encumbrances	(743,000)			
Total Other Fund Transactions	(743,000)	-	-	-
Ending Fund Balance	11,537,972	10,437,423	6,038,420	5,664,687
Reserves				
Allowance for Inventory Expenditure Reserves	(2,196)	(2,262)	(2,365)	(2,509)
Cash Flow Reserves				
Projected Cost Variance Reserve	(3,327,674)	(3,720,508)	(3,720,508)	(4,024,101)
Total Reserves	(3,329,870)	(3,722,770)	(3,722,873)	(4,026,610)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	8,208,102	6,714,653	2,315,547	1,638,077

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

The "Sale of Equipment" amount is estimated to be 8% of annual capital expenditures.

Expenditure Notes:

The "2016 Encumbrances" amount is for capital vehicles and equipment ordered in 2016 and received in 2017-2018.

Reserve Notes:

The 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.

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 of the fleet (PFRC). This Fund is currently within the recommended range. The "Projected Cost Variance Reserve" is the 10% or low end of the recommended range.

This plan was updated by Sid Bender on 9/6/18.

RECORDS AND LICENSING SERVICES DIVISION

Mission

Licensing

With a commitment to exceptional service, we support consumer protection and public safety through licensing and regulation of vehicles, vessels, taxicabs, for-hire drivers, and companies.

Recorder's Office

The King County Recorder's Office is committed to providing our community with exceptional customer service through prompt and accurate recording; preservation and reproductions of documents; accurate collection of real estate excise tax; and courteous issuance and recording of marriage documents.

Archives, Records Management and Mail Services (ARMMS)

Manage current, inactive, and historic records and information assets in compliance with laws, regulations, and industry standards.

Regional Animal Services (RASKC)

Provide King County with sustainable, cost-effective animal services that protect people and animals, while providing compassionate animal care.

Overview

The Records and Licensing Services Division (RALS) strives to provide customer focused, accessible licensing services; to ensure that all appropriate records related to King County government operations are preserved and easily accessible; to ensure that all County agencies have approved local records management policies and retention schedules; to either adopt, return, or transfer all animals that come into the shelter; to resolve all critical animal control calls in a timely and thorough manner; and to provide all internal services in an efficient, responsive, and cost effective manner.

The Records and Licensing Services Division is comprised of four sections:

Vehicle/Vessel and For-hire Driver Licensing: Products and services include vehicle/vessel license renewals, licensing sub-agent oversight, license tab-registration and title work, for-hire transportation regulation, and taxi, for-hire, and transportation network company (TNC) licensing and enforcement.

Recorder's Office: Products and services include recorded documents (electronic and paper), public records and maps, marriage licenses, US passport applications, and Community Service Center operations.

Archives, Records Management and Mail Services: Products and services include preservation and management of County historic records, records management training and technical support, records custodian for inactive electronic and physical County records, metered outgoing US mail for County agencies, and inter-agency mail distribution.

Regional Animal Services of King County: Products and services include pet licenses and permits for hobby kennels, high quality animal shelter care, and field complaint investigation and enforcement. The County is the direct service provider for unincorporated King County and 24 municipal jurisdictions.

Challenges, Opportunities, and Strategic Issues

Advancing King County's Interests in Regional Mobility

The advent and growth of TNC companies, their commensurate impact on for-hire transportation and regional mobility, the complex and interdependent roles and regulations of the City of Seattle and King County, as well as the TNC interests in influencing changes at the state level – have all culminated in an complex for-hire transportation operating environment in King County. Over the last two years, RALS has pursued two strategic paths; 1) ensuring the County is leveraging its interests as a regional mobility leader, and 2) aligning and rationalizing regulations to meet current and future for-hire transportation needs. These strategic efforts will continue in 2019-2020.

Recorder's Office Systems Upgrades and Service Improvements

The Recorder's Office implemented Landmark, a new recording system in July 2017. While there were challenges associated with a complex software change and project of this scope, the Recorder's Office is achieving many benefits from the project including a more convenient and efficient eRecording system, eREET system, more robust search tools online, and the ability for customers to access more services online. As a new system, there is a need to mature both the system and processes over time to increase efficiency. King County is the largest customer currently using the Landmark product. Some of the functionality, as implemented "out-of-the box," will require increased experience and working with the vendor during 2019-2020 to make adjustments that optimize the system and processes, and allow the Recorder's Office to maximize efficiency and quality.

Archives, Records Management and Mail Services

In late December 2017, the King County Archives introduced a new web-based form to help customers more efficiently request historical King County recordings. The form was designed to improve on what had been a manual request process that required users to print out and complete a request form and send it by mail. The new form's prominent location on the Archives website and its user-friendly design have resulted in a 21 percent increase in the number of reference requests made to Archives. This

increase in reference requests without additional staffing has resulted in a reduction of staff time devoted to performing preservation work.

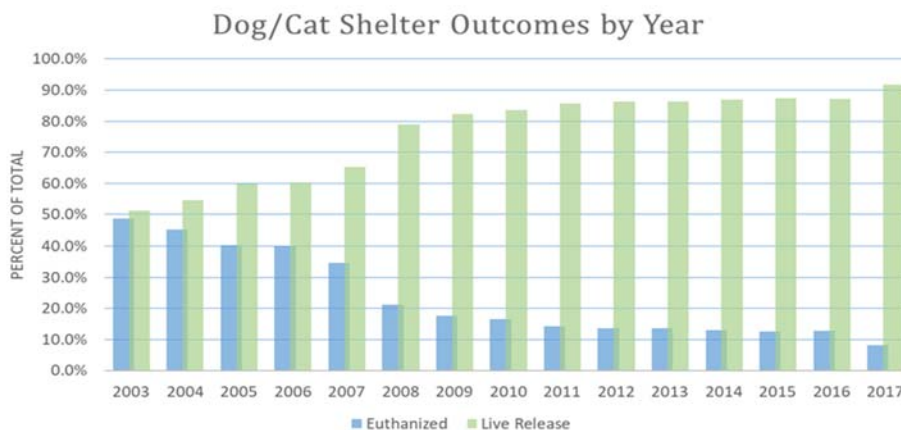
Additionally, the King County Council approved the sale of the Records Center in December 2017. Plans are underway to move the Records Center to the County's consolidated warehouse in the fall of 2018. The new facility is located on the west side of the Duwamish river, five miles away from the County's downtown campus, and is estimated to add 30-to-60 minutes of travel time each way for the two Records Center staff who make daily deliveries. In addition, the increased efficiency in the use of space with higher storage racks will slow retrieving and restocking work due to required use of electronic wire-guided order pickers, mechanical equipment, narrower aisle-ways, and added safety procedures. Adjusting to a 40-hour work week would add a total of 15 hours of productivity time per week, offsetting the productivity lost due to the increased travel times required from the new location to the downtown courthouse campus area.

The Records Management System project will replace the obsolete Autonomy software used to operate the King County Electronic Records Management System (KC ERMS) with HPE Content Manager, an integrated records and document management software solution. The goal of the project is to migrate all existing KC ERMS content and systems users to the new system with no loss of required functionality and with minimal disruption to system users. The replacement system will meet the county's expanding information management needs while ensuring the continued access, security, maintenance, and disposition of more than 13 million electronic records and the inventory of more than 105,000 boxes of physical records stored in the Records Center. Specific benefits of the new system include robust records search and retrieval functionality, ability to access the system on mobile devices, and a GPS tagging feature that offers innovative ways to manage and access information by geographic location. The replacement and conversion is scheduled for March 2019.

Regional Animal Services of King County

RASKC successfully negotiated and executed a five year interlocal agreement for 2018-2022 with 24 municipalities in King County. The agreement includes a five year extension if RASKC maintains the agreed upon costs and levels of service. This agreement, coupled with well managed volunteer and intergovernmental partnerships, has enabled RASKC to continue to achieve outstanding results in services to animals, municipalities, and residents of King County. During 2019-2020 RASKC will continue to improve the outcomes and services provided in its three lines of business – field, shelter, and licensing services – by committing to the following goals:

- Annually attain 90 percent success in meeting priority 1-5 field response time goals, by 2020.
- Annually maintain aggregate dog and cat euthanasia rate below 10 percent.
- Annually attain a growth in pet license sales exceeding the rate of inflation.



2019-2020 Priorities

Equity and Social Justice

RALS updated its Equity and Social Justice (ESJ) strategic workplan in February 2018. The updated plan identifies specific actions RALS will take to support the County's ESJ goals through the remainder of 2018 and into the 2019-2020 biennium. In the For-hire Licensing group, significant efforts have been and continue to be made with an ESJ interest. The division continues to provide all training and testing online, which provides low or no cost access to for-hire applicants, 24/7 availability, and greater overall convenience. Other RALS efforts include: redesigning RALS related Web pages to update and reorganize information in a manner that is more customer focused; translating key Web pages and various forms into alternative languages (Chinese, Spanish, Vietnamese); hiring staff with bi-lingual skills; and reformatting various forms for easier completion by customers.

Strategic Climate Action Plan (SCAP)

RALS looks to innovate through continuous improvement efforts that have an impact on the division's environmental footprint. Examples include: redirecting boxes from the Records Center that are otherwise bound for recycling to the RASKC Pet Adoption center where they are converted to cat condos and carriers; requiring all company submitted for-hire driver applications to be submitted electronically, annually avoiding over 250,000 paper copies (and associated filing cabinets and office space) and thousands of customer trips to downtown; and increasing Mail Services delivery locations within the County to include new customers from outlying areas, avoiding unnecessary trips by multiple agencies.

Best Run Government

RALS has implemented and continues to make progress on a division-wide effort to implement continuous improvement (CI) tools and approaches to improve overall operational performance. RALS will continue implementation of the new recording system into 2019-2020, allowing the County to better leverage system capabilities and design, resulting in streamlined and automated functions. In partnership with the City of Seattle, a new for-hire licensing system will be operational in the fall of 2018, converting from a mostly paper based system to an electronic system. The electronic records management system is being upgraded to the next generation platform with the expectation that it will be operational in the spring of 2019. Lastly, updating local animal control code and for-hire transportation regulations, and implementing the changes, are also high on the 2019-2020 RALS agenda.

**2019-2020 Executive Proposed Operating Budget
RECORDS AND LICENSING SERVICES (EN_A47000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	23,852,775	51,311,586	81.5	0.0
Base Budget Adjustments	819,035	376,272	0.0	0.0
Decision Package Adjustments	3,219,301	1,240,000	6.5	0.0
2019-2020 Executive Proposed Budget	27,891,111	52,927,858	88.0	0.0
2019-2020 Executive Proposed Ordinance	27,892,000	52,928,000	88.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Mobility Strategy Positions Add four positions to better lead and influence changes in for-hire transportation regulations at the local, regional and state level. The additions will allow the County to respond more quickly to a rapidly evolving for-hire transportation industry and to help align and advocate for the role of for-hire transportation services as a contributor and enabler of regional mobility.	1,209,619	0	4.0	0.0
(DS_002) Verification and Indexing Support Position Add one position to perform more verification and indexing of recorded documents in the new Recorder's Office system. Both functions are valuable steps in ensuring a quality product is delivered by the Recorder's Office.	184,642	0	1.0	0.0
(DS_005) Community Service Center Position Add one customer service specialist position to improve customer service and to meet growing passport customer demand.	184,642	0	1.0	0.0

2019-2020 Executive Proposed Operating Budget
RECORDS AND LICENSING SERVICES (EN_A47000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
<hr/>				
(DS_007) Revenue Increase Due to State and Federal Law Changes				
Add additional revenue due to an increase in fees by the State Legislature. Recording fee surcharges for housing and homelessness and the Department of Homeland Security passport fees are increasing.	0	920,000	0.0	0.0
Administrative Service Changes				
(AC_001) Records Center Positions				
Convert a half-time position to fulltime and change the workweek of the existing three Records Center staff from 35 to 40 hours per week. Will enhance safety and accommodate the increased travel time of two staff making deliveries to and from the Courthouse complex and the new Records Center warehouse which is located outside the downtown core.	143,278	0	0.5	0.0
Technical Adjustments				
(TA_002) Managed Records Analyst Revenue				
Budget revenue due to a return to a fee-for-service model for one records management position.	0	220,000	0.0	0.0
(TA_050) Revenue Adjustment				
Revise budgeted revenues to match current forecast. Adjust revenue accounts for current trends and YTD actuals.	0	100,000	0.0	0.0
Central Rate Adjustments	1,497,120	0	0.0	0.0
Total Decision Package Adjustments	3,219,301	1,240,000	6.5	0.0

2019-2020 Executive Proposed Operating Budget
REGIONAL ANIMAL SERVICES OF KING COUNTY (EN_A53400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	14,645,494	14,474,883	43.2	0.0
Base Budget Adjustments	389,505	72,947	0.0	0.0
Decision Package Adjustments	422,988	430,683	0.0	0.0
2019-2020 Executive Proposed Budget	15,457,987	14,978,513	43.2	0.0
2019-2020 Executive Proposed Ordinance	15,458,000	14,979,000	43.2	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_050) Revenue Adjustments				
Revise budgeted revenues to match current forecast. Adjust revenues for current trends, actuals, and changes per the new RASKC interlocal agreement that went into effect in 2018.	0	430,683	0.0	0.0
Central Rate Adjustments	422,988	0	0.0	0.0
Total Decision Package Adjustments	422,988	430,683	0.0	0.0

**2019-2020 Proposed Financial Plan
Animal Services/000001431**

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	907,501	1,938,918	1,459,444	603,189
Revenues				
Pet Licensing Revenue	6,087,315	6,152,946	6,337,534	6,527,660
Animal Business Licensing	1,700	3,000	3,060	3,121
Pet Licensing Late Fees	168,930	160,000	163,200	166,464
Civil Penalties/Pet License Fines	153,954	180,000	183,600	187,272
Animal Adoption Fees	280,478	260,000	265,200	270,504
City Reimbursement for RASKC Services	1,759,545	1,962,541	2,090,106	2,215,513
City Rebate	(8,000)	(12,000)	(12,000)	(12,000)
Enhanced Services	-	511,226	511,226	511,226
Other Misc. Fees	193,000	290,800	305,616	305,616
Other Financing Sources (General Fund Transfer)	5,090,000	5,090,000	5,090,000	5,090,000
Contribution Animal Bequest Fund (Donations)	340,000	380,000	414,200	451,478
Total Revenues	14,066,922	14,978,513	15,351,743	15,716,854
Expenditures				
Wages, Benefits and Retirement	(8,176,260)	(9,561,835)	(10,097,298)	(10,773,817)
Capital	(30,000)	(60,000)	(60,000)	(60,000)
Direct Services	(1,700,458)	(2,004,940)	(2,004,940)	(2,004,940)
Intergovernmental Services	(3,128,787)	(3,831,212)	(4,045,760)	(4,308,734)
Total Expenditures	(13,035,505)	(15,457,987)	(16,207,998)	(17,147,491)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	1,938,918	1,459,444	603,189	(827,448)
Reserves				
Cash Flow Reserve(s)	(150,000)	(150,000)	(150,000)	(150,000)
Total Reserves	(150,000)	(150,000)	(150,000)	(150,000)
Reserve Shortfall	-	-	-	977,448
Ending Undesignated Fund Balance	1,788,918	1,309,444	453,189	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes:

Enhanced Services to contract cities are outside the base service offerings provided by the master interlocal agreement (ILA). PSB and RALS assume some revenue (and corresponding expenditures) from Enhanced Service requests. There are currently no requests for Enhanced Services in 2017-2018. Lack of these expenditures is one driver for typical fund underexpenditure.

Expenditure Notes:

Reserve Notes:

Cash Flow Fund Balance Reserve sets aside fund balance to offset fluctuations in revenue/expenditures that result in periods of negative fund balance. This reserve will help avoid negative fund balances that would require interfund loaning at an increased cost to the Animal Services Fund.

Plan updated by Sean Bouffiu on 8/24/2018.

**2019-2020 Executive Proposed Operating Budget
ANIMAL BEQUESTS (EN_A53800)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	380,000	280,000	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	0	0	0.0	0.0
2019-2020 Executive Proposed Budget	380,000	280,000	0.0	0.0
2019-2020 Executive Proposed Ordinance	380,000	280,000	0.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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.

**2019-2020 Proposed Financial Plan
Animal Bequest Fund/000001432**

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	587,812	592,812	492,812	358,612
Revenues				
Contribution Animal Bequest Fund (Donations)	345,000	280,000	280,000	280,000
Total Revenues	345,000	280,000	280,000	280,000
Expenditures				
Transfer to Fund 1431 Regional Animal Services of King County Fund	(340,000)	(380,000)	(414,200)	(451,478)
Total Expenditures	(340,000)	(380,000)	(414,200)	(451,478)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	592,812	492,812	358,612	187,134
Reserves				
Total Reserves	-	-	-	-
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	592,812	492,812	358,612	187,134

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Expenditure Notes: Expense is the Regional Animal Services expense (55394) Expense Type to reimburse RASKC for donation supported services (RASKC Cost Center 534010).

Financial Plan Updated by Andrew Cronholm on 8/23/2018.

