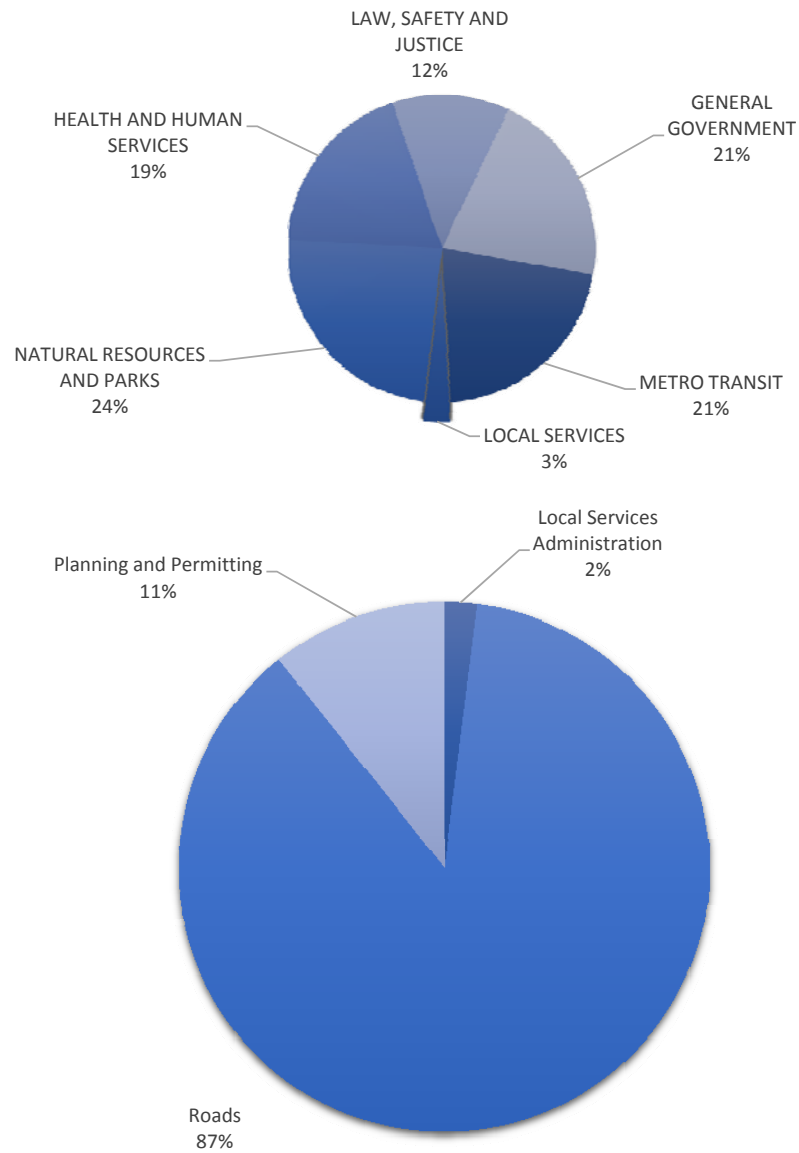


# **LOCAL SERVICES**

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## Local Services \$316 Million



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

**Roads:** Roads and Roads Construction Transfers

**Planning & Permitting:** Planning and Permitting, General Public Services, Abatement

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

# INTRODUCTION

King County is the local service provider for roughly 250,000 people in the unincorporated areas of the county. Taken together, unincorporated King County would be the second-largest city in the state.

To improve the coordination and delivery of services in both urban and rural unincorporated areas, King County has established a new Department of Local Services (DLS). The new department will provide an additional point of accountability for residents of unincorporated King County to help ensure they get the County services they need and their voices are heard.

As outlined in King County Council Motion 15125, the DLS will:

- Improve coordination of local services by King County agencies through increased collaboration.
- Strengthen and expand partnerships between the county communities and other entities.
- Improve the delivery, responsiveness, and quality of local services to the people, businesses, and communities of unincorporated King County through unified accountability.
- Improve local services through robust employee engagement while embracing equity and social justice and continuous improvement.
- Strengthen unincorporated communities by supporting local planning and community initiatives.
- Pursue innovative funding strategies.