2019-2020 Executive Proposed Operating Budget
RECORDERS OPERATION AND MAINTENANCE (EN_A47100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	4,262,126	3,610,241	6.5	0.0
Base Budget Adjustments	(9,625)	59,755	0.0	0.0
Decision Package Adjustments	(300,097)	(126,344)	0.5	0.0
2019-2020 Executive Proposed Budget	3,952,404	3,543,652	7.0	0.0
2019-2020 Executive Proposed Ordinance	3,953,000	3,544,000	7.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Archive Staff Working Hours Extend the work week for four positions in Archives from 35 to 40 hours per week. Also convert a half-time position to fulltime. The extended work week enables Archives to accommodate the 21 percent increase in request volume since the introduction of the web-based form for reference requests.	168,605	0	0.5	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(126,344)	0.0	0.0
Central Rate Adjustments	(468,702)	0	0.0	0.0
Total Decision Package Adjustments	(300,097)	(126,344)	0.5	0.0

2019-2020 Proposed Financial Plan
Recorder's Operation and Maintenance/000001090

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	1,839,507	1,671,380	1,262,628	664,545
Revenues				
Document Preservation	1,069,206	1,052,346	1,071,814	1,091,643
Recording Fee Surcharge	1,859,745	1,930,290	1,966,000	2,002,371
Investment Interest less Service Fee	36,100	32,000	28,000	14,000
Other Revenue	4,500	9,000	9,000	9,000
Real Estate Property Tax Admin. Assistance Account (REPTAAA)	505,630	520,016	520,016	520,016
Total Revenues	3,475,181	3,543,652	3,594,831	3,637,030
Expenditures				
Wages, Benefits and Retirement	(1,310,813)	(1,435,110)	(1,564,270)	(1,705,054)
Direct Services	(253,693)	(885,620)	(885,620)	(885,620)
Intergovernmental Services	(1,856,882)	(1,391,876)	(1,503,226)	(1,623,484)
Transfers to Other Funds	(221,920)	(239,798)	(239,798)	(239,798)
Total Expenditures	(3,643,308)	(3,952,404)	(4,192,914)	(4,453,956)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	1,671,380	1,262,628	664,545	(152,381)
Reserves				
Cash Flow Reserve(s)	(100,000)			
Rainy Day Reserve (60 days)	(291,833)	(309,384)	(334,135)	(360,865)
Total Reserves	(391,833)	(309,384)	(334,135)	(360,865)
Reserve Shortfall	-	-	-	513,247
Ending Undesignated Fund Balance	1,279,547	953,244	330,410	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Real Estate Excise Tax (REET) Electronic Technology funding source ended July 2010. eREET funding resumed Jan 1, 2014. The funds collected are designated to support the maintenance and operation of an annual revaluation (eReVal Technology Reserve) system for property tax valuation (Assessor); and maintenance and operation of an electronic processing and reporting system (eREET Technology Reserve) for real estate excise tax affidavits (RALS-Recorder's Office). These funds are split 50/50 to each of the two above noted systems.

Reserve Notes: The Cash Flow Reserve set aside fund balance to offset fluctuations in revenue/expenditures that result in periods of negative fund balance. This reserve would help avoid negative fund balances that would require interfund loaning at an increased cost to the Fund. However this reserve was eliminated per PSB and RALS agreement during Q4 2016 monitoring. Rainy Day Reserve has been established and is based on 60 days of operating expenditures (excluding capital outlay and contingencies).

This plan was updated by Sean Bouffiou on 6/29/2018 for entry into the 2019-2020 budget.

OFFICE OF RISK MANAGEMENT SERVICES

Mission

The Office of Risk Management Services is a remarkable team whose mission is to balance risks and opportunities, and provide equitable, respectful, and responsive risk management services to our customers.

Overview

The Office of Risk Management Services (ORMS) works closely with all County agencies to balance risks and opportunities, protect assets, and provide effective risk services to support agencies in reaching their overall business objectives. As an internal service fund, ORMS's primary customers are County agencies, claimants, and other government agencies.

Services provided include:

- Enterprise Risk Management
- Risk Culture Awareness
- Loss Control Fund Management
- Insurance Procurement
- Insurance and Indemnification in Contracts aligned with King County interests
- Liability and Recovery Claims investigation and equitable resolution
- Ethics Program
- Financial/Lobbyist Disclosure Program
- Public Records Program Pilot

Challenges, Opportunities, and Strategic Issues

The past five years have brought significant growth to King County, particularly in population, new commercial and residential construction, business and community development, and transportation infrastructure. This economic expansion affects all County departments and programs, ultimately increasing the demand for and strain on government services.

The following are significant drivers affecting both ORMS activity and the claims filed against King County:

King County is experiencing a higher volume of contracted services, which increases the need for ORMS to review and negotiate contract language that is in the County's best interest.

Catastrophic losses sustained by the global insurance market in 2017-2018 are having a significant impact on the insurance marketplace, affecting King County insurance renewals.

King County, along with other local governments, is experiencing a significant increase in both the number and complexity of public records requests, and in the litigious consciousness of requestors.

King County's transit system is expecting significant increases in transit miles, routes, and exposure. Transit currently represents approximately 60 percent of claims activity and approximately 70 percent of claims payments. Based on the projected increase in transit service, commensurate increases affecting County claim volume and payment levels may occur. The greater Seattle area led the country with the highest growth in people choosing transit.



In 2017, there was an increase of 4.7 million riders, reaching an all-time record high of 155 million riders. Demand for transit is rising throughout King County, driven by job and population growth and by the increasing number of people living in poverty or near-poverty who rely on public transportation. Metro's target for the next five years is 235 million riders in King County across all Metro-operated or partnered services.

A significant share of King County's recent severe claims have arisen in the three areas of concern listed below. ORMS is working with agencies on their risk profiles and possible mitigation measures to address these types of severe losses.

- Circumstances where vulnerable road users such as pedestrians, cyclists, and motorcyclists have been struck by or collided with Metro Transit coaches.
- Use of force by law enforcement.
- Employment-related matters that escalate to tort claims.

In addition, new capital improvement projects that are close to implementation require insurance and indemnification review and negotiation by ORMS. Innovation and a continuously changing business environment necessitate that ORMS reconsider and revise standard contract boilerplate language.

All of the factors mentioned above combine to expand the demand for Enterprise Risk Management Services, Insurance and Contract Services offered by ORMS, as well as claims investigated and resolved by King County.

2019-2020 Priorities

Public Records Program

Washington State's Public Records Act is one of the country's broadest open records laws. The number of public records requests that King County receives is continually increasing due to public interest and other factors, such as growth in commercial development. The complexity of requests is also increasing due to the expanding use of technology which creates more records that need to both be stored and compiled for requests. King County must have the capability to adequately respond to public records requests to be a Best Run Government. King County also faces financial losses due to litigation and fines and penalties if responses are not adequate.

In 2016, ORMS started a public records program pilot to provide some direct service as well as assist agencies by providing tools, training, and best practices for responding to public records requests. The pilot was funded by a one-time grant from the loss control program. The team uses a project management approach as well as lean principles and standard work. The program also allows agency public records officers to use databases for large and technically complex requests. Early indicators, such as a reduction in the number of days requests are open and a decrease in dollars spent on claims, show that this pilot is achieving its goals.

The public records program pilot is in its final year. ORMS is requesting that this vital program be adopted permanently during the 2019-2020 biennium, as both the number of requests and the associated legal exposure are increasing rapidly. In the absence of this program, untrained individuals from across the County would be responsible for responding to the highly complex and interdepartmental requests.

Recovery Claims Partnership with City of Kirkland

In 2017 King County partnered with the City of Kirkland to handle 25 recovery claims on the City's behalf in a pilot program. ORMS recovered nearly \$90,000 for the City of Kirkland. ORMS is negotiating with the City to continue this successful partnership on an ongoing basis.

Changing King County Risk Culture

Historically, King County government has positioned itself as risk-averse. There are good reasons for a large government to exercise caution and avoid negative outcomes; but avoiding risk can also lead to underachievement of strategic objectives, even those most prioritized by agency leadership. The County's current challenge is to change the risk culture of the organization from excessively risk averse to risk optimized. This involves promoting a risk aware culture, as well as thoughtful change management. ORMS will continue to direct conversations and strategic management plans during the 2019-2020 biennium toward a balanced view of risks to facilitate quality decisionmaking. This culture shift helps King County leadership take informed risks, and therefore respond more effectively to growing demands for government services.

King County Priority Risk Register

The King County Enterprise Risk Register catalogs the most significant risks facing the County. It notes the risk, which business units own each priority risk, and also includes an assessment of the potential likelihood and impact of each risk. Risk is described in terms of potential financial, operational, reputational, compliance, and strategic consequences. ORMS will continue to update this register to reflect changes in the County's operations.

Insurance Contracts Support

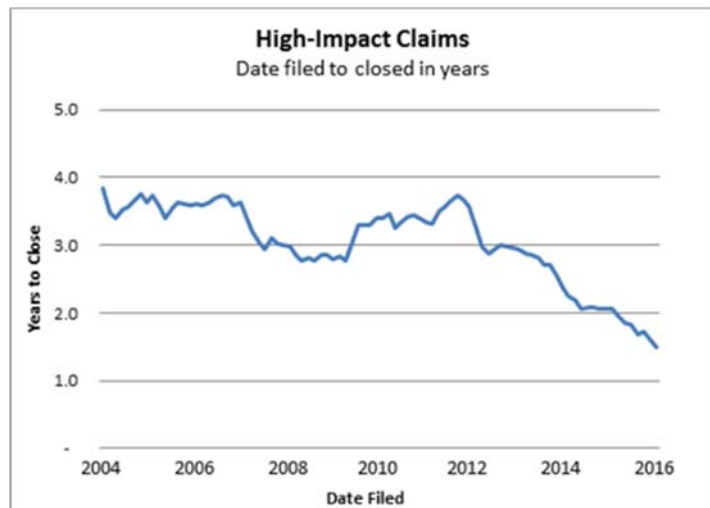
The Insurance and Contracts section of ORMS evaluates contractual exposures for all county contracts. This is done by reviewing the scope of work for contracted services and requiring varying levels of

insurance to address the risks, negotiating indemnification language, evaluating evidence of insurance, and transferring risk contractually. The team of two and one-half people is also responsible for the procurement of the county's 16 insurance policies. Demand for services is increasing. Comparing the first quarter of 2017 to the first quarter of 2018, contract review requests increased 33 percent; scope of work recommendations increased 16 percent; and accompanying evidence of insurance review increased 21 percent. The recent increase in demand is due in part to Puget Sound Emergency Radio Network, Best Starts for Kids, and KCIT contracts. The work is expected to continue and expand over the next few years.

To continue our high level of customer service in light of the increases in demand, ORMS is proposing to increase the function's capacity by changing the contract analyst's position from half-time to full-time in 2019.

Reduction in Time to Resolve Significant Claims

In collaboration with King County's defense attorneys, ORMS has developed a more mature process for analyzing significant losses. This process has shortened the time from claim filing to settlement from an average of three and one-half years to one and one-half years. This is significantly lower than the industry average of three and one-third years, according to the County's actuary. Resolving large losses at an earlier stage of the claim or litigation process saves time and money for claimants and King County, is an efficient use of risk, legal, and judicial resources, and also generates goodwill.



Equity and Social Justice

ORMS is committed to supporting King County's equity and social justice values to achieve greater institutional and regional equity and social justice. The deputy director of ORMS is a certified trainer for foundational ESJ courses and ORMS requires staff participation in King County ESJ trainings.

To promote fairness and opportunity in County government practices, ORMS has added an ESJ section to its case evaluation worksheet, which is used to brief department directors and the County Executive on claims and lawsuits. The ESJ component of the worksheet provides a formal process for ORMS and the Prosecuting Attorney's Office to discuss equity considerations when evaluating damages, and ensures consistency and equity in the evaluation of claims and lawsuits.

ORMS strives to be aware of bias and value claims based on the merit of each claim. ORMS will continue to work during 2019-2020 to increase access and improve the ease of claim filings by developing an electronic claim filing portal and improving ease of making recovery payments by implementing electronic recovery payment capability.

2019-2020 Executive Proposed Operating Budget
OFFICE OF RISK MANAGEMENT SERVICES (EN_A15400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	85,006,029	43,518,264	23.0	0.0
Base Budget Adjustments	1,378,004	0	0.0	0.0
Decision Package Adjustments	(406,586)	28,744,490	4.5	0.0
2019-2020 Executive Proposed Budget	85,977,447	72,262,754	27.5	0.0
2019-2020 Executive Proposed Ordinance	85,978,000	72,263,000	27.5	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Public Records Program Make permanent the public records pilot program to help manage complex public records requests and reduce public records related risk.	1,136,523	0	4.0	0.0
(DS_002) Insurance Contract Support Increase the budgeted contract analyst position from one half FTE to one FTE, due to increased demand for insurance services resulting from large projects expected in the near future.	128,147	0	0.5	0.0
Technical Adjustments				
(TA_001) Insurance Technical Adjustment Increase ORMS budget to align with excepted increased costs of insurance renewals.	1,900,720	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast.	0	28,744,490	0.0	0.0
Central Rate Adjustments	(3,571,976)	0	0.0	0.0
Total Decision Package Adjustments	(406,586)	28,744,490	4.5	0.0

**2019-2020 Proposed Financial Plan
Risk Management/000005520**

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	94,574,000	76,864,627	71,149,934	81,815,221
Revenues				
Internal Service Rates	63,518,264	72,262,754	83,102,167	89,667,238
Internal Service Rate Rebate	(20,000,000)		-	-
Interest				
Other Misc Revenue	72,000	-		
Total Revenues	43,590,264	72,262,754	83,102,167	89,667,238
Expenditures				
Claim and Settlement Expenditures	(25,349,990)	(47,809,000)	(49,631,000)	(52,302,000)
Insurance Premiums	(21,250,778)	(23,735,592)	(25,064,785)	(26,693,996)
Operating Expenditures	(13,918,411)	(13,652,397)	(14,416,931)	(15,354,031)
Transfers to Other Funds (MARR)	(780,458)	(780,458)	(824,164)	(877,734)
Total Expenditures	(61,299,637)	(85,977,447)	(89,936,880)	(95,227,762)
Estimated Underexpenditures		8,000,000	17,500,000	12,000,000
Other Fund Transactions				
Total Other Fund Transactions	-		-	-
Ending Fund Balance	76,864,627	71,149,934	81,815,221	88,254,698
Reserves				
Actuarial Reserve for Losses Incurred	(75,439,000)	(77,296,000)	(81,379,000)	(86,934,000)
	-	-	-	-
Total Reserves	(75,439,000)	(77,296,000)	(81,379,000)	(86,934,000)
Reserve Shortfall	-	6,146,066	-	-
Ending Undesignated Fund Balance	1,425,627	-	436,221	1,320,698

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: There will be no rebates during 2019-2020. 2021-2022 and 2023-2024 central rate growth is anticipated to be 15 percent and 8 percent, respectively.

Reserve Notes: Reserves tie to most recent actuary projection.

Add date updated and by whom: Laurie Copsey, 8/22/18

DEPARTMENT OF HUMAN RESOURCES

Mission

We believe healthy, fulfilled employees provide quality service and are inspired to make a difference. We believe in the inextricable link between the well-being of our employees, the health of the organization, and the quality of the service we provide to the region. We invest in the people who work here.

Overview

As part of its vision to create the nation's best-run government, King County launched Investing in YOU, its comprehensive people strategy. Investing in YOU strives to create a culture in which every employee is engaged, experiences trust and respect, and is treated with dignity. It focuses on changing culture and systems to attract and build a racially diverse and culturally responsive workforce that has the skills, experience, and passion to fulfill King County's mission of creating a County where all people and communities thrive. Investing in YOU directly serves the County's leaders, managers, and employees as they serve the residents of King County.

The County Executive defined Investing in YOU around strategic focus areas, each with goals, measures, and strategies:

- Workplace Culture: Every employee is engaged, experiences trust and respect, is treated with dignity, and is confident to perform at their best.
- Racially Diverse and Culturally Responsive Workforce at all Levels: We attract, develop and retain a racially diverse and culturally responsive workforce at all levels: leadership, management, and staff.
- Learning and Growth: Establish a shared commitment and resources to grow every employee's talent.
- Employee Health, Well-being, and Safety: We promote the health, well-being, and safety of all employees.
- Total Compensation: Our total compensation (wages, benefits, leaves and retirement contributions) is competitive, sustainable, and equitable.

- Business and Operating Systems: Workplace processes and systems support and improve the employee experience from recruitment through retirement.

These focus areas reflect issues discussed in the Equity and Social Justice (ESJ) Strategic Plan and earlier human resources modernization efforts. Investing in YOU is striking a balance between practices that can be implemented immediately to create more opportunities and stronger engagement for the County's employees and long-term investments that improve workforce management practices and policies.

Investing in YOU defines how the County will recruit, develop, and engage employees to support a thriving region. It accelerates the legacy work of Employer of the Future, Best-run Government: Employees, and the Workforce/Workplace goals of the ESJ Strategic Plan to think differently about who King County is as an employer. Coordinated effort is required across the enterprise in order to progress more rapidly toward the County's goals, including many functions not formerly housed within the central human resources function.

During the 2017 rollout of Investing in YOU, it became apparent that the County Executive's oversight of the initiative and stability of leadership would be critical to the success of this major change effort. The County Executive, in consultation with his cabinet, decided to create a new department that brings the majority of Investing in YOU implementation partners into one agency: the Department of Human Resources (DHR). In the first phase of creating this department, selected staff from the Benefits, Payroll and Retirement Operations Section, the staff of the Alternative Dispute Resolution program, the staff of the Employee Giving Program, and department HR Managers will join the department in January 2019.

The Human Resources Division experienced many challenges over the last nine years with budget cuts to important functions. There is optimism that the transition from division to department will provide critical resources and the opportunity to advance the internal culture. The Department of Human Resources will strengthen foundational service delivery, realign and standardize resources, and implement the Investing in YOU strategy through investments in enterprise-wide systems.

Challenges, Opportunities, and Strategic Issues

King County's most significant investment is in its employees – and the County relies on them to provide services that meet the needs of a rapidly changing and growing region. Serving communities within King County requires a diverse, agile, and technically skilled workforce. To attract and retain this workforce requires a workplace culture where all contributions are valued, all employees are engaged, and all can develop their talents into meaningful careers.

King County's internal workforce is changing. DHR projected an increase in retirements over the last five years, and has seen a greater increase over the last three. An emerging issue that was not predicted is the steady increase in voluntary resignations. The King County region has a highly competitive job market and salaries at the County have not kept up with market conditions in all areas. King County has been slow to collect comprehensive data about why people leave, but this demonstrates the increased urgency of Investing in YOU focus and investments. The County needs a people-management system flexible enough to respond to multigenerational needs, while recognizing that needs change as workers advance through their own career cycles.

DHR intends to build employment choices within a total compensation framework, ensuring that the County offers employment terms to attract and retain the new workforce in a way that can be sustained. The Investing in YOU policy framework, coupled with investments in business practices,

standards, and systems, will help provide appropriate service levels for the County's residents and stable employment for employees. Managing the cost of compensation will be a joint effort with the Department of Human Resources, Office of Labor Relations, the Office of Performance, Strategy and Budget, the County's labor partners, and County agencies.

2019-2020 Priorities

In the 2019-2020 biennium, DHR's focus will be on stabilizing the new department, increasing delivery of foundational human resources services, and delivering priority projects of the Investing in YOU initiative. DHR will do this through improved internal planning, performance management, and implementation of continuous improvement tools and methods.

The 2019-2020 Proposed Budget centralizes enterprise resources within the Department of Human Resources and establishes new programs in organizational development, workforce equity programs, HR service delivery, and others. These investments will increase the County's ability to deliver on the Investing in YOU initiative and put DHR on solid footing to deliver services that increase equity, decrease risk, and keep County agencies staffed and managing top talent.

Strategic investments are requested for building employment pipelines from underrepresented communities, strengthening the County's ability to deliver on the Equity and Social Justice Strategic Plan, and accelerating transformation efforts through increased organizational development capacity. Foundational investments are made for administrative support, recruiting, and training.

Many County agency needs related to Investing in YOU and ESJ can be served efficiently and effectively through a centralized services model. The 2019-2020 budget establishes a new organizational model for human resources: a Director's Office overseeing divisions for Career & Culture, Service Delivery, and Health & Well-Being. Funding for the new organizational model is established through a combination of internal service rates, program revenues, and General Fund backing.

Highlights of the key projects that the DHR will deliver in 2019-2020:

- Increase the diversity of our workforce by establishing employment pipelines from underrepresented and marginalized communities.
- Deploy a strategy for working with conflict so that it promotes stronger teams, better decisions, and more innovation.
- Provide internal organizational development consulting to support leadership and team create a healthy culture.
- Deliver updated training on foundational topics such as anti-harassment, non-discrimination, and supervisory skills.
- Offer more growth and development opportunities for employees.
- Update and simplify the personnel code, which provides the foundation of the employment experience for employees within the County's executive branch.
- Provide recruiting through a centralized pool of hiring staff to enable departments to meet recruiting and hiring needs while minimizing the number of new FTEs needed to meet needs across the County.
- Improve the oversight and standardization of HR practices, including through offering contract services to understaffed agencies.

There is much work to be done in order to deliver on the promise of Investing in YOU. In a constantly changing environment it is more important than ever to have a firm grasp of policies, systems, and processes so that DHR can nimbly respond to business needs. DHR anticipates a biennium of creativity—reshaping current programs and services and increasing alignment between strategy and operations to better serve King County employees and customers.

**2019-2020 Executive Proposed Operating Budget
HUMAN RESOURCES MANAGEMENT (EN_A42000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	15,221,217	0	40.0	3.0
Base Budget Adjustments	657,911	0	0.0	(3.0)
Decision Package Adjustments	14,231,013	4,312,048	40.0	2.0
2019-2020 Executive Proposed Budget	30,110,141	4,312,048	80.0	2.0
2019-2020 Executive Proposed Ordinance	30,111,000	4,313,000	80.0	2.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
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Direct Service Changes

(DS_004) Ruth Woo Emerging Leaders Fellowship Program
Add one term-limited-temporary (TLT) position for the Ruth Woo Emerging Leaders Fellowship. The position will be a paid, full-time, TLT position for college graduates, administered by DHR and reimbursed by county departments.

0 0 0.0 1.0

(DS_005) Career Development Scholarship Program Pilot
Create a one year pilot program to support employee training, education, and professional development. This scholarship program was negotiated with labor partners as part of the master labor agreement.

150,000 0 0.0 0.0

(DS_009) Contract Service Expansion
Expand dedicated service offerings designed to meet departmental recruitment and workforce planning needs within Department of Judicial Administration, Department of Assessments, and Elections.

384,968 0 1.0 0.0

(DS_012) Workforce Equity Program
Increase staff for the County's workforce equity team to increase the consistency and quality of the County's EEO and ESJ workforce and workplace strategy implementation. The team will provide consultation and oversight to ensure equity is integrated in all programs within the DHR.

701,519 0 2.0 0.0

2019-2020 Executive Proposed Operating Budget
HUMAN RESOURCES MANAGEMENT (EN_A42000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_013) Recruitment Support Staff Add additional staffing to support County departments' hiring needs. The additional positions will be dedicated to providing full cycle recruitment and placement support and assistance to departments that are experiencing high recruitment volumes.	533,776	0	2.0	0.0
(DS_015) Organizational Development Team Establish an organizational development team (ODT) within DHR. The ODT service will unite conflict management services, increase capacity to meet service demand and expand services focused on healthy conflict engagement, leadership development, and workplace culture. This request is aligned with County leadership's vision for more consistency in leadership behaviors and culture across the enterprise.	2,030,728	0	6.0	0.0
(DS_018) Recruiting and Employment Pipelines Support Add one position to better manage and plan for the increase in retirements as well as invest in community relationships that will foster efficient, standard recruiting practices.	331,805	0	1.0	0.0
(DS_023) Equity and Social Justice and Anti-Harassment Training Add two positions to expand training services related to creating a respectful and inclusive workplace culture in King County, including ESJ and Anti-Harassment trainings. Adding this capacity will minimize risk and advance the County's ESJ goals.	526,326	0	2.0	0.0
(DS_024) Confidential Secretary Positions Add two positions to provide confidential administrative support services to the DHR division directors.	480,666	0	2.0	0.0
(DS_030) Restorative Youth Scholarship Stipend Add capacity to support restorative mediation. These funds will be used to support the overall program and supplement revenues from community partners and training participants.	59,500	0	0.0	0.0
(DS_033) Department of Human Resources Leadership Structure Establish the new DHR organizational structure. One position is transferred from Employee Benefits and vacant positions are repurposed to create the Career and Culture Division; Health, Well-Being, and Safety Division; and Service Delivery Division.	797,860	0	1.0	0.0
(DS_036) Civil Service Process & Recruiting Provide full cycle support and governance of the civil service recruiting, testing, and promotion process. These positions will provide dedicated service to the King County Sheriff's Office.	755,017	0	2.0	1.0
Administrative Service Changes				

**2019-2020 Executive Proposed Operating Budget
HUMAN RESOURCES MANAGEMENT (EN_A42000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_004) Alternative Dispute Resolution Program Transfer Transfer Alternative Dispute Resolution positions from Department of Executive Services Administration to DHR.	1,518,714	45,000	4.0	0.0
(AC_005) Finance and Business Operations Program Transfer Transfer positions from Finance & Business Operations Division into DHR to support employee benefits communications and administration. Decision package AC_009 moves these positions into the appropriate cost center.	0	0	0.0	0.0
(AC_009) DHR Director's Office Pooled Resources Establish the budget structure for DHR's Director's Office, including revenue collected from DHR's internal service funds, Employee Benefits and Safety and Claims. Three positions are transferred from Employee Benefits and four positions are transferred from Finance and Business Operations Division.	2,219,286	4,267,048	7.0	0.0
(AC_022) Human Resources Manager Centralization Centralize existing department human resources manager positions within DHR. This adjustment will allow for improved accountability and uniform direction without impacting the level of service provided to agencies.	3,792,782	0	10.0	0.0
Technical Adjustments				
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(174,000)	0	0.0	0.0
Central Rate Adjustments	122,066	0	0.0	0.0
Total Decision Package Adjustments	14,231,013	4,312,048	40.0	2.0

**2019-2020 Executive Proposed Operating Budget
EMPLOYEE BENEFITS (EN_A42900)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	566,616,344	537,570,446	15.0	3.0
Base Budget Adjustments	13,275,942	7,594,624	0.0	(3.0)
Decision Package Adjustments	33,092,351	32,702,805	(1.0)	0.0
2019-2020 Executive Proposed Budget	612,984,637	577,867,875	14.0	0.0
2019-2020 Executive Proposed Ordinance	612,985,000	577,868,000	14.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_020) Employee Assistance Program Counselor Add a new counselor position to the employee assistance program. The new position will improve customer wait times and the ability to serve the County's diverse workforce.	290,083	0	1.0	0.0
(DS_024) Division Confidential Positions Add a new position to supply confidential support services to the Employee Health and Well Being division director.	240,333	0	1.0	0.0
(DS_026) Loan-In Labor Adjustment Adjust loan-in labor budget for healthcare economist position budgeted in the Office of Performance, Strategy and Budget.	(133,114)	0	0.0	0.0
(DS_032) Employee Engagement Survey and Implementation Costs Increase expenditure authority for cost increases related to the County's employee engagement survey.	86,000	0	0.0	0.0
(DS_033) Department of Human Resources Leadership Structure Establish the new DHR organizational structure. Transfer the Employee Benefits finance manager position to the General Fund, to be repurposed as the DHR chief financial officer.	(331,016)	0	(1.0)	0.0
Administrative Service Changes				

2019-2020 Executive Proposed Operating Budget
EMPLOYEE BENEFITS (EN_A42900)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_007) Balanced You Program Reallocation Reallocate Healthy Incentives contracts budget to support 'Balanced You', the County's modernized employee health and well-being program.	(2,284)	0	1.0	0.0
(AC_008) Federal Fee Adjustment Adjust budget for federal Patient Centered Outcomes Research Institute fee. This fee supports a federal program created by the Affordable Care Act to research the use of comparative effectiveness in medical practice.	126,000	0	0.0	0.0
(AC_009) DHR Director's Office Pooled Resources Establish the budget structure for DHR's Director's Office, including positions transferred to the General Fund and revenue-backing from DHR's internal service funds, Employee Benefits and Safety and Claims.	1,655,282	608,976	(3.0)	0.0
Technical Adjustments				
(TA_001) Claim Expenditure Adjustment Update the budgeted claim expenditures for the County's benefits program, per the latest actuarial forecast.	30,982,583	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	32,093,829	0.0	0.0
Central Rate Adjustments	178,484	0	0.0	0.0
Total Decision Package Adjustments	33,092,351	32,702,805	(1.0)	0.0

2019-2020 Proposed Financial Plan
Employee Benefits Internal Service Fund / 000005500

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	83,178,000	111,874,658	105,335,092	73,903,989
Funding Rate Recovery	507,274,044	531,926,847	566,091,351	611,378,659
Non Rate Revenues	35,284,350	40,614,098	44,076,421	47,602,535
Interest Income	2,724,455	5,326,930	5,581,706	3,513,385
Total Revenues	545,282,849	577,867,875	615,749,478	662,494,579
Expenditures				
Health Claim Expenditures	(505,380,043)	(571,543,878)	(633,599,649)	(696,959,614)
Benefits Administration	(11,206,148)	(12,863,565)	(13,580,932)	(14,395,788)
Reserve/Contingency		(28,577,194)	(31,679,982)	(34,847,981)
Total Expenditures	(516,586,191)	(612,984,637)	(678,860,563)	(746,203,383)
Estimated Underexpenditures		28,577,194	31,679,982	34,847,981
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	111,874,658	105,335,092	73,903,989	25,043,166
Reserves				
Expenditure Reserve	(18,085,000)	(18,085,000)	(18,085,000)	(18,085,000)
JLMIC PFR	(64,733,589)	(53,063,390)	(23,152,813)	-
ATU PFR	(23,718,394)	(26,703,489)	(25,918,259)	-
Rainy Day Reserve	(5,337,675)	(7,483,213)	(6,747,917)	(6,958,166)
Total Reserves	(111,874,658)	(105,335,092)	(73,903,989)	(25,043,166)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	-	-	-	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes:

Revenues are based upon proposed rates in 2019-2020, projected rates thereafter.

Expenditure Notes:

Claim expenditures are based upon actuarial forecasts for 2019-2021 and internal projections thereafter.

Administrative expenditures are based upon proposed levels in 2019-2020 and indexed to inflation thereafter.

Reserve Notes:

Expenditure reserves reflect actuarial-projected reserve levels based on incurred claims.

All other reserves reflect negotiated Protected Fund Reserves or fund balances held for future negotiations.

**2019-2020 Executive Proposed Operating Budget
SAFETY AND CLAIMS MANAGEMENT (EN_A66600)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	73,398,067	54,780,000	51.0	0.0
Base Budget Adjustments	746,505	0	0.0	0.0
Decision Package Adjustments	3,693,576	2,612,000	(1.0)	0.0
2019-2020 Executive Proposed Budget	77,838,148	57,392,000	50.0	0.0
2019-2020 Executive Proposed Ordinance	77,839,000	57,392,000	50.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Administrative Service Changes				
(AC_009) DHR Director's Office Pooled Resources Establish the budget structure for DHR's Director's Office, including revenue collected from DHR's internal service funds, Employee Benefits and Safety and Claims.	1,652,462	0	0.0	0.0
(AC_010) Fire Extinguisher Technician Reduction Reduce the fire extinguisher technician position. This body of work will be assumed by the Facilities Management Division.	(208,270)	0	(1.0)	0.0
Technical Adjustments				
(TA_001) Claim Expenditure Adjustment Adjust claim expenditure accounts to align with the most recent actuarial forecast.	1,760,000	0	0.0	0.0
(TA_005) WA State Dept of Labor and Industries Increase Adjust budget for rising taxes paid by the County's self-insured workers compensation program to the Washington State Department of Labor and Industries.	362,000	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast.	0	2,612,000	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
SAFETY AND CLAIMS MANAGEMENT (EN_A66600)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_113) Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(110,000)	0	0.0	0.0
Central Rate Adjustments	237,384	0	0.0	0.0
Total Decision Package Adjustments	3,693,576	2,612,000	(1.0)	0.0

2019-2020 Proposed Financial Plan
Safety and Claims Internal Service Fund / 000005420

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	117,109,000	113,250,754	98,804,606	90,001,046
Revenues				
Industrial Insurance Rates	53,288,146	54,700,000	66,187,000	80,086,270
Miscellaneous Rev.	2,587,955	2,692,000	2,801,000	2,914,000
Total Revenues	55,876,101	57,392,000	68,988,000	83,000,270
Expenditures				
Claim Expenditures	(32,979,593)	(44,260,000)	(48,585,000)	(52,177,664)
Labor & Industries Expenses	(11,928,759)	(12,440,000)	(12,966,806)	(13,605,992)
Administration & Interfund Transfers	(14,825,995)	(17,138,148)	(18,239,754)	(19,538,880)
Reserve Contingency		(4,000,000)	(4,000,000)	(4,000,000)
Total Expenditures	(59,734,348)	(77,838,148)	(83,791,560)	(89,322,537)
Estimated Underexpenditures		6,000,000	6,000,000	6,000,000
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	113,250,754	98,804,606	90,001,046	89,678,779
Reserves				
Actuarial Liabilities Estimate	(68,692,000)	(75,475,000)	(82,593,000)	(90,026,370)
Total Reserves	(68,692,000)	(75,475,000)	(82,593,000)	(90,026,370)
Reserve Shortfall	-	-	-	347,591
Ending Undesignated Fund Balance	44,558,754	23,329,606	7,408,046	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes:

Industrial Insurance Revenue for outyears is set to eliminate Undesignated Fund Balance by year-end 2024.

Miscellaneous Revenue is projected to increase by 4% in the outyears.

Expenditure Notes:

Claim expenditures through 2021-2022 are based on actuarial projections.

Reserve Notes:

Actuarial Liabilities through 2024 are based on actuarial projections.

Updated on 08/27/2018 by T.J. Stutman.

KING COUNTY INFORMATION TECHNOLOGY

Mission

Deliver smart information technology solutions that support our customers.

Overview

The King County Information Technology (KCIT) Department plans, operates, and supports the County's information technology (IT) infrastructure, enabling County departments, offices, and employees to carry out their roles efficiently and securely and facilitating effective delivery of quality services to county residents. KCIT clusters its customers into four groups: King County executive branch departments and separately-elected offices; King County employees; members of the public; and community organizations (i.e., public, educational, and governmental (PEG) organizations).

To support a digital workplace for County agencies and employees, KCIT sets countywide IT standards and policies; manages the County network, digital platforms, and workstations; and provides customer support to end-users. In view of rapid technology advancement, KCIT implements measures to ensure the security and integrity of County IT systems and data, as well as oversees modernization of the County application portfolio and technology hardware.

KCIT enables the County to offer services and engage with its constituents online, through its kingcounty.gov website. Finally, KCIT provides regional services, which include E-911, cable communications, emergency radio communications, and institutional network (I-Net).

In 2019-2020, KCIT plans to make a number of key investments in the areas of cybersecurity, data management and sharing, the kingcounty.gov platform, and the E-911 call reporting system. KCIT will also continue working with King County agencies to modernize obsolete business applications. Finally, KCIT will continue to revisit and streamline its business processes to ensure it delivers high customer value, seamless customer experience, and cost effective operation.

Challenges, Opportunities, and Strategic Issues

KCIT's strategic plan provides the context within which KCIT current and future services reside. It also sets the stage for identifying new ways to improve the delivery of services and increase value to KCIT customers and partners. KCIT's strategic priorities include civic engagement, data driven decisions, effective digital systems, mobility, and workforce empowerment. Progress toward these goals will lead to a more flexible IT infrastructure that is easier and more cost effective to maintain. These strategic goals will continue to guide KCIT's work in 2019-2020.

In addition, the following principles are at the core of KCIT's business plan for 2019-2020:

- Providing seamless customer experience and high customer value
- Leveraging current and future capital investments
- Minimizing cost
- Reliance upon industry standards and best practices
- Utilizing lifecycle management
- Ensuring digital equity

Application Portfolio Modernization

Countywide application modernization continues to be a high priority for KCIT in the coming biennium. A high ratio of legacy applications and aging systems in the County application portfolio presents the highest IT-related risk, according to KCIT's risk assessment. As part of application portfolio modernization, KCIT is facilitating the County's transition from relying on custom-built applications to purchasing systems that are either hosted within the County environment or through a third-party vendor. The shift away from building custom applications changes KCIT's role from development and maintenance of custom applications to integrating off-the-shelf software with enterprise platforms.

The mix of applications has already begun to shift from custom-developed and commercial off-the-shelf (COTS) applications (30 percent and 20 percent reductions, respectively) to vendor cloud solutions such as software-as-a-service (SaaS) and platform-as-a-service (PaaS). SaaS and PaaS solutions have increased by 40 percent at the County. KCIT anticipates a reduction of 213 applications in the next four years. As County agencies continue to take advantage of technology to automate business functions in pursuit of operational efficiencies and cost savings, additional investments in new technologies could increase this number.