The new department will include:

- DLS Director's Office (including the Community Service Area program)
- Permitting Division
- Road Services Division



# DEPARTMENT OF LOCAL SERVICES

## Mission

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The Department of Local Services works with its residents to understand their needs and deliver responsive local government services for safe and vibrant unincorporated King County communities.

## Overview

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King County is the local service provider for roughly 250,000 people in the unincorporated areas of the county. Taken together, unincorporated King County would be the second-largest city in the state.

King County provides a wide range of critical services for residents and businesses located in unincorporated King County. Local services are those services that are provided specifically to the unincorporated areas of King County. These include:

- Roads and bridges
- Planning and permitting (including subarea planning, onsite sewage systems, code enforcement, and Fire Marshal)
- Animal Services
- Parks and Recreation
- Surface Water Management
- Sheriff's Office
- District Court
- Business licensing
- Solid Waste

In addition, King County provides services to residents and businesses in unincorporated King County through delivery of regional services, including:

- Transit
- Public Health
- Human Services
- Emergency Management
- Assessor
- Corrections
- Elections

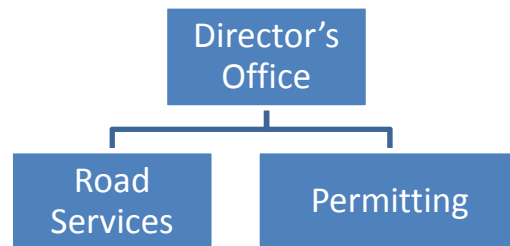
In 2017, the County spent an estimated \$300 million on services in the unincorporated county. The largest County service providers are Roads, King County Sheriff's Office, and District Court.

### Department Structure

The DLS will unify the accountability for service delivery in unincorporated King County, with a focus on improving how services are delivered in unincorporated King County.

The new department will include:

- DLS Director's Office (including the Community Service Area program)
- Permitting Division
- Road Services Division



Additionally, other King County departments providing services to the unincorporated area will work with DLS through interagency agreements to coordinate delivery, management, and oversight of those activities.

Existing revenues will fund the Department of Local Services, and most staff is expected to remain in their current locations.

## Challenges, Opportunities, and Strategic Issues

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Creating a new, customer-focused department with a charge unlike any other in King County presents a number of challenges in realigning existing services and systems to better serve the policy and operational needs of the unincorporated areas of the county.

### Challenges

DLS will need to address a number of barriers in its efforts to improve services to unincorporated King County.

### Funding

Resources are a constraint across King County—especially in the unincorporated areas.

- The state-mandated one percent cap on property tax revenue growth creates a structural gap that hits unincorporated King County harder than most jurisdictions. The County will continue to advocate for changing the cap to inflation plus population growth.
- While 11.3 percent of the population of King County lives in unincorporated areas, only 3.4 percent of the sales tax base remains as a result of annexations. That means that the sales taxes paid by UKC residents largely do not benefit the communities in which they live, but rather go toward services delivered by cities in which the sales tax dollars are spent.
- Road Services faces a quarter-billion dollar annual shortfall to keep the county road network in a state of good repair.

### Service Levels

Given the lower levels of tax collections in unincorporated King County, the level of service residents receive is generally lower than the incorporated areas of the county. A change in the one percent property tax cap could begin to address the gap in funding and services in unincorporated areas, though that would not mitigate for the limited sales tax base or more limited funding sources available to the County to provide local services.

### Opportunities and Strategic Issues

In order to best serve the residents of unincorporated King County, DLS will place a strong focus on performance management, providing an additional point of executive branch accountability for residents.

DLS will work with agencies providing services in the unincorporated area to:

- Measure how well products (programs, services, and facilities) are achieving their intended outcomes.
- Develop and monitor their budgets with a geographic tie to unincorporated communities.
- Develop service partnerships to track expenditures and results.

During the 2019-2020 biennium, DLS will focus on:

- Creating the initial structure, policy framework, and systems to support DLS decision-making, reporting, and accountability functions.
- Fully integrating the Executive departments into the DLS structure by operationalizing the service partnership agreements.
- Building new and improved community partnerships in the Community Service Areas (CSAs).
- Raising the level of communication and engagement with residents in the unincorporated areas.