KCIT Staff Recruitment, Retention, and Development

KCIT is in a highly competitive market to fill positions--particularly engineers, data architects, business analysts, and project managers--given that King County is home to big tech employers like Amazon and Microsoft, among many others. The County is conducting a market analysis of IT classification compensation. With major application modernization effort underway, KCIT faces additional demand for project management and business analysis services. In addition, KCIT faces the pressure of keeping its knowledge base current in view of the fast-paced changes in technology. To respond to these challenges, KCIT will continue prioritizing employee engagement and development and pursue internal efficiencies and better alignment of labor resources within the bounds of the union agreements.

Enterprise Infrastructure and Services

Protection of the County's network against cyberattacks is an important focus of KCIT's business plan for 2019-2020. Due to increased sophistication of cyber threats, several of the existing security solutions no longer meet the County needs and requirements. With fast advancing technologies, the market has solutions that are more sophisticated and easy to use compared to the aging solutions currently in place

at the County. Proper technical controls through new security systems such as network zoning, data loss prevention, public key infrastructure, or hardware security module will strengthen KCIT's ability to prevent cybercriminals from gaining access to the County network and significantly reduce the risk of non-compliance with regulatory requirements.

King County's database server infrastructure is highly complex and challenging to manage. The County has 1,805 databases. The existing data servers have not been upgraded to stay current by best practice standards. KCIT backs up 2.3pb of data per year with the rate of growth at 8 percent. Out of 96 essential services, only 1 is recoverable within the mandated recovery window.

The County needs to invest in data platforms to create a cloud-based infrastructure to catalog and integrate key data assets for ease of discoverability and use. Data integration is a prerequisite to projects seeking real-time data processing and advanced analytics, such as Transit's Business Intelligence Resource Data and Physical Behavioral Health Integration projects currently underway. Finally, sound data management and governance principles is needed to minimize data security and privacy risks, especially as the County increases data delivery to mobile devices.

KCIT is migrating the County's enterprise desktop software to a subscription model, which is based on the number of users instead of devices. This change enables users to work more fluidly across multiple devices, utilizing the right device for the right task at hand without losing all of their customizations or access to the needed software.

Civic Engagement

In an increasingly digital world where transactions occur instantly online, on any device users prefer, customers demand seamless interaction with the government, just like they do from the private sector. They expect to be able to ask questions and easily find answers, provide feedback on topics of interest and know that their feedback is valued and acted upon. This needs to happen without barriers.

The current platform to support the KingCounty.gov website is six years old and out of support. Technology has changed considerably since 2012. In addition to keeping up with the changes in technology, the County must maintain standards required by law, such as the Americans with Disabilities Act, which also supports the County's equity and social justice priority.

To facilitate increased engagement with the public and improve their experience, the County needs to reduce web content, so people spend less time searching for information they want and more time engaging with the information. As is, the County's website has too much content that is hard to navigate and search through. After spending too much time searching and not finding what they were looking, people give up without "engaging" with the County. To ensure engagement, KCIT will invest in modernizing the KingCounty.gov platform and the County's web presence.

Puget Sound Emergency Radio Network (PSERN) and Radio Infrastructure

The Puget Sound Emergency Radio Network (PSERN) project is currently in the implementation phase. Per the schedule, the project will complete all radio site construction, equipment installation, and most of testing by the end of the 2019-2020 biennium. In 2020, radio users will receive replacement radios to transition to the PSERN.

E-911 Services

King County Ordinance 18695 set in motion a new strategic plan for the King County regional E-911 system to address long-term governance, technological, and financial challenges associated with modernizing the E-911 system. The strategic plan identified a significant long-term funding deficit, as well as fund stabilization strategies for the E-911 program and regional partners to evaluate in the next biennium.

2019-2020 Priorities

In the 2019-2020 budget, KCIT is proposing to make a number of important investments that are in line with the County's 2016-2019 Strategic IT Plan and the challenges and opportunities identified above. These investments are summarized below.

Enterprise Infrastructure and Services

KCIT will invest in additional tools and vendor licenses to further strengthen the County's cybersecurity system. These investments build on the cybersecurity enhancements made in 2018 and are part of KCIT's Security Technology Roadmap. The 2019-2020 budget request also includes resources for one-time set up, architecture reconfiguration, and transition, as well as resources for an annual self-audit to ensure security compliance. These investments are critical to bolstering KCIT's ability to protect sensitive data and prevent disruption in operations in the event of a successful cyberattack.

In 2019-2020, KCIT plans to establish a platform for countywide data infrastructure that will address the growing needs of data management and integration and to comply with regulations for CJIS, PCI, and HIPAA. The standard platform will use vendor cloud services, storage, and data analytics tools and will provide the foundation for County IT projects that require integrations of disparate datasets (e.g., TBIRD, Jail Management System Replacement, and Fully-Integrated Managed Care). A common platform is crucial for data integration, for it will ease the discovery and data classifications. After the platform is established, KCIT lead effort to improve data quality, master data management, and countywide digital data governance.

KCIT is requesting an additional appropriation to cover increases in the cost of network equipment maintenance. Most of the new hardware now requires a subscription to operate, which results in higher costs. In addition, new network sites, added equipment in support of the new sites, as well as existing equipment upgrades have increased the hardware maintenance and network transport costs. The additional budget will ensure that all network and security infrastructure have vendor support, version control, bug and security patches, vendor subject matter expertise for hardware troubleshooting, and hardware repair and replacement.

KCIT plans to acquire additional capabilities for monitoring performance of enterprise applications. These capabilities will allow KCIT technical staff to identify issues early and address them before they have an adverse impact on the customers.

Civic Engagement

In 2019-2020, KCIT is proposing a capital project to upgrade the now obsolete version of the kingcounty.gov platform. In addition, the proposed budget includes an increase for the platform maintenance due to a move to vendor-managed services following the platform upgrade and an upgrade of the County's license.

PSERN Implementation

A transfer from PSERN levy fund 1511 to PSERN capital fund 3361 is included in the biennial budget. There is no budget request for the PSERN capital fund 3361 because the project received a supplemental capital appropriation in 2018. KCIT will request the remaining expenditure authority in a supplemental ordinance in 2019 to enable the project to achieve the milestones set for the biennium.

E-911 Modernization

The E-911 strategic plan calls for modernizing platforms as they are now outdated and may soon increase the risk of service delivery if not modernized. Two capital projects are being proposed in the 2019-2020 budget: equipment replacement at public safety answering points (PSAPs) and an IT project to upgrade the E-911 call reporting system.

**2019-2020 Executive Proposed Operating Budget
KCIT SERVICES (EN_A43200)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	194,199,379	186,743,577	349.2	0.0
Base Budget Adjustments	13,153,634	(49,999)	0.0	0.0
Decision Package Adjustments	8,309,487	31,758,552	(1.6)	0.0
2019-2020 Executive Proposed Budget	215,662,500	218,452,130	347.6	0.0
2019-2020 Executive Proposed Ordinance	215,663,000	218,453,000	347.6	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_001) Transition to Online Helpdesk Service Replace the LANDesk software used by KCIT to manage its helpdesk service with a more cost efficient online portal. This will shift service from email and phone to online access, which is an industry standard.	(2,872,890)	0	(9.6)	0.0
(DS_003) Staffing of Project Management and Business Analysis Services Add positions for KCIT project management (PM) and business analysis (BA) services. The new positions will enable KCIT to respond to continued demand for these services, as well as to implement a change in its approach to staffing for PM and BA positions: from relying on term-limited positions to using more regular full-time positions.	3,155,603	3,155,604	9.0	0.0
(DS_005) Network Equipment and Maintenance Cost Increase Increase the budget for network equipment maintenance to cover increases in the cost due to rising vendor costs, addition of network sites, and a growing number of network equipment devices. The additional budget will allow KCIT to maintain the 99.99 percent industry benchmark for the County's network connectivity, which is essential for keeping the county's IT systems running optimally, with only minimal, if any, interruptions.	1,062,438	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
KCIT SERVICES (EN_A43200)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_006) Enhanced Monitoring of Performance of County Technologies Add capabilities to integrate systems logs and monitor security information and events for hardware, software, network components, and business critical applications. These tools will allow KCIT technical staff to address issues proactively, before they turn into major issues and adversely impact customers, as well as correlate events to identify when and where an issue started. The request also includes subscription fees for a countywide electronic signature and digital transaction management platform.	697,132	0	0.0	0.0
(DS_007) Data Service Infrastructure Maintenance Establish a platform for countywide data infrastructure that will address growing needs for better data management, data integration, and compliance with the Health Insurance Portability and Accountability Act (HIPAA) and regulations governing criminal justice information services (CJIS) and the payment card industry (PCI).	1,007,840	0	0.0	0.0
(DS_008) Cybersecurity Enhancement Enhance the county's cybersecurity system against cyberattacks, protecting sensitive data and preventing a potential disruption in operations. This investment is part of KCIT's Security Technology Roadmap and builds on the cybersecurity enhancements made in 2018.	3,002,061	0	1.0	0.0
(DS_009) Design & Civic Engagement Platform and Maintenance Cost Increase Increase the budget for maintenance of the kingcounty.gov and targeted communications platforms. Specifically, this increase will cover the County's switch to vendor-managed services for kingcounty.gov site support, an upgrade of the County's license for the kingcounty.gov platform from Basic to XP, and an increase in the license cost for GovDelivery, a software platform for targeted messaging.	1,244,000	0	0.0	0.0
(DS_010) Cybersecurity Data Loss Prevention The data loss prevention technology will provide KCIT with the ability to control access and transport path of identified HIPAA, CJIS, PHI, and other sensitive data sets alleviating the need to block applications such as dropbox and other non-standard applications. This item was approved in the Ordinance 18766 but had to be postponed until 2019.	500,000	0	0.0	0.0
(DS_011) Workstations Cost Increase Add an appropriation for reimbursable expenses related to workstations such as desktop softwares and peripherals. This request also includes increases for enterprise licenses, standard peripherals, and user phone equipment replacement.	7,111,098	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
KCIT SERVICES (EN_A43200)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_012) Software Quality Assurance (SQA) Tools Provide additional tools to the software security assurance team to enable them to perform their functions effectively.	278,000	0	0.0	0.0
Administrative Service Changes				
(AC_022) Human Resources Manager Centralization Centralize human resources manager positions within the new Department of Human Resources. This adjustment will allow for improved accountability and uniform direction without impacting the level of service provided to agencies.	(366,001)	0	(1.0)	0.0
Technical Adjustments				
(TA_001) Labor Realignment within KCIT-Managed Funds Transfer two positions to the I-Net Fund and transfer in one position from the GIS Fund. These transfers are part of KCIT's continuous effort to optimize use of its resources and achieve internal operational efficiencies.	(387,757)	0	(1.0)	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match the current forecast. Align with the revenues from the 2019-2020 central rates and other sources.	0	28,602,948	0.0	0.0
(TA_110) Net-Zero Adjustments Realign the appropriation unit's base budget in accordance with the unit's new organizational structure and reflective of the business plans set for each functional area within the appropriation unit.	(2,000,000)	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture salary savings with employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(2,200,008)	0	0.0	0.0
Central Rate Adjustments	(1,922,029)	0	0.0	0.0
Total Decision Package Adjustments	8,309,487	31,758,552	(1.6)	0.0

2019-2020 Proposed Financial Plan
KCIT Services Operating Fund I 00005531

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	1,176,000	144,307	2,933,937	5,512,951
REVENUES				
KCIT Central Rates	169,177,004	183,101,773	192,812,331	198,632,350
Service Reimbursement from KCIT Regional SVCS Funds	6,218,567	6,566,316	6,960,295	7,412,714
PMs/BA/BSS Ad Hoc and Other Internal Services	15,126,543	18,892,460	20,026,008	21,327,698
Misc. Revenue (External and Equity Transfer in 2018)	1,630,835	630,000	667,800	711,207
Countywide IT Rate (58077) for Network & Admin	1,008,000	-	-	-
Building Bond Payment				
Mainframe (MF) Bond Repayment & Loan Payment from General Fund	3,810,882	4,212,950	406,525	-
Transfer from Risk Management for Cybersecurity	225,000	-	-	-
True Up and Refunds	(1,418,026)	5,048,631	-	-
Refund to DOT - Unspent Collection for Modernization	(3,151,940)	-	-	-
Total Revenues:	192,626,865	218,452,130	220,872,958	228,083,970
EXPENDITURES				
Wages and Benefits	(117,074,366)	(126,444,501)	(134,031,171)	(142,743,197)
Supplies	(5,110,584)	(14,741,284)	(14,830,750)	(15,794,749)
Services - Other Charges	(36,056,944)	(44,175,068)	(46,825,572)	(49,869,234)
Capital Outlay	(1,492,019)	(216,000)	(228,960)	(243,842)
Intragovernmental Services	(13,999,749)	(16,604,246)	(17,600,501)	(18,744,533)
Intragovernmental Contributions	(5,052,052)	(6,659,545)	(4,068,094)	(3,899,571)
Contingencies	-	(249,902)	(264,896)	(282,114)
Bond Payments	(12,508,841)	(6,571,954)	(444,000)	-
2017-2018 3rd Omnibus - Cybersecurity Add	(2,315,166)	-	-	-
Total Expenditures:	(193,609,722)	(215,662,500)	(218,293,944)	(231,577,241)
ESTIMATED UNDEREXPENDITURES	-	-	-	-
OTHER FUND TRANSACTIONS				
Transfer to Debt Service Fund	(48,836)	-	-	-
Total Other Fund Transactions:	(48,836)	-	-	-
ENDING FUND BALANCE	144,307	2,933,937	5,512,951	2,019,679
RESERVES				
License Deferred Revenue	(314,800)	-	-	-
Business Continuity	(379,000)	-	-	-
Mainframe Project Extension & MF Bond Payment	(100,817)	-	-	-
Telecom Bond Payment	(782,554)	-	-	-
Cybersecurity Data Loss Prevention	(500,000)	-	-	-
Technology Risk Mitigation	-	(2,000,000)	(2,000,000)	(2,000,000)
Total Reserves:	(2,077,171)	(2,000,000)	(2,000,000)	(2,000,000)
RESERVE SHORTFALL	(1,932,864)	-	-	-
ENDING UNDESIGNATED FUND BALANCE	-	933,937	3,512,951	19,679

Financial Plan Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Service-Level True Up is based on the true up of the number of workstations and servers.

Expenditure Notes:

Intragovernmental Contributions include transfers to other KCIT-managed funds (e.g., transfer to capital fund F3781 for equipment replacement and mainframe replacement loan).

2017-2018 3rd Omnibus - Cybersecurity Add: the amount is net of \$500K, which was approved for Data Loss Prevention as part of the 3rd Omnibus. KCIT is not able to utilize this authority until early 2019.

Reserves Notes:

License Deferred Revenue represents the excess collection of the enterprise agreement fees from various county agencies. This is refunded to agencies in 2019-2020.

Business Continuity is for emergency repair and acquisition of asset is to ensure that County's critical business functions will continue to operate when serious incidents or disaster occurs.

Reserve for the future Mainframe (MF) bond payment. The collections are normalized, thus over collection in the beginning of the years will be applied to future payments.

Telecom Bond Payment is for equipment replacement to offset the bond payment.

Technology Risk Mitigation Reserve is for unplanned expenditures due to evolving cyber threats, audit and compliance responses, and other emergency technology needs.

Updated by: Junko Keesecker (KCIT) and Gaukhar Serikbayeva (PSB) on 09/07/2018.

**2019-2020 Executive Proposed Operating Budget
RADIO COMMUNICATIONS (EN_A21300)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	8,793,250	9,289,353	14.0	0.0
Base Budget Adjustments	376,759	(1)	0.0	0.0
Decision Package Adjustments	239,814	872,404	0.0	0.0
2019-2020 Executive Proposed Budget	9,409,823	10,161,756	14.0	0.0
2019-2020 Executive Proposed Ordinance	9,410,000	10,162,000	14.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_003) Biennial IT Support Cost Allocate this fund's portion of the KCIT administration, regional administration, and regional oversight costs that are provided by the KCIT Services Fund. The cost of these services is spread to each KCIT fund, primarily, based on the FTEs in the respective fund.	66,268	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match the current forecast. Adjust the fund's revenues based on the 2019-2020 radio rates, customer demand for radios and radio maintenance services, and other technical updates, including changes in the revenue from radio site sub-lease.	0	872,404	0.0	0.0
Central Rate Adjustments	173,546	0	0.0	0.0
Total Decision Package Adjustments	239,814	872,404	0.0	0.0

2019-2020 Proposed Financial Plan
Radio Communications | 000004501

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	8,032,043	9,341,615	10,093,548	8,904,450
REVENUES				
Access Infrastructure O&M	4,269,190	4,126,964	2,187,291	-
Radio Services	2,271,253	2,852,073	3,023,197	3,219,705
Revenue from Site Lease and Valleycom Support	1,035,779	1,122,574	330,636	-
Investment Earnings	202,339	229,540	282,619	284,942
Credit to KCIT Services for MBF Costs	(398,142)	(292,696)	(203,730)	(125,890)
Radio Replacement Reserve	715,310	723,300	723,300	723,300
Revenue from Projects	1,218,323	1,400,000	700,000	-
Total Revenues:	9,314,050	10,161,755	7,043,314	4,102,057
EXPENDITURES:				
Operating Expenditures	(8,004,479)	(9,409,822)	(7,232,411)	(3,400,770)
Estimated Transition Cost	-	-	(1,000,000)	-
Total Expenditures:	(8,004,479)	(9,409,822)	(8,232,411)	(3,400,770)
OTHER FUND TRANSACTIONS				
Payment of Interfund Borrowings	-	-	-	-
GAAP Transactions	-	-	-	-
Total Other Fund Transactions:	-	-	-	-
ENDING FUND BALANCE	9,341,615	10,093,548	8,904,450	9,605,737
RESERVES				
Accumulated Radio Reserves	(6,512,633)	(7,227,943)	(7,951,243)	(8,674,543)
Current Period Contribution to Radio Reserve	(715,310)	(723,300)	(723,300)	(723,300)
Rate Stabilization Reserve	(1,780,151)	(1,750,228)	-	-
Rainy Day Reserve (30 days)	(333,520)	(392,076)	(229,907)	(207,894)
Total Reserves:	(9,341,615)	(10,093,548)	(8,904,450)	(9,605,737)
RESERVE SHORTFALL	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	-	-	-	-

Financial Plan Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Current 800 MHz infrastructure will go away once PSERN is in full operation in 2022. Therefore, the financial plan assumes a reduction in the infrastructure revenue.

Credit to KCIT Services represents a transfer [to the KCIT Operating Fund] of the Mandatory & Business Foundation (MBF) rate collected on radio services in the Radio Comm Fund.

Expenditure Notes:

Current 800 MHz infrastructure will go away once PSERN is in full operation in 2022. Therefore, the financial plan assumes a reduction in the infrastructure expenditure. It also projects that there will be some expenditures required during the transition of the infrastructure operation to PSERN.

Reserve Notes:

Radio Reserve (both Prior Year Accumulation and Current Period Collection from Customers) is held for scheduled

Rate Stabilization Reserve includes the future transition cost of the infrastructure operation.

Updated by: Junko Keesecker 8/30/2018.

**2019-2020 Executive Proposed Operating Budget
CABLE COMMUNICATIONS (EN_A43700)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,027,777	6,508,026	1.5	0.0
Base Budget Adjustments	(236,173)	23,814	0.0	0.0
Decision Package Adjustments	52,704	(331,840)	0.0	0.0
2019-2020 Executive Proposed Budget	844,308	6,200,000	1.5	0.0
2019-2020 Executive Proposed Ordinance	845,000	6,200,000	1.5	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_003) Biennial IT Support Cost Allocate this fund's portion of the KCIT administration and regional oversight costs that are provided by the KCIT Services Fund. The cost of these services is spread to each KCIT fund, primarily, based on the FTEs in the respective fund.	39,818	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match the current forecast for the 2019-2020 franchise fee collections. The adjustment reflects the Executive Office's annexation forecast and the KCIT Cable Office's subscriber forecast.	0	(331,840)	0.0	0.0
Central Rate Adjustments	12,886	0	0.0	0.0
Total Decision Package Adjustments	52,704	(331,840)	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
ENHANCED-911 (EN_A43100)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	61,984,905	46,501,314	5.0	1.0
Base Budget Adjustments	(5,482,883)	(22,616)	0.0	(1.0)
Decision Package Adjustments	1,964,600	2,956,182	3.0	0.0
2019-2020 Executive Proposed Budget	58,466,622	49,434,880	8.0	0.0
2019-2020 Executive Proposed Ordinance	58,467,000	49,435,000	8.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes related to 2017-2018 capital projects and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
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Administrative Service Changes

(AC_001) Funding for E-911 Capital Projects Transfer funding to support E-911 capital projects in the 2019-2020 budget including Call Reporting Upgrade and PSAP Equipment refresh.	3,645,000	0	0.0	0.0
(AC_002) Funding Reduction for E-911 Security Recurring Costs Reduce funding for E-911 security recurring costs. The project has been reassessed and security elements are being incorporated into individual projects.	(2,800,000)	0	0.0	0.0

Technical Adjustments

(TA_001) E-911 Position Transfer from GIS to E-911 Transfer three E-911 IT positions from the GIS fund to the E-911 fund. These positions are currently dedicated to E-911 work so there will be no operational or financial impact on the E-911 program.	0	0	3.0	0.0
(TA_002) E-911 Cost Center Consolidation Realign budget with appropriate cost center. This net zero change consolidates costs into a single cost center and has no operational or financial impact on the E-911 program.	0	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
ENHANCED-911 (EN_A43100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_003) E-911 Budget Realignment Realign E-911 account-level budget to better reflect anticipated spending. Increases resources to support oversight of large vendor contracts and operational projects.	964,682	0	0.0	0.0
(TA_004) Transfer of Ongoing Telecom Budget to a Centralized Account Realign accounts used for network contracts for more transparent tracking. This technical adjustment has no operational or financial impact on the E-911 program.	0	0	0.0	0.0
(TA_050) Revenue Update Revise budgeted revenues to match current forecast. Adjust 911 telephone taxes based on the July 2018 OEFA forecast.	0	2,956,182	0.0	0.0
Central Rate Adjustments	154,918	0	0.0	0.0
Total Decision Package Adjustments	1,964,600	2,956,182	3.0	0.0

2019-2020 Proposed Financial Plan
E-911 Program Operating Fund /000001110

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	27,934,522	16,904,924	8,873,182	(8,190,641)
Revenues				
E911 Switched Access Line Excise Tax	5,726,570	4,537,892	3,444,740	2,471,391
E911 Wireless Access Line Excise Tax	31,029,811	32,823,233	33,570,178	34,171,780
E911 Wireless Prepaid Excise Tax	3,867,558	4,468,713	4,533,286	4,560,526
E911 VoIP Access Line Excise Tax	7,305,843	7,001,042	7,272,687	7,536,487
State E911 Support	189,000	189,000	189,000	189,000
Investment Interest	600,000	415,000	-	-
Total Revenues	48,718,782	49,434,880	49,009,891	48,929,184
Expenditures				
Wages, Benefits and Retirement	(2,532,540)	(3,506,074)	(3,702,415)	(3,950,476)
Supplies	(790,644)	(256,332)	(270,943)	(285,845)
Direct Services	(36,009,369)	(38,896,810)	(41,113,928)	(43,375,194)
Intergovernmental Services	(8,072,317)	(9,172,920)	(9,695,776)	(10,229,044)
Capital / Intragovernmental Contributions	(11,121,933)	(5,359,508)	(11,000,000)	(500,000)
Contras / Contingencies	(1,221,577)	(274,978)	(290,651)	(306,637)
Total Expenditures	(59,748,380)	(57,466,622)	(66,073,714)	(58,647,197)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	16,904,924	8,873,182	(8,190,641)	(17,908,653)
Reserves				
Rainy Day Reserve (30 days)	(2,042,311)	(2,188,499)	(2,313,096)	(2,442,182)
Total Reserves	(2,042,311)	(2,188,499)	(2,313,096)	(2,442,182)
Reserve Shortfall	-	-	10,503,737	20,350,835
Ending Undesignated Fund Balance	14,862,613	6,684,683	-	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Revenue estimates are from the August OEFA forecast.

Expenditure Notes: Outyear Capital costs include implementation of the Platform Modernization project.

Reserve Notes: The Rainy Day Reserve is calculated as 30 days of operating expenditures and excludes capital costs.

Updated by Kate Davis, August 2018

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: e911, Fund: All, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3170 E 911 CAPITAL - e911				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1130200	E911 Small PSAP Equipmt STANDALONE		\$3,000,000	<p>Current Scope: E911 Small PSAP Equipmt - E911 Small Public Safety Answering Point (PSAP) Equipment - This project is an ongoing equipment refresh project that replaces equipment at the end of its life cycle. The scope of this project has been increased to include additional PSAPs not included in the 2017-2018 Budget Proposal.</p> <p>Budget Request Basis: The budget request will cover the costs of 3 additional PSAP equipment refreshes during this refresh cycle. Per the strategic plan recommendation, E-911 is working to develop an RFP to modernize the E-911 call delivery technology. In order to ensure continuity of the system and mitigate risks associated with aging equipment, this refresh will enable a functional system through the system modernization process.</p>
1130202	E911 Security System STANDALONE	✓	(\$3,500,000)	<p>Current Scope: E-911 Security System - This project was developed to engage consultants and vendors to evaluate and execute an improved security system for the 911 technology. However, the Program Office is requesting a disappropriation of funds after a re-evaluation of the project. Security needs will now be embedded in individual projects.</p> <p>Budget Request Basis: N/A</p>
1133687	E911 Call Reporting Upgrd STANDALONE		\$645,000	<p>Current Scope: E911 Call Reporting Upgrade - The project will modernize the existing call reporting system at the 13 9-1-1 call answering centers (PSAPs) located throughout King County and legally meet reporting requirements.</p> <p>Budget Request Basis: E-911 is requesting the full budget for the 2019-2020 biennial budget in order to contract with the vendor and implement the new system. There are no additional phases anticipated for this project.</p>
3170 - E 911 CAPITAL		Total	\$145,000	
Grand Total			\$145,000	

**2019-2020 Proposed Financial Plan
E-911 Capital Fund/000003170**

Capital Improvement Program (CIP) Budget

	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:					
Transfer from Operating Fund 1110	11,838,750	145,000	11,983,750	-	-
	-	-	-	-	-
Total Capital Revenue	\$ 11,838,750	\$ 145,000	\$ 11,983,750	\$ -	\$ -
Capital Appropriation:					
E911 Security System	(3,500,000)	3,500,000	-	-	-
PSAP Viper Refreshes	(1,600,000)	(3,000,000)	(4,600,000)	-	-
E-911 Platform Modernization	(2,616,000)	-	(2,616,000)	-	-
E-911 Map Modernization	(4,122,750)	-	(4,122,750)	-	-
E-911 Call Management Upgrade	-	(645,000)	(645,000)	-	-
Total Capital Appropriation	\$ (11,838,750)	\$ (145,000)	\$ (11,983,750)	\$ -	\$ -

CIP Fund Financial Position

	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance		-	7,218,750	7,218,750	-	-
Capital Funding Sources						
Transfer from Operating Fund 1110	1,600,000	8,338,750	-	3,645,000	-	-
	-	-	-	-	-	-
Total Capital Revenue	\$ 1,600,000	\$ 8,338,750	\$ -	\$ 3,645,000	\$ -	\$ -
Capital Expenditures						
E911 Security System		-	-	-	-	-
PSAP Viper Refreshes		(500,000)	-	(4,100,000)	-	-
E-911 Platform Modernization		(383,000)	-	(2,233,000)	-	-
E-911 Map Modernization		(237,000)	-	(3,885,750)	-	-
E-911 Call Management Upgrade		-	-	(645,000)	-	-
Total Capital Expenditures	\$ -	\$ (1,120,000)	\$ -	\$ (10,863,750)	\$ -	\$ -
Other Fund Transactions						
		-	-	-		
Ending Fund Balance	\$ 1,600,000	\$ 7,218,750	\$ 7,218,750	\$ -	\$ -	\$ -
Fund Balance designated to current projects*	\$ -		\$ -	\$ -	\$ -	\$ -
Reserves						
Grant Contingency						
Cash Flow						
Total Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ 1,600,000	\$ 7,218,750	\$ 7,218,750	\$ -	\$ -	\$ -

Financial Plan Notes

CIP Budget Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the best estimate of the inception to date budget balances at the end of the 2015-2016 biennium.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

CIP Fund Financial Position:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans.

Date plan updated and by whom: Kate Davis, August 2018

2019-2020 Executive Proposed Operating Budget
I-NET OPERATIONS(EN_A49000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	6,516,015	6,298,836	1.0	0.0
Base Budget Adjustments	(260,937)	0	0.0	0.0
Decision Package Adjustments	321,205	575,592	2.0	0.0
2019-2020 Executive Proposed Budget	6,576,283	6,874,428	3.0	0.0
2019-2020 Executive Proposed Ordinance	6,577,000	6,875,000	3.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_001) Labor Realignment within KCIT-Managed Funds Transfer in 2 positions from KCIT Services Fund. This transfer is part of KCIT's continuous effort to optimize use of its resources and achieve internal operational efficiencies.	761,687	0	2.0	0.0
(TA_003) Biennial IT Support Cost Allocate this fund's portion of the KCIT administration, regional oversight, and network support costs that are provided by the KCIT Services Fund. The cost of these services is spread to each KCIT funds primarily, based on the FTEs in the respective fund.	(302,558)	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match the current forecast for collections from I-Net customers and PEG fees.	0	575,592	0.0	0.0
Central Rate Adjustments	(137,924)	0	0.0	0.0
Total Decision Package Adjustments	321,205	575,592	2.0	0.0

2019-2020 Proposed Financial Plan
I-Net Operations | 000004531

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	2,071,827	1,639,421	1,937,568	1,979,708
REVENUES				
PEG Fee Cable TV	625,318	737,449	752,272	767,392
Investment Interest & Other Misc Revenue	32,784	60,000	50,377	51,472
Service Fees	5,346,578	6,334,746	6,398,093	6,462,074
Credit to KCIT Services for MBF Costs	(292,884)	(257,767)	(240,752)	(243,160)
Total Revenues:	5,711,796	6,874,428	6,959,990	7,037,780
EXPENDITURES				
Wages and Benefits	(659,137)	(1,466,445)	(1,555,898)	(1,660,143)
Supplies	(14,642)	(3,802)	(4,017)	(4,250)
Services - Other Charges	(48,528)	(364,914)	(385,714)	(408,086)
Intragovernmental Services	(4,394,499)	(3,963,438)	(4,189,354)	(4,432,336)
Intragovernmental Contributions	(2,376)	(19,100)	(20,189)	(21,360)
Contingencies	(33,564)	(67,128)	(71,223)	(75,995)
Transfer to Capital Project	(691,456)	(691,456)	(691,456)	(691,456)
One-time Pilot Sites	(300,000)	-	-	-
Total Expenditures:	(6,144,202)	(6,576,283)	(6,917,850)	(7,293,625)
ESTIMATED UNDEREXPENDITURES	-	-	-	-
OTHER FUND TRANSACTIONS	-	-	-	-
ENDING FUND BALANCE	1,639,421	1,937,566	1,979,708	1,723,862
RESERVES				
Equipment/Investment Expenditure Reserve	-	(45,993)	(106,809)	(75,936)
Future Site Development Expenditure Reserve	(400,000)	(400,000)	(400,000)	(400,000)
Rate Stabilization Reserve	(983,413)	(1,217,563)	(1,184,655)	(944,024)
Rainy Day Reserve (30 days)	(256,008)	(274,012)	(288,244)	(303,901)
Total Reserves:	(1,639,421)	(1,937,568)	(1,979,708)	(1,723,862)
RESERVE SHORTFALL	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	-	(2)	-	-

Financial Plan Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Credit to KCIT Services represents a transfer [to the KCIT Operating Fund] of the Mandatory & Business Foundation (MBF) rate collected on I-Net services in the I-Net Fund.

Expenditures Notes:

Transfer to Capital Project includes a transfer of equipment reserve to KCIT enterprise capital fund F3781 for regular I-Net equipment replacement. The amount represents the cost of replacing the equipment, which is collected primarily through PEG fees over a 10-year period.

Reserves Notes:

Future Site Development Expenditure Reserve will cover the fiber buildout cost at future I-Net sites.

Rate Stabilization Reserve is for fluctuations in customer demand and a potential rate reduction. A market study is underway. The rates will be reviewed and updated based on the outcomes of the study.

Updated by: Junko Keeseker on 6/19/2018.

2019-2020 Executive Proposed Operating Budget
GEOGRAPHIC INFORMATION SYSTEMS(EN_A01100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	17,406,732	16,838,769	34.0	0.0
Base Budget Adjustments	740,196	25,651	0.0	0.0
Decision Package Adjustments	(2,407,734)	(778,424)	(8.0)	0.0
2019-2020 Executive Proposed Budget	15,739,194	16,085,996	26.0	0.0
2019-2020 Executive Proposed Ordinance	15,740,000	16,086,000	26.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_002) Position Transfer to Wastewater Transfer four positions to the DNRP Wastewater Division (WTD). These positions provide dedicated services to WTD.	(1,221,970)	0	(4.0)	0.0
(DS_004) Revenue-Backed Contingency TLTs for Client Services Add revenue-backed term-limited positions to the GIS Client Services section. These positions will be filled only if and when KCIT GIS has sufficient client services revenue beyond the revenue level assumed for this biennium based on the existing labor resources.	540,000	540,000	0.0	0.0
Administrative Service Changes				
(AC_001) Commercial Ortho-imagery & Spatial Data Acquisition Increase the budget for imagery acquisition. The funding will enable the imagery fund to obtain both orthogonal and oblique imagery at planned intervals to support the business needs of multiple County agencies.	375,000	0	0.0	0.0
Technical Adjustments				

2019-2020 Executive Proposed Operating Budget
GEOGRAPHIC INFORMATION SYSTEMS(EN_A01100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_001) Labor Realignment within KCIT-Managed Funds Transfer three positions to the E-911 Fund and one position to the KCIT Services Fund. These transfers are part of KCIT's continuous effort to optimize use of its resources and achieve internal operational efficiencies.	(1,338,814)	0	(4.0)	0.0
(TA_002) ESRI Enterprise License Agreement Increase funding to cover the cost of the four-year (2018-2022) renewal of the County's enterprise license agreement with Esri, the vendor for King County's GIS platform. As part of the licensing agreement, Esri will provide maintenance and technical support related to the GIS software.	220,000	0	0.0	0.0
(TA_003) Biennial IT Support Cost Allocate this fund's portion of the KCIT administration and regional oversight costs that are provided by the KCIT Services Fund. The cost of these services is spread to each KCIT funds based on the FTEs in the respective fund.	75,950	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match the current forecast. Adjust the fund's revenue based on the planned 2019-2020 central rates and estimated revenue from other sources.	0	532,344	0.0	0.0
(TA_051) Revenue Error Correction Eliminate revenue entry made in error.	0	(1,850,768)	0.0	0.0
Central Rate Adjustments	(1,057,900)	0	0.0	0.0
Total Decision Package Adjustments	(2,407,734)	(778,424)	(8.0)	0.0

2019-2020 Proposed Financial Plan
Geographic Information System (GIS) | 000005481

Category	2017-2018 Estimated	2019-2020 Proposed Budget	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	249,000	854,431	1,201,233	1,137,560
REVENUES				
Agency Enterprise Rates (44020)	5,847,402	6,146,920	6,515,735	6,939,258
Agency Matrix Rates (44022)	3,975,171	2,882,616	3,055,573	3,254,185
Agency Client Services Rates (44021)	1,769,482	1,837,704	1,947,966	2,074,584
GIS Client SVCS External (44603) & Other, Ad-hoc Revenue	509,583	1,190,000	1,261,400	1,343,391
E-911 Transfer (36999)	1,474,496	594,476	630,145	671,104
Imagery Revenue Built in Agency Enterprise Rates (internal)	416,000	791,000	838,460	892,960
Imagery Revenue (internal and external agencies)	16,243	2,675,066	2,835,570	3,019,882
Other Misc Operating Revenue (36999)	343,048	451,924	479,492	511,618
Credit to KCIT Services for MBF Costs	-	(483,710)	(512,224)	(545,781)
Refunds to Customers - Client Services	(527,537)	-	-	-
Total Revenues:	13,823,888	16,085,996	17,052,117	18,161,201
EXPENDITURES				
Wages, Benefits and Retirement	(9,741,713)	(9,313,486)	(9,872,296)	(10,513,995)
Direct Services	(1,006,284)	(5,022,326)	(5,755,909)	(5,669,704)
Intergovernmental Services	(2,470,460)	(1,403,382)	(1,487,585)	(1,584,278)
Total Expenditures:	(13,218,457)	(15,739,194)	(17,115,790)	(17,767,977)
ESTIMATED UNDEREXPENDITURES	-	-	-	-
OTHER FUND TRANSACTIONS	-	-	-	-
ENDING FUND BALANCE	854,431	1,201,233	1,137,560	1,530,784
RESERVES				
Revenue Variance Reserve	(201,438)	(548,241)	(916,810)	(1,310,034)
Strategic Sustainable Capacity Reserve	(220,750)	(220,750)	(220,750)	(220,750)
Imagery Fund Reserve	(432,243)	(432,243)	-	-
Total Reserves:	(854,431)	(1,201,234)	(1,137,560)	(1,530,784)
RESERVE SHORTFALL	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	-	-	-	-

Financial Plan Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenue Notes:

Imagery revenue comes from regional customers participants (internal and external). Actual revenue will be offset by actual expenditures for this purpose, if any. No imagery project anticipated in 2017-2018.