## 2019-2020 Priorities

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### **Improve coordination of local services by King County agencies through increased collaboration**

- The DLS Director's Office will provide "branding" of local services, which includes establishing and implementing an external communications protocol and looking for opportunities to showcase local services.
- New service partnership agreements with County agencies will enable DLS to make improvements in the coordination and delivery of local services through a shared accountability framework articulated in agreements.

### **Strengthen and expand partnerships between the county, communities, and other entities**

- The focus of the DLS Director's Office on customer-driven communications systems and processes will allow the department to proactively address key initiatives or sensitive topics. Customer service nodes of DLS act as another conduit to better respond to residents' needs.
- Regular communications products and channels create more space to more effectively message to unincorporated area residents. Key customer service platforms add even more capability to existing respective staff efforts by providing greater transparency and visibility to County efforts.

### **Improve the delivery, responsiveness and quality of local services to the people, businesses, and communities of unincorporated King County through unified accountability**

- Through the protocols established in the service partnership agreements, DLS will work to improve the responsiveness of service providers to the needs of residents and businesses in the unincorporated areas of the county.
- Critical safety work remains the top priority for the Road Services Division in 2019-2020, with limited resources directed to infrastructure maintenance and preservation. Preservation work is focused primarily on drainage, roadway pavement, and bridge assets.
- Roads priorities include re-establishing a Bridge Safety Program to replace select bridges; converting the successful Road Rangers responsive maintenance pilot to an ongoing program; and acquiring sites for replacement maintenance facilities.
- Department-wide, DLS will apply Lean practices to its products and services to create efficiencies and standardize practices to maximize resources and support.
- The DLS Director's Office can provide proactive issue management on a land use issue such as rural wineries or a licensing issue such as legalized cannabis. The Director's Office can also provide the "lens" of the community on an issue.



**Improve local services through robust employee engagement while embracing equity and social justice and continuous improvement**

- DLS will establish new structures and systems designed to meet Executive and Council policy objectives and to empower and engage employees in the successful launch of the department.
- DLS will use the opportunities created by the new department to further King County's equity and social justice goals internally, through the staffing and hiring process, and externally, through integration of these goals into resource allocation and service delivery decisions.

**Strengthen unincorporated communities by supporting local planning and community initiatives**

- In response to the new land use subarea planning process, the Permitting Division will extend the subarea planning to additional urban unincorporated communities and hire two new subarea planners in the division.
- The Permitting Division will also work to implement the recommendations of the "King County Action Report: The Sammamish Valley Wine and Beverage Study" (April 2018), including enhanced code enforcement, development of an industry toolkit, and implementation of business licensing for adult-beverage businesses in unincorporated King County. The division will also undertake a six-month outreach effort to assist adult-beverage tasting room businesses to obtain compliance with County zoning codes and become eligible for business licenses. If the approach is successful, it could be repeated to address emergent compliance issues with other businesses such as water-related recreation and special events.

**Pursue innovative funding strategies**

- The DLS Director's Office can help create economic development plans for unincorporated King County that create new sources of revenue and business opportunities for local residents as individuals and for local areas as communities.
- With leadership from elected officials, DLS will support legislative reform to align the mechanisms for funding local services with current demographic realities.
- DLS will offer and compete for grants that provide focused value to key communities and initiatives.



# DEPARTMENT OF LOCAL SERVICES DIRECTOR'S OFFICE

## Mission

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The Department of Local Services works with its residents to understand their needs and deliver responsive local government services for safe and vibrant unincorporated King County communities.

## Overview

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The Director's Office leads the new Department of Local Services and is accountable for the direct services provided (Roads and Permitting divisions) and its commitments through its service partnership agreements (SPA). It provides leadership and central support for its two divisions including strategic communications, human resources, customer service, performance, strategy, budget, and government relations. It oversees the Department's activities to achieve Executive and Council priorities for local services in unincorporated King County. The Director's Office manages service partnerships with other agencies in King County.