Credit to KCIT SVCS for MBF Costs represents the Mandated & Business Foundation (MBF) rate collected on GIS services. The actual collection is directly deposited in the KCIT fund. The MBF rate is 5.43% in 2017-2018 and 3.91% in 2019-2020.

Reserves Notes:

Revenue Variance Reserve to protect against service request volatility in the spatial services.

Strategic Regional Sustainable Capacity reserve was a one-time reserve made in 2015-2016 to fund a 2017-2018 regional GIS capacity building KCGIS Priority Initiatives that was approved by Council as part of the 2017-2018 budget. The project is on hold for further review by management.

Imagery Fund Reserve is for a future imagery acquisition project. This represents the net of imagery funding revenue from GIS O&M rate and the imagery acquisition expenditure.

**2019-2020 Executive Proposed Operating Budget
PUGET SOUND EMERGENCY RADIO NETWORK LEVY (EN_A15100)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	61,364,752	61,332,443	4.0	0.0
Base Budget Adjustments	3,526,780	492,113	0.0	0.0
Decision Package Adjustments	2,425,499	3,543,092	0.0	0.0
2019-2020 Executive Proposed Budget	67,317,031	65,367,648	4.0	0.0
2019-2020 Executive Proposed Ordinance	67,318,000	65,368,000	4.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Technical Adjustments				
(TA_001) PSERN Technical Adjustment PSERN Technical Adjustment	1,727,429	0	0.0	0.0
(TA_050) Revenue Update Revise budgeted revenues to match current forecast. Adjust the PSERN revenues based on the August 2018 OEFA forecast.	0	3,543,092	0.0	0.0
Central Rate Adjustments	698,070	0	0.0	0.0
Total Decision Package Adjustments	2,425,499	3,543,092	0.0	0.0

2019-2020 Proposed Financial Plan
PSERN LEVY/000001511

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	1,435,383	2,699,384	750,000	2,619,347
Revenues				
Levy Proceeds	61,568,751	65,309,066	68,516,725	71,592,550
Interest Earnings	60,000	58,582	75,439	471,979
Total Revenues	61,628,751	65,367,648	68,592,164	72,064,529
Expenditures				
Fire Service Protection	(1,000,000)	(2,000,000)	(1,000,000)	
Transition Cost			(750,000)	
Transfer to Capital	(59,364,750)	(65,317,031)	(66,722,817)	(49,182,815)
Total Expenditures	(60,364,750)	(67,317,031)	(66,722,817)	(49,182,815)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	2,699,384	750,001	2,619,347	25,501,062
Reserves				
Rate Stabilization Reserve			(2,619,347)	(2,619,347)
Reserve for Fire Service Protection	(1,000,000)			
Reserve for CIP fund transfer	(1,699,384)			
Reserve for Transition Cost		(750,000)		
Total Reserves	(2,699,384)	(750,000)	(2,619,347)	(2,619,347)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	-	1	-	22,881,715

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to Hyperion and matches 2019-2020 Estimated until 2019 actuals are available.

Outyear revenue and expenditure inflation assumptions are consistent with figures provided by PSB and/or OEFA.

Revenues Notes: Revenues are based on the August 2018 Office of Economic Analysis (OEFA) forecast.

Expenditure Notes: Fire District service protection is assumed at \$1M annually. If the payments are not made each year, the funds become available for use by the project; Transition Cost reserve funds the costs associated with the transition to the new radio network; transfer to Capital consists of funds that will be transferred to the capital project 1126375 in Fund 3361.

Reserve Notes: Rate Stabilization Reserve is for mitigation of operating costs for the new system. Reserve for Fire District Service Protection Reserve for CIP fund transfer is for funds in excess of available transfer appropriation that can be transferred at a future date.

Updated by Mike Morrison/Junko Keesecker/Valerie Ceban 8/31/2018

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3771 OIRM CAPITAL PROJECTS, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3771 OIRM CAPITAL PROJECTS - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1047289	KCIT INFO SECURITY/PRIVACY STANDALONE	✓	(\$172,165)	<p>Current Scope: King County Information Technology (KCIT) Information Security/Privacy Project included acquisition and implementation of a number of tools that shared the overarching goal of improving the County's system for information security and privacy. The project was completed in 2014.</p> <p>Budget Request Basis: The project was completed under budget. This request is to disappropriate the unused budget authority.</p>
1111959	KCIT Assessors Tablet PC Replacement STANDALONE	✓	(\$254,512)	<p>Current Scope: King County Information Technology (KCIT) Assessors Tablet Personal Computers (PC) Replacement Project included two elements: replacement of old tablet PC devices used by County appraisers and creation of a web-based application to run on the new tablet PC devices, allowing real time synchronization between tablets and the real property database and enabling use of the GIS to map site visits while in the field. The project capitalized on the investment King County had already made in this mobile approach and allowed to capture even more efficiencies and productivity gains by taking fuller advantage of the capabilities offered by tablet devices. The project was completed in 2015.</p> <p>Budget Request Basis: This is a request to disappropriate unused budget authority. The project was completed and closed out by the Project Review Board.</p>
1115924	Elections Equipment Rplc STANDALONE	✓	(\$341)	<p>Current Scope: Elections Equipment Replacement project replaced old IT equipment at the King County Elections Office. Last replacement was completed in 2012. Future equipment replacement will be done in the new Technology Capital Fund 3280 managed by the Office of Performance, Strategy, and Budget.</p> <p>Budget Request Basis: This is a request to disappropriate the remaining, unused budget authority from a completed project.</p>
1116899	Two-factor Authentication STANDALONE	✓	(\$83,749)	<p>Current Scope: Two-Factor Authentication Project scope included acquisition of hardware and software, training, and technical staff support to fully deploy an advanced authentication solution that satisfied the FBI security requirements. The project was completed.</p> <p>Budget Request Basis: This is a request to disappropriate the remaining, unused budget authority from a completed project.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3771 OIRM CAPITAL PROJECTS, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3771 OIRM CAPITAL PROJECTS - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1123944	DOA PTAS STANDALONE		\$18,000,000	<p>Current Scope: Department of Assessments' (DOA) Property Tax Administration System (PTAS) - The PTAS project is a modernization effort to implement a tax administration solution that utilizes a modern data and technology architecture to support current and future business needs. The new system will provide a stable environment to deliver tax revenue for the County and the multiple jurisdictions that the County serves.</p> <p>Budget Request Basis: The current appropriation request of \$18M includes: \$234k to complete the planning and design phases of the project; \$14.8 for implementation and \$3M for contingency. The planning and design phases were initially estimated at \$896k, but due to extended Proof of Concept and extension of external consultant (Core MC2) the project needs another \$234k to reimburse KCIT for staff time and external consultant time. The \$14.8M will cover the costs of the technology solution (\$10M), KCIT resources (\$3.8M), DOA and Treasury TLT resources (\$820k), and Core MC2 (\$180k). The \$10M assumed for the solution is based on RFI responses. KCIT and Treasury provided inputs to the cost estimate. Note: a portion of the requested appropriation (\$234K) will be used to repay KCIT for the deferred costs incurred during the RFP phase of the project.</p>
1124187	KCIT Regional Aerials STANDALONE	✓	(\$564,010)	<p>Current Scope: King County Information Technology (KCIT) Regional Aerials Project was a continuation of the County's digital imagery acquisition program, which collects high-resolution orthophotography for the King County region at two- to three-year intervals to support the business needs. The project replaced the County's 2012 aerial imagery (vertical photos taken from aircraft which are geometrically corrected to create an accurate representation of the earth's surface). The project was completed in 2016.</p> <p>Budget Request Basis: The project was completed and closed out by the Project Review Board. This is a request to disappropriate the unused budget authority.</p>
1124221	DCHS DDD Financial System STANDALONE	✓	(\$190,490)	<p>Current Scope: Department of Community and Human Services (DCHS) Developmental Disabilities Division (DDD) Financial System Project had the objective of streamlining and automating data flow for the preparation of provider billing, fiscal reporting, and contract management by implementing a similar system currently used by the DCHS Mental Health, Chemical Abuse & Dependency Services (MHCADS) Division. The project was discontinued in early 2017.</p> <p>Budget Request Basis: This is a request to disappropriate the project's remaining, unused budget authority. The project has been closed out by the Project Review Board.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3771 OIRM CAPITAL PROJECTS, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3771 OIRM CAPITAL PROJECTS - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1126544	DES BRC EBS Upgrade STANDALONE	✓	(\$2,787,878)	<p>Current Scope: Department of Executive Services (DES) Business Resource Center (BRC) EBS Upgrade Project upgraded the County's Oracle EBS system from version 12.1.3 to 12.2.5 and replaced the aging hardware infrastructure (EBS servers and disk storage controllers). The upgrade allowed the County to renew premier vendor support for its financial system. Additionally, the project updated existing EBS tools: Discoverer and BI Publisher, improving their performance. The project was completed in 2017.</p> <p>Budget Request Basis: This is a disappropriation request. The project was completed and closed out by the Project Review Board. The project was implemented under budget.</p>
1127457	PSB PIC Green Bldg Module STANDALONE	✓	(\$166,668)	<p>Current Scope: Performance, Strategy, and Budget (PSB) Project Information Center (PIC) Green Building Module Project had the objective of improving the County's capacity to implement the King County Green Building Ordinance 17709 adopted by the County Council in 2013. The project was to set up a centralized database to collect and store green building rating checklists with data sorting, filtering, and extraction functionalities utilizing the County's existing capital budget and reporting system, PIC. The project was discontinued on determination that another system, PRISM, which several parts of the Department of Natural Resources and Parks (DNRP) already use for green building reporting purposes, should be expanded for broader County use.</p> <p>Budget Request Basis: This request is to disappropriate the unused budget appropriation. The project was discontinued by PRB.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3771 OIRM CAPITAL PROJECTS, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3771 OIRM CAPITAL PROJECTS - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129762	DAJD Distributed Antenna Network Phase III STANDALONE		\$809,811	<p>Current Scope: Department of Adult and Juvenile Detention (DAJD) Distributed Antenna Network (DAN) Phase III is a follow-on effort to DAN Phase I and DAN Phase II. All three projects were scoped to eliminate the 800 MHz communication “dead spots” throughout the King County Correctional Facility (KCCF) and connect the facility to the Seattle Simulcast System. The dead spots (in areas such as the elevators and stairwells) do not allow DAJD staff to communicate with KCCF's Central Control, resulting in a public safety issue. Completed in 2012, DAN Phase I provided the design for a small scale proof of concept and addressed the 800 MHz “dead spots” on floors 1-3. Completed in 2016, DAN Phase II addressed the dead spots on floors 5-7. DAN Phase III will address the remaining floors 4 and 8-12, replace the equipment on floors 1-3 and 5-7, and connect to the Seattle Simulcast System, which will serve all 12 floors of the building. The connection to the Seattle Simulcast System will enable DAN to transition to the PSERN system when PSERN goes live.</p> <p>Budget Request Basis: The estimated total cost at completion has increased to \$1,862,566. This includes a 20-percent contingency. The cost increase is due to adding to the Phase III scope floors 1-3 and 5-7 (which were previously covered in DAN I and DAN II but have since lost vendor support) and floor 4 (which was not included in the prior projects due to the belief that the signal from the adjacent floors would be strong enough to cover the floor). The hardware and related consulting costs are based on estimates from the professional engineering firm that designed the system. KCIT labor costs are based on KCIT project management and radio labor rates. DAJD escort costs were estimated based on prior history. Consultant labor costs were calculated based on the average labor rate adjusted for a medium-security facility with escort. Non-labor costs include other equipment and were based on the list price. This additional authority will be used in the implementation and closeout phases of the project.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3771 OIRM CAPITAL PROJECTS, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3771 OIRM CAPITAL PROJECTS - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129763	DAJD Jail Management System STANDALONE		\$3,933,612	<p>Current Scope: Department of Adult and Juvenile Detention (DAJD) Jail Management System (JMS) project will replace dozens of disjointed applications that have been in place since 1974 and hundreds of highly inefficient, manual processes with a new, comprehensive and integrated jail management system that will help DAJD to achieve more effective and efficient jail operations. For example, the new system will automate calculation of inmate release date, increase data accuracy, and reduce time spent on locating files and manual processing.</p> <p>Budget Request Basis: The Council approved \$3.92 million--half of the requested amount--in the 2017-2018 3rd Omnibus. This biennial budget request covers the remaining half. The additional budget is needed to cover (i) an increase in the vendor costs, which are re-estimated based on the bids received in response to a completed RFP, (ii) costs not included in the previous estimate (updating partner systems and standardizing/cleansing the rehosted mainframe data), and (iii) other costs previously underestimated (implementation of a modern interface approach that reduces ongoing support and KCIT resources). This appropriation will be used in the project's implementation and closeout phases.</p>
3771 - OIRM CAPITAL PROJECTS		Total	\$18,523,610	
Grand Total			\$18,523,610	

2019-2020 Proposed Financial Plan
KCIT Enterprise Fund and Bond Sub Funds/000003771, 000003775, 000003776

Capital Improvement Program (CIP) Budget	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (YE ITD Balance + Proposed Budget)	2021-2022 Projected	2023-2024 Projected
Capital Budget Revenue Sources:					
Revenue Backing from Fund Balance	5,107,506	-	5,107,506	-	-
Project Revenue (Department Transfers, Rates)	-	-	-	-	-
Bond Proceeds	-	22,743,423	22,743,423	-	-
Total Capital Revenue:	\$ 5,107,506	\$ 22,743,423	\$ 27,850,929	\$ -	\$ -
Capital Appropriation:					
Prior Appropriation - GF Project Group	(20,019,290)	421,521	(19,597,769)	-	-
Prior Appropriation - DCHS Project Group	(190,490)	190,490	-	-	-
Prior Appropriation - DPH Project Group	(5,000,000)	-	(5,000,000)	-	-
Prior Appropriation - DES Project Group	(2,787,878)	2,787,878	-	-	-
Prior Appropriation - "Other" Project Group	(819,924)	819,924	-	-	-
2019-2020 Biennial Budget Request	-	(22,743,423)	(22,743,423)	-	-
Total Capital Appropriation:	\$ (28,817,582)	\$ (18,523,610)	\$ (47,341,192)	\$ -	\$ -

CIP Fund Financial Position	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	20,912,368	20,912,368		5,107,506	1,044,048	(0)
CAPITAL FUNDING SOURCES						
Project Revenue (Dept Transfers, Rates)	5,814,867	22,943,911		10,916,298	-	-
Bond Proceeds: 2017B LTGO BOND SUB FUND - KCIT, net of Bond Issuance Costs	16,171,788	16,171,788		-	-	-
Bond Proceeds - 2019	-	-		32,479,983	-	-
Refunds & Other Transfers for Completed Projects	-	-		(1,162,596)	-	-
Misc Revenue	15,033	17,744		-	-	-
Total Capital Revenue:	\$ 22,001,688	\$ 39,133,444	\$ -	\$ 42,233,686	\$ -	\$ -
CAPITAL EXPENDITURES						
Prior Appropriation - GF Project Group	(10,289,555)	(23,898,528)		(18,553,721)	(1,044,048)	-
Prior Appropriation - DCHS Project Group	(956,654)	(7,657,752)		-	-	-
Prior Appropriation - DPH Project Group	(1,373,634)	(2,780,787)		(5,000,000)	-	-
Prior Appropriation - DES Project Group	(9,185,004)	(12,613,582)		-	-	-
Prior Appropriation - "Other" Project Group	(915,433)	(5,716,155)		-	-	-
2019-2020 Biennial Project Request	-	-		(22,743,423)	-	-
Total Capital Expenditures:	\$ (22,720,281)	\$ (52,666,804)	\$ -	\$ (46,297,144)	\$ (1,044,048)	\$ -
OTHER FUND TRANSACTIONS						
Transfer to KCIT Operating Fund	-	(705,280)		-	-	-
Transfer out to BRC	-	(1,292,518)		-	-	-
Transfer out to FBOD for ABT Bond	-	(273,703)		-	-	-
GAAP Transactions	-	-		-	-	-
ENDING FUND BALANCE	\$ 20,193,776	\$ 5,107,506	\$ -	\$ 1,044,048	\$ (0)	\$ (0)
BALANCE DESIGNATED TO CURRENT PROJECTS*	\$ -	\$ (3,944,911)	\$ -	\$ -	\$ -	\$ -
RESERVES						
Reserve for Refund: Completed/Cancelled Projects	-	(1,162,596)		-	-	-
Total Reserves:	\$ -	\$ (1,162,596)	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	-	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	\$ 20,193,776	\$ -	\$ -	\$ 1,044,048	\$ -	\$ -

Financial Plan Notes

CIP Budget Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the best estimate of the inception to date budget balances at the end of the 2017-2018 biennium.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

Appropriation Notes:

Budget requests are restricted to existing projects in need of an additional budget because the fund is being phased out.

CIP Fund Financial Position Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Funding Sources Notes:

Bond Proceeds include transfers from the sub-funds (3775 and 3776)

Fund Balance Designated to Current Projects, is for projects that are already appropriated. This fund balance cannot be used for other projects

Plan updated:

9/7/2018 by Junko Keesecker (KCIT)

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3781 ITS CAPITAL, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3781 ITS CAPITAL - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1047605	KCIT DSS REPLACEMENT KCIT ITS EQUIPMENT REPLACEMENT		\$1,841,000	<p>Current Scope: King County Information Technology (KCIT) Distributed System Services (DSS) Replacement Project will replace enterprise infrastructure equipment and agencies' server systems that are at the end of their expected useful life.</p> <p>Budget Request Basis: The request amount is based on the 2019-2020 funding available for infrastructure equipment replacement. End-of-life equipment will be replaced in the order of its business priority and criticality up to \$1,841,000 being requested in this budget. A detailed inventory list planned for replacement is provided as supplemental documentation.</p>
1047610	KCIT WAN REPLACEMENT KCIT ITS EQUIPMENT REPLACEMENT		\$1,500,000	<p>Current Scope: King County Information Technology (KCIT) Wide Area Network (WAN) Replacement Project will replace enterprise network equipment that are at the end of expected useful life.</p> <p>Budget Request Basis: The request amount is based on the 2019-2020 funding available for Network equipment replacement. End-of-life equipment will be replaced in the order of its business priority and criticality. A detailed inventory list planned for replacement is provided as supplemental documentation.</p>
1124575	KCIT IP Fax Service Project STANDALONE	✓	(\$2,283)	<p>Current Scope: King County Information Technology (KCIT) IP Fax Service Project procured and implemented a modern, digital, countywide IT Fax Service, decommissioning and retiring the County's physical fax machines that were migrated to the IT fax service. This project was completed in 2017.</p> <p>Budget Request Basis: This request is to disappropriate an unused appropriation balance from a completed project.</p>
1129570	KCIT I-Net ER KCIT ITS EQUIPMENT REPLACEMENT		\$691,456	<p>Current Scope: King County Information Technology (KCIT) Institutional Network (I-Net) Equipment Replacement (ER) Project will replace I-Net equipment that are approaching the anticipated end of life.</p> <p>Budget Request Basis: The request amount is based on the 2019-2020 funding available for I-Net equipment replacement. Equipment at the end of life will be replaced in the order of business priority and criticality. A detailed inventory planned for replacement is provided as part of supplemental documentation.</p>

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3781 ITS CAPITAL, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3781 ITS CAPITAL - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134308	KCIT KC.Gov Web Presence STANDALONE		\$1,346,326	<p>Current Scope: King County Information Technology (KCIT) Kingcounty.gov Web Presence project will upgrade the obsolete version of the SiteCore platform used by the County for managing content on its kingcounty.gov website. The platform is used by over 200 county staff to create and manage webpages on the County website. Archiving and content cleanup are outside of the project scope. The project scope and duration are only for the upgrade, which will enable future content cleanup and archiving activities.</p> <p>Budget Request Basis: KCIT staff were involved in developing both the estimate and the approach for this project. There are two labor components to this modernization effort: internal and external. Internal resources (\$398k) include KCIT labor (project manager, business analyst, developer, and user experience analyst), as well as the cost of quality assurance. External resources (\$667k) include the cost of consultants with deep experience in this specific platform and migration path. KCIT does not have existing resources that can undertake a migration as complex as this one. The project costs also include \$57k for software/hardware. The total estimate of \$1.3 million assumes a 20-percent contingency. Based on the project risks, the certainty of this cost estimate is approximately 75 percent.</p>
1134699	KCIT Network Security Plan STANDALONE		\$239,736	<p>Current Scope: King County Information Technology (KCIT) Network Security Plan Project will develop a plan for the implementation of network capabilities within the data center in order to provide modern network technologies that are dynamic, manageable, cost-effective, and adaptive. The envisioned capabilities will provide network segmentation for regulatory and security requirements.</p> <p>Budget Request Basis: In addition to the current capital budget request, KCIT will make an in-kind contribution of \$77k, which will include the cost of internal operating staff to be assigned to this effort. The capital request includes \$210k for consulting services (an estimate based on prior experience with projects of a similar complexity), \$18k for KCIT project management and business analysis services, and a 5-percent contingency.</p>
3781 - ITS CAPITAL		Total	\$5,616,235	
Grand Total			\$5,616,235	

2019-2020 Proposed Financial Plan
KCIT Enterprise Fund | 000003781

Capital Improvement Program (CIP) Budget	2017-2018 Carryforward (YE ITD Balance)	2019-2020 Proposed	2019-2020 Total (Balance + Budget)	2021-2022 Projected	2023-2024 Projected
CAPITAL BUDGET REVENUE SOURCES					
Revenue Backing from Fund Balance	-	37,474	37,474	2,665,258	-
Transfer from KCIT Operations / I-Net Operations	-	3,994,982	3,994,982	4,032,456	4,032,456
Countywide IT Investment Rate (58077)	-	1,586,062	1,586,062	-	-
Total Capital Revenue:	\$ -	\$ 5,618,518	\$ 5,618,518	\$ 6,697,714	\$ 4,032,456
CAPITAL APPROPRIATION					
Enterprise Projects, ER Projects and Admin	-	(4,032,456)	(4,032,456)	(6,697,714)	(4,032,456)
Major Project / Enhanced Wireless	(1,084,916)	-	(1,084,916)	-	-
Major Project / Network Security	-	(239,736)	(239,736)	-	-
Major Project / KC.gov Web Presence	-	(1,346,326)	-	-	-
Disappropriation Request - KCIT IP Fax Service Project	(2,283)	2,283	-	-	-
Total Capital Appropriation:	\$ (1,087,199)	\$ (5,616,235)	\$ (5,357,108)	\$ (6,697,714)	\$ (4,032,456)

CIP Fund Financial Position	2017-2018 Biennial to Date Actuals	2017-2018 Estimated	2019-2020 Biennial to Date Actuals	2019-2020 Estimated	2021-2022 Projected	2023-2024 Projected
BEGINNING FUND BALANCE	4,556,808	4,556,808		35,820	2,987,129	321,871
CAPITAL FUNDING SOURCES						
Service Rates/Central Rates	3,524,250	6,641,585	-	9,654,743	4,032,456	4,032,456
Misc. Revenue (Interest Earnings, etc.)	19,693	25,000	-	-	-	-
Total Capital Revenue:	\$ 3,543,943	\$ 6,666,585	\$ -	\$ 9,654,743	\$ 4,032,456	\$ 4,032,456
CAPITAL EXPENDITURES						
ER Projects and Admin	(2,954,347)	(6,800,984)	-	(4,032,456)	(6,697,714)	(4,032,456)
Major Project / Enhanced Wireless	(623,998)	(1,389,859)	-	(1,084,916)	-	-
Major Project / Cybersecurity Projects	(1,026,543)	(1,386,942)	-	(239,736)	-	-
Major Project / KC.gov Web Presence	-	-	-	(1,346,326)	-	-
Major Project / Unified Communications	(1,119,970)	(1,161,077)	-	-	-	-
Major Project / Exchange to Office 365	(94,429)	(469,899)	-	-	-	-
Major Project / Countywide IT projects	21,187	21,188	-	-	-	-
Total Capital Expenditures:	\$ (5,798,100)	\$ (11,187,573)	\$ -	\$ (6,703,434)	\$ (6,697,714)	\$ (4,032,456)
OTHER FUND TRANSACTIONS	-	-	-	-	-	-
ENDING FUND BALANCE	\$ 2,302,652	\$ 35,820	\$ -	\$ 2,987,129	\$ 321,871	\$ 321,871
FUND BALANCE DESIGNATED TO CURRENT PROJECTS*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RESERVES						
Reserve for Specific Projects/Equipment Replacement	-	(2,665,258)	-	(2,665,258)	-	-
Reserve for Future Projects/Equipment Upgrade	-	-	-	-	-	-
Reserve for Future projects/I-Net	-	(37,474)	-	-	-	-
Total Reserves:	\$ -	\$ (2,702,732)	\$ -	\$ (2,665,258)	\$ -	\$ -
PROJECTED SHORTFALL	-	2,666,912	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	\$ 2,302,652	\$ -	\$ -	\$ 321,871	\$ 321,871	\$ 321,871

Financial Plan Notes

CIP Budget Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Carryover column reflects the best estimate of the inception to date budget balances at the end of the 2017-2018 biennium.

2019-2020 Proposed Budget ties to Hyperion.

2019-2020 Total Budget sums the carryover budget and the proposed budget.

Outyear revenue and expenditure budget assumptions tie to the outyears of the Attachment A, with exceptions explicitly noted.

Revenue Notes:

Appropriation Notes:

CIP Fund Financial Position Notes:

All financial plans have the following assumptions, unless otherwise noted in below rows.

Biennial to Date (BTD) expenditures and revenue reflect EBS totals for budgetary accounts as of the most recent closed month.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Estimated column reflects the best estimate for the biennium based on actuals.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans.

Plan updated on 9/4/2018 by Junko Keesecker

CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: King County Information Technology, Fund: 3361 PUGET SOUND EMERGENCY RADIO NETWORK CAPITAL, Cap Status: All, Is IT Proj? Both Yes and No

2019-2020 Biennial - Executive Proposed

3361 PUGET SOUND EMERGENCY RADIO NETWORK CAPITAL - King County Information Technology				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1127461	KCIT AUDITOR CIP OVERSIGHT ADMIN	✓	(\$18,087)	<p>Current Scope: King County Information Technology (KCIT) Auditor Capital Improved Program (CIP) Oversight was an administrative project used to record costs of the County Auditor's oversight of the Puget Sound Emergency Radio Network (PSERN) project. This administrative project was completed and ready for closeout.</p> <p>Budget Request Basis: This is a request to disappropriate the unused balance of the project appropriation.</p>
3361 - PUGET SOUND EMERGENCY RADIO NETWORK CAPITAL		Total	(\$18,087)	
Grand Total			(\$18,087)	

LEGISLATIVE AGENCIES

Mission

County Council, Administration, and Clerk

Earn public trust, enhance quality of life, and protect public health and safety. Ensure adherence to legislative and legal processes and create and maintain accurate and required records to facilitate more effective government and provide consistent quality responsiveness to citizens.

Auditor's Office

Promote improved performance, accountability, and transparency in King County government through objective and independent audits and studies.

Hearing Examiner

Provide a public hearing process for land use and other critical issues that is fair, efficient, open and accessible to all citizens.

Law Enforcement Oversight

Ensure the integrity, transparency, and accountability of the King County Sheriff's Office (KCSO) in misconduct investigations and foster greater community trust in KCSO.

Ombuds-Tax Advisor

Promote public confidence in King County government by responding to citizen complaints in an impartial, efficient and timely manner, and to contribute to the improved operation of County government by making recommendations based upon the results of complaint investigations.

Charter Review Commission

Is appointed and convened every ten years to review the County Charter and present to the County Council a written report recommending Charter amendments.

Flood Control District Administration

The Flood Control District brings a comprehensive approach to flood management and provides funding to improve the County's aging and inadequate flood protection facilities.

Overview

Legislative agencies include the legislative branch of the County government represented by the County Council and Council Administration, as well as independent agencies represented by the offices of the Auditor, the Ombuds, the Tax Advisor, the Hearing Examiner, Law Enforcement Oversight, the Board of Appeals/Equalization, and King County Television.

County Council

The County Council's role is to guide provision of quality regional services to county residents by all County departments and agencies through setting policies, enacting laws, and adopting budgets. The Council's review of ordinances, motions, and budgets helps ensure that County government operates in an efficient, transparent, and cost-effective manner, with equal access for all county residents. The Councilmembers oversee the independent agencies and also serve on governing boards for issues that cross jurisdictional boundaries in areas such as transportation, public health, and criminal justice.

Council Administration

The Council Administration includes the Council's central and administrative staff and the Clerk who collectively support the Councilmembers through development and analysis of proposed legislation, conducting special studies, handling legal and policy issues, and providing administrative and technical support.

County Auditor

The County Auditor conducts audits and studies and provides capital project oversight to ensure accountability and transparency, improve service delivery, and identify potential cost savings in County government.

Hearing Examiner

The Hearing Examiner conducts quasi-judicial public hearings on land use applications and appeals of administrative orders and decisions, prepares reports of all hearings, and makes recommendations and decisions on these matters.

Ombuds-Tax Advisor

The Ombuds-Tax Advisor investigates citizen complaints against County agencies and makes recommendations for resolution and improvements. These responsibilities include investigating alleged violations of the Employee Code of Ethics, the Lobbyist Disclosure Code, and employee complaints of improper governmental action and retaliation pursuant to the Whistleblower Protection Code. The Tax Advisor section answers inquiries about County real estate taxation and property valuations, and advises property owners considering a valuation appeal.

King County Civic Television

King County Civic Television is the government access channel for King County, providing live and taped coverage of Council meetings and public forums, King County news events, and original programming to highlight County issues and services.

Board of Appeals/Equalization

The Board of Appeals/Equalization is an independent body comprised of seven citizen members organized to adjudicate property value and other determinations made by the County Assessor, as well as various business license decisions and animal control orders.

Law Enforcement Oversight

The Office of Law Enforcement Oversight (OLEO) provides civilian oversight of the King County Sheriff's Office. OLEO monitors ongoing investigations of misconduct, helps resolve cases, implements methods for increasing the level of public trust and transparency, and identifies systemic issues within the Sheriff's Office.

Charter Review Commission

The King County Charter requires the formation of a Charter Review Commission at least once every ten years. This effort has commenced in 2017-2018 and the commission's work will continue into 2019.

Flood Control District Administration

Flood Control District Administration provides administrative support to the King County Flood Control District.

**2019-2020 Executive Proposed Operating Budget
COUNTY COUNCIL (EN_A01000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	3,691,026	0	9.0	0.0
Base Budget Adjustments	162,459	0	0.0	0.0
Decision Package Adjustments	53,442	0	0.0	0.0
2019-2020 Executive Proposed Budget	3,906,927	0	9.0	0.0
2019-2020 Executive Proposed Ordinance	3,907,000	0	9.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	53,442	0	0.0	0.0
Total Decision Package Adjustments	53,442	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
COUNCIL ADMINISTRATION (EN_A02000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	30,870,512	0	99.1	0.0
Base Budget Adjustments	2,427,034	0	0.0	0.0
Decision Package Adjustments	923,796	0	0.0	0.0
2019-2020 Executive Proposed Budget	34,221,342	0	99.1	0.0
2019-2020 Executive Proposed Ordinance	34,222,000	0	99.1	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	923,796	0	0.0	0.0
Total Decision Package Adjustments	923,796	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
HEARING EXAMINER (EN_A03000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,133,376	0	3.0	0.0
Base Budget Adjustments	124,709	0	0.0	0.0
Decision Package Adjustments	8,346	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,266,431	0	3.0	0.0
2019-2020 Executive Proposed Ordinance	1,267,000	0	3.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	8,346	0	0.0	0.0
Total Decision Package Adjustments	8,346	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
COUNTY AUDITOR (EN_A04000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	4,737,873	0	17.3	0.0
Base Budget Adjustments	1,498,470	0	0.0	0.0
Decision Package Adjustments	(964,230)	0	0.0	0.0
2019-2020 Executive Proposed Budget	5,272,113	0	17.3	0.0
2019-2020 Executive Proposed Ordinance	5,273,000	0	17.3	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Administrative Service Changes				
(AC_001) Capital Project Oversight Loan Out Labor Provide offset for Auditor labor costs for Project Oversight of Capital Improvement Projects across the county for every CIP program.	(917,432)	0	0.0	0.0
Technical Adjustments				
(TA_001) Add Loan-Out Labor for County Auditor Project Oversight Provide oversight activities for various county projects.	(100,000)	0	0.0	0.0
Central Rate Adjustments	53,202	0	0.0	0.0
Total Decision Package Adjustments	(964,230)	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
OMBUDS TAX ADVISOR (EN_A05000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	3,061,193	155,000	11.0	0.0
Base Budget Adjustments	541,471	163,149	0.0	0.0
Decision Package Adjustments	333,862	0	0.0	0.0
2019-2020 Executive Proposed Budget	3,936,526	318,149	11.0	0.0
2019-2020 Executive Proposed Ordinance	3,937,000	319,000	11.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	333,862	0	0.0	0.0
Total Decision Package Adjustments	333,862	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
KC CIVIC TELEVISION (EN_A06000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,537,192	0	5.0	0.0
Base Budget Adjustments	(122,540)	0	0.0	0.0
Decision Package Adjustments	(35,692)	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,378,960	0	5.0	0.0
2019-2020 Executive Proposed Ordinance	1,379,000	0	5.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	(35,692)	0	0.0	0.0
Total Decision Package Adjustments	(35,692)	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
BRD OF APPEALS EQUALIZTN (EN_A07000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,805,755	0	4.0	0.0
Base Budget Adjustments	86,692	0	0.0	0.0
Decision Package Adjustments	30,778	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,923,225	0	4.0	0.0
2019-2020 Executive Proposed Ordinance	1,924,000	0	4.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	30,778	0	0.0	0.0
Total Decision Package Adjustments	30,778	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget
OFFICE OF LAW ENFORCEMENT OVERSIGHT (EN_A08500)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,825,257	0	5.0	0.0
Base Budget Adjustments	139,498	0	0.0	0.0
Decision Package Adjustments	719,147	0	2.0	0.0
2019-2020 Executive Proposed Budget	2,683,902	0	7.0	0.0
2019-2020 Executive Proposed Ordinance	2,684,000	0	7.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Direct Service Changes				
(DS_002) Add Office Manager Add office manager position to support the mission of this office.	264,541	0	1.0	0.0
(DS_003) Add Managing Director Add managing director position to support the mission of this office.	435,912	0	1.0	0.0
Central Rate Adjustments	18,694	0	0.0	0.0
Total Decision Package Adjustments	719,147	0	2.0	0.0

**2019-2020 Executive Proposed Operating Budget
CHARTER REVIEW COMMISSION SUPPORT (EN_A08600)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	751,506	0	0.0	2.0
Base Budget Adjustments	(659,528)	0	0.0	(2.0)
Decision Package Adjustments	143,747	0	0.0	1.0
2019-2020 Executive Proposed Budget	235,725	0	0.0	1.0
2019-2020 Executive Proposed Ordinance	236,000	0	0.0	1.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
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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
Administrative Service Changes				
(AC_001) 8-month TLT Adjust TLT to complete work.	135,725	0	0.0	1.0
Central Rate Adjustments	8,022	0	0.0	0.0
Total Decision Package Adjustments	143,747	0	0.0	1.0

**2019-2020 Executive Proposed Operating Budget
FLOOD CONTROL DISTRICT ADMINISTRATION (EN_A08900)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,064,621	1,064,631	3.0	0.0
Base Budget Adjustments	2,666	20,816	0.0	0.0
Decision Package Adjustments	18,160	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,085,447	1,085,447	3.0	0.0
2019-2020 Executive Proposed Ordinance	1,086,000	1,086,000	3.0	0.0

Notes

1. The 2017-2018 Revised Budget equals the 2017-2018 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 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
Central Rate Adjustments	18,160	0	0.0	0.0
Total Decision Package Adjustments	18,160	0	0.0	0.0

BOUNDARY REVIEW BOARD

Mission

The Boundary Review Board serves as an independent, quasi-judicial entity to provide a method of guiding and controlling the creation and development of municipalities in metropolitan areas so that residents and businesses may rely on the logical growth of local government.

Overview

The Boundary Review Board (BRB) is an independent quasi-judicial agency established by state mandate (RCW 36.93, et seq) which provides review of proposals for boundary changes by cities, fire districts, water, sewer, and irrigation districts within King County, including city or district annexations, new city incorporations, and district mergers. The Board employs three staff members: an executive director, administrative staff member, and independent legal counsel as required by various statutory mandates. The Board consists of 11 members: four members appointed by the King County Executive; four members appointed by the cities of King County and three members appointed by Special Purpose Districts.

In the case of annexations, mergers, and similar actions, the Board provides both administrative public review and, upon request, a comprehensive public hearing process leading to a final decision on the proposed action. In the case of new city incorporations, the Board oversees preparation of an impartial consultant study to assess the financial feasibility of the proposed new city. Following completion of the study, the Board holds a public hearing, establishes final boundaries, and makes a recommendation to the voters, who make the final decision in an election on the incorporation.

The Boundary Review Board provides a single, integrated product: the review and adjudication for all Notices of Intention (applications) for proposed creation of/changes to jurisdictional boundaries, summarized by a decision report. The primary customers served by this product are municipal governments and regional governing agencies including cities and special purpose districts.

Challenges, Opportunities, and Strategic Issues

The Washington State Boundary Review Board for King County finds that King County currently has approximately 50 square miles of remaining unincorporated urban lands that are permitted for incorporation into new or existing local governments. Approximately 124,800 people live in the urban

unincorporated areas. The major issue in the BRB budget for 2019-2020 is transition of urban unincorporated lands to local government. The State Growth Management Act encourages transition of urban unincorporated lands to local jurisdictions. The majority of King County's local jurisdictions have adopted comprehensive plans (including potential annexation areas) and consistent development regulations that permit the incorporation or annexation of unincorporated urban areas.

2019-2020 Priorities

The workload of the BRB is driven by applications submitted by local jurisdictions for annexations, incorporations, mergers, and similar actions when citizens in those areas petition to join the jurisdiction and when the jurisdiction can provide sufficient resources to govern and serve the incoming populace. For the 2019-2020 biennium, pursuant to the King County Pending Annexations Forecasts, BRB's anticipated workload is based upon a prediction of approximately 32 notices of intention proposing the creation of or changes to the boundaries of cities and special purpose districts.

Investing in YOU

The BRB provides developmental opportunities for both staff members and members of the Board. In addition, the Washington State Association of Boundary Review Boards holds training workshops and conferences each year to provide information to Board members and staff members. These programs are intended to assist parties in better fulfilling immediate professional responsibilities and to provide opportunities toward qualification for professional advancement within King County, a strong driver for the Investing in YOU strategy.

**2019-2020 Executive Proposed Operating Budget
BOUNDARY REVIEW BOARD (EN_A63000)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	768,323	4,000	2.0	0.0
Base Budget Adjustments	20,090	0	0.0	0.0
Decision Package Adjustments	9,786	0	0.0	0.0
2019-2020 Executive Proposed Budget	798,199	4,000	2.0	0.0
2019-2020 Executive Proposed Ordinance	799,000	4,000	2.0	0.0

Notes

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	9,786	0	0.0	0.0
Total Decision Package Adjustments	9,786	0	0.0	0.0

OFFICE OF ECONOMIC AND FINANCIAL ANALYSIS

Mission

To promote wise management of the King County budget by providing reliable, accurate and objective economic and revenue data and forecasts and by contributing to the understanding of the effects of current and future economic conditions on County finances.

Overview

The Office of Economic and Financial Analysis (OEFA) provides County decision-makers with reliable, accurate, and objective economic and revenue forecasts in order to support prudent management of the King County budget. The office also provides expertise on the impact of the current and projected economic conditions on county finances, operations, and services.

OEFA is an independent agency of King County and not affiliated with either the County Executive Office or the King County Council, which enables the creation of unbiased forecasts by professional economists. OEFA's forecasts serve as the bases for the County Executive's Proposed Budget, the County Council's Adopted Budget, and any budget amendments.

OEFA's product families are economic and revenue forecasts, additional projects (such as financial and revenue analysis of potential County policies), and outreach (such as the OEFA website, presentations to local organizations, and forecasting assistance). Its customers for these products are the King County Office of Performance, Strategy and Budget (PSB), the County Executive and County Council, various departments within the County, other economic forecasting organizations and agencies, and the residents of King County.

Challenges, Opportunities, and Strategic Issues

OEFA's 2019-2020 budget request of \$1,031,000 serves as a realistic cost baseline for the biennium and includes a projected increase in discretionary spending to meet cost increases of subscription rates. Consistent with past years, wages and benefits for the office account for 84.2 percent of OEFA's requested biennial budget, while another 11 percent is in non-discretionary expenditures.

Historically under-budgeted expenses for print and digital subscriptions as well as regional and national data sources were adjusted in the 2015-2016 and 2017-2018 budgets to ensure that these expenses were accurately reflected in the requested budget. These rates increase annually, and OEFA has requested an adjustment to account for these increases which are currently estimated to be about three percent per year.

OEFA continues to operate on a relatively small budget, while expanding the scope and improving the quality of products it delivers. In addition to preparing and presenting two forecasts as required by the King County Charter, the office has provided a revised final forecast in August/September in order to provide the most up-to-date information for budget decision-making. Since 2012, OEFA has more than doubled the number of tax revenue streams that it forecasts. In addition, OEFA continues to expand its role of providing cross-agency support and guidance related to revenue tracking, ad hoc forecasting and analysis, and other activities that are essential to County operations.

Though it is difficult to find efficiencies on the expenditure side, OEFA has been able to enhance County General Fund revenues via the sales tax miscode project. The office audits Washington State Department of Revenue data for misallocated sales taxes on a monthly basis. Ongoing savings from the first quarter of 2018 indicates a cumulative recovery of \$85,965 in sales tax revenue. The total cumulative recovery since the project's inception in 2010 through the first three months of 2018 is \$2.1 million.

2019-2020 Priorities

OEFA maintains the following agency priorities:

1. Ensure that all OEFA forecasts used in the King County budget and those produced by other King County agencies and offices and reviewed by OEFA, meet professional standards for reliability, accuracy, and objectivity.
2. Maintain and document models and continue to improve, refine, and analyze the accuracy of existing forecast models.
3. Expand the revenues forecast by OEFA as appropriate and as resources allow.
4. Make OEFA staff available to assist other King County agencies with revenue forecasting and forecasting-related questions.
5. Support County revenue awareness by assisting PSB in maintaining and expanding the King County Revenue Manual.
6. Continue to update and post the quarterly regional economic forecast.
7. Continue to support County analyses and operations including tracking revenues, developing legislation, ad-hoc modeling, rating agency presentations, credit committee participation, and others analyses as required/desired.
8. Ensure OEFA's online presence is a dynamic and an accessible resource for stakeholders via SharePoint and the Internet.
9. Engage in regular communications with local and regional organizations whose functions affect or are affected by the economic prospects of King County.
10. Serve as a resource to assist King County's efforts to better understand and enhance the determinants of equity.

2019-2020 Executive Proposed Operating Budget
OFFICE OF ECONOMIC AND FINANCIAL ANALYSIS (EN_A08700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	983,498	0	2.5	0.0
Base Budget Adjustments	49,417	0	0.0	0.0
Decision Package Adjustments	(2,390)	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,030,525	0	2.5	0.0
2019-2020 Executive Proposed Ordinance	1,031,000	0	2.5	0.0

Notes

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_001) Subscription Cost Increases				
Provide funding for an increase in the cost of subscriptions for the Office of Economic and Financial Analysis.	1,506	0	0.0	0.0
Central Rate Adjustments	(3,896)	0	0.0	0.0
Total Decision Package Adjustments	(2,390)	0	0.0	0.0

ADMINISTRATIVE AGENCIES

This section covers a group of cost centers that do not belong to any department. Budgets in this category include transfers to the Cultural Development Authority, Federal Lobbying, the Grants fund, Memberships and Dues, and the State Auditor. Listed below are the 2019-2020 Proposed Budgets for these agencies.

Cultural Development Authority - \$7,753,000 Expenditure

This appropriation transfers funds to 4Culture, which is the County's Cultural Development Authority. In 2019-2020, the transfer will fund the County's Public Art Program and the management of the County's art collection. This request includes a contingency to transfer funds to 4Culture to be used if new capital projects are approved during the biennium generating additional contributions for the Public Art Program. This appropriation request is less than in prior years because the County will not be receiving lodging tax revenues again until 2021. Under state law, the lodging tax revenue will be used to pay off CenturyLink Field debt from 2016 to 2020.

Federal Lobbying - \$560,000 Expenditure

The 2019-2020 Proposed Budget to fund Federal Lobbying is a contract extension for lobbying contract costs, and reflects the County Executive and King County Council continuing to share a single lobbying firm. The budget reflects the 2017-2018 amount plus an estimated increase to cover inflation and increased costs in new biennium.

Grants Fund - \$62 million Expenditure / 50 FTEs

The proposed appropriation for each agency includes spending for existing grants and potential new grants:

King County Agency Name	FTEs	Amount
Sheriff	2.0	\$4.6 million
Prosecuting Attorney (PAO)	0.0	\$6.7 million
Executive Services/Office of Emergency Management (OEM)	8.0	\$34.0 million
Superior Court	38.0	\$10.3 million

Judicial Administration (DJA)	2.0	\$0.4 million
Grant Contingency	0.0	\$6.0 million

Memberships and Dues - \$1,850,000 Expenditure

This appropriation funds the County's membership dues in the Puget Sound Regional Council, National Association of Counties, Washington Association of County Officials, Washington State Association of Counties, HistoryLink, Ethnic Heritage Council, Judges for Justice, and support for economic development organizations. The table below provides detail for each contribution.

Organization Name	Amount
Economic Development Organizations	\$515,000
Judges for Justice	\$ 25,000
Puget Sound Regional Council (PSRC)	\$ 70,000
National Association of Counties (NACO)	\$ 80,000
Washington Association of County Officials (WACO)	\$480,000
Washington State Association of Counties (WSAC)	\$490,000
HistoryLink	\$140,000
Ethnic Heritage Council	\$ 50,000

State Auditor - \$2,230,000 Expenditure

The State Auditor's 2019-2020 budget increased by \$132,108 compared to the prior biennium, due to an hourly rate increase. The hourly rate increase comes in response to two major factors: a cost of living increase and a salary increase for audit staff. The salary increase brings state auditor salaries closer to the market rate, which is resulting in the state retaining more qualified audit staff.

**2019-2020 Executive Proposed Operating Budget
CULTURAL DEVELOPMENT AUTHORITY (EN_A30100)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	8,396,000	8,396,000	0.0	0.0
Base Budget Adjustments	(3,911,000)	(3,911,000)	0.0	0.0
Decision Package Adjustments	3,267,240	3,267,240	0.0	0.0
2019-2020 Executive Proposed Budget	7,752,240	7,752,240	0.0	0.0
2019-2020 Executive Proposed Ordinance	7,753,000	7,753,000	0.0	0.0

Notes

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_001) Stewardship Inflation Adjustment Adjust for inflation to update the budget for the 2019-2020 biennium for Cultural Development Authority Stewardship of King County Art Collection.	32,240	0	0.0	0.0
(TA_002) One Percent for Art Adjustment Adjustment to budget to reflect one percent for art calculation in CIP funds.	3,235,000	3,235,000	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current biennium forecast. Adds inflation to the budget for the 2019-2020 biennium for CDA Stewardship costs.	0	32,240	0.0	0.0
Total Decision Package Adjustments	3,267,240	3,267,240	0.0	0.0

**2019-2020 Proposed Financial Plan
CDA Fund/000001170, 1171, 1172**

Category	2017-2018 Estimated	2019-2020 Proposed	2021-2022 Projected	2023-2024 Projected
Beginning Fund Balance	5,398,838	2,985,253	2,985,253	2,985,253
Revenues				
General Fund Support (Stewardship)	520,000	552,240	583,718	615,822
1% for Art Contributions	4,200,000	5,250,000	5,549,250	5,854,459
Hotel/Motel Lodging Tax	-	-	29,553,313	31,272,201
Other/Contingency	-	1,950,000	1,950,000	1,950,000
Total Revenues	4,720,000	7,752,240	37,636,280	39,692,482
Expenditures				
County Art Stewardship	(520,000)	(552,240)	(583,718)	(615,822)
Transfers to 4Culture (1% for Art)	(4,200,000)	(5,250,000)	(5,549,250)	(5,854,459)
Building 4Culture Transfer	(2,613,585)	-	-	-
Sustained Support	-	-	(29,553,313)	(31,272,201)
Forecast Contingency	-	(1,950,000)	(1,950,000)	(1,950,000)
Total Expenditures	(7,333,585)	(7,752,240)	(37,636,280)	(39,692,482)
Estimated Underexpenditures				
Other Fund Transactions				
Fund Balance Transfer (B4C)	200,000	-	-	-
Total Other Fund Transactions	200,000	-	-	-
Ending Fund Balance	2,985,253	2,985,253	2,985,253	2,985,253
Reserves				
Barn Again Reserve	(45,000)	(45,000)	(45,000)	(45,000)
Building 4 Culture (B4C) Reserve	-	-	-	-
Prepayments	(2,940,253)	(2,940,253)	(2,940,253)	(2,940,253)
Total Reserves	(2,985,253)	(2,985,253)	(2,985,253)	(2,985,253)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	-	-	-	-

Financial Plan Notes

All financial plans have the following assumptions, unless otherwise noted in below rows.

2017-2018 Estimated reflects the best estimate for the biennium.

2019-2020 Proposed Budget ties to PBCS and matches 2019-2020 Estimated until 2019 actuals are available.

Revenues Notes: The General Fund transfers cash to 4Culture to support the stewardship of the county's art collection.

The County will not receive lodging tax revenue from 2016 through 2020. Lodging tax receipts will resume in 2021 with 37.5% of the total dedicated to arts and culture.

Expenditure Notes: Outyear General Fund and 1% for Art Contributions are assumed to increase by Seattle CPI-W. The contingency in 2019-2020 provides authority to transfer revenue to 4Culture derived from additional 1% for art contributions and for the remaining Barn Again Reserve, which is expected to be transferred in 2019.

Reserve Notes: The Building 4 Culture bonds included \$500,000 for the Barn Again program administered by DNRP. The bond proceeds will be moved to DNRP when expenditures are incurred. At the end of 2018, DNRP expects to have spent all but \$45,000 of the Barn Again Reserve. All Building 4 Culture bond proceeds are expected to be spent by the end of 2018, with the exception of the Barn Again Reserve. The fund balance includes a calculation of transfers to the CDA fund for art that is still in process. These prepayments are considered fund balance in the fund balance calculations, however it is non-spendable.

Updated by Aaron Rubardt 9/4/2018

**2019-2020 Executive Proposed Operating Budget
FEDERAL LOBBYING (EN_A64500)**

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	520,000	0	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	40,000	0	0.0	0.0
2019-2020 Executive Proposed Budget	560,000	0	0.0	0.0
2019-2020 Executive Proposed Ordinance	560,000	0	0.0	0.0

Notes

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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
Technical Adjustments				
(TA_001) Increase to Lobbying Costs				
Adjust budget to accommodate increase based on 2017-2018 expenses and projected inflation.	40,000	0	0.0	0.0
Total Decision Package Adjustments	40,000	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
MEMBERSHIPS AND DUES (EN_A65000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	1,694,791	0	0.0	0.0
Base Budget Adjustments	(121,051)	0	0.0	0.0
Decision Package Adjustments	276,260	0	0.0	0.0
2019-2020 Executive Proposed Budget	1,850,000	0	0.0	0.0
2019-2020 Executive Proposed Ordinance	1,850,000	0	0.0	0.0

Notes

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_001) Memberships and Dues Budget This decision package is for rate increases and/or changes to maintaining memberships/dues and support for Economic Development	276,260	0	0.0	0.0
Total Decision Package Adjustments	276,260	0	0.0	0.0

2019-2020 Executive Proposed Operating Budget
STATE AUDITOR (EN_A61000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2017-2018 Revised Budget	2,097,678	0	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	132,108	0	0.0	0.0
2019-2020 Executive Proposed Budget	2,229,786	0	0.0	0.0
2019-2020 Executive Proposed Ordinance	2,230,000	0	0.0	0.0

Notes

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2. Adjust base budget to remove one-time changes, annualize supplemental changes, and increase personnel budgets to 2019-2020 rates. Personnel budgets reflect projected 2019-2020 salary and benefit rates, current position classifications, and step/merit increases.

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) State Auditor Hourly Rate Increase in 2019 Adjust the State Auditor Office (SAO) budget to account for a \$5.00/hour increase in the local government hourly charge, as well as non-labor charges.	77,906	0	0.0	0.0
(DS_002) State Auditor Hourly Rate Increase in 2020 Increase in appropriation on assumption that the SAO will increase their hourly rate by \$2.00 per hour starting in 2020. PSB assumes the same hourly level of effort.	21,360	0	0.0	0.0
Central Rate Adjustments	32,842	0	0.0	0.0
Total Decision Package Adjustments	132,108	0	0.0	0.0