## Challenges, Opportunities, and Strategic Issues

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### Opportunities and Strategic Issues:

#### Creating a New Department

During the 2019-2020 biennium, DLS will be establishing a new department and will seek ways to better serve the residents of unincorporated King County. This provides DLS with an opportunity to improve and implement a number of critical functions, including:

- Creating the initial structure, policy framework, and systems to support DLS decision-making, reporting, and accountability;
- Raising the level of communication and engagement with residents in the unincorporated areas;
- Building new and improved community partnerships in the Community Service Areas (CSA); and
- Working with other Executive departments to establish and implement service partnership agreements, aligning reporting and service delivery in unincorporated King County across departments and within DLS.

### **Implementing the new Service Partnership Agreements**

The DLS Director's Office will partner with King County agencies that provide services in the UKC through service partnerships to improve the accountability of programs, services, and facilities delivered.

Through the new service partnerships, DLS and the partner agencies will work together to improve the monitoring and reporting of core services delivered in unincorporated King County.

## **2019-2020 Priorities**

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### **Strengthen communities in unincorporated King County through economic development**

Partnering with economic development organizations throughout King County, DLS will invest in an expanded economic development function within the Department. DLS will create a new interdepartmental team that coordinates with other County agencies to leverage existing programs and resources to develop economic activity in unincorporated King County. The Department will also look to invest in technical assistance for individual businesses and community organizations focused on economic development in unincorporated area communities.

### **Improve coordination of local services**

Through implementation of the service partnership agreements, the DLS Director's Office will work with other County agencies to establish protocols to improve the responsiveness of service providers in the UKC, better coordinate and report on service delivery, and more effectively track and report on the products and services included in the product catalog.

## Local Services' Product Catalogs

As part of its efforts to improve services for residents, DLS partnered with agencies to develop product catalogs as a building block to track the cost and quality of services delivered in unincorporated King County.

These product catalogs have evolved through the 2019-2020 budget process, with feedback from agencies and key stakeholders, and form the basis for the commitments contained in the service partnership agreements (SPA). DLS and agencies will use the product catalogs and SPA to better understand and improve the quality and quantity of programs, services, and facilities provided. Beginning in 2019, DLS will begin annual reporting on the metrics tracked in the product catalogs and SPA. This is a more formal approach to tracking services than the County has used in the past, and the list of programs, services, and facilities tracked, as well as the product catalogs themselves, will evolve over time.

For the initial list of products included, please see the table below.

Department	Division	Product
DES	Animal Services	Shelter Services
DES	Animal Services	Field Service Patrol
DES	Animal Services	Pet Licensing
DLS	Permitting Division	Permits
DLS	Permitting Division	Inspections
DLS	Permitting Division	Code Enforcement and Abatement
DLS	Permitting Division	Subarea Planning
DLS	Permitting Division	Business Licenses
DLS	Roads Services	Roadways
DLS	Roads Services	Bridges
DLS	Roads Services	Traffic Control
DLS	Roads Services	Drainage
DLS	Roads Services	Roadside
DNRP	Parks	Local Passive Parks
DNRP	Parks	Local Active parks
DNRP	Parks	Programs
DNRP	Stormwater Services	Stormwater – Facilities
DNRP	Stormwater Services	Pollution Prevention
DNRP	Stormwater Services	Technical Assistance
DPH	Environmental Health	On-Site Sewage Systems
DPH	Environmental Health	Plumbing and Gas Piping Inspection

# Product Catalog – Regional Animal Services of King County

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## Product: Shelter Services

### Description:

The animal shelter is a place where animals, nearly all dogs and cats, can be cared for pending placement in a new forever home. Professional staff, an onsite veterinary clinic, and highly active volunteer and foster programs provide animal care 365 days a year. Adoption assistance and customer service at the Kent animal shelter and adoption centers are available routinely seven days a week.

Shelter services include:

- Kenneling
- Lost pet matching and redemption (Online lost and found)
- Eight off-site adoption locations throughout King County
- Veterinary medical and surgical care
- Volunteer program including off-site foster animal care support
- Transfer based space available rescue of pets at risk for euthanasia
- Donation-funded veterinary specialty care for rehabilitatable pets

### Outcome:

- Animals sheltered - capacity 47 dog kennels, 217 cat kennels, 10 other
- Lost & found pet redemptions
- Adoptions
- Prevention Spay Neuter (S/N) surgeries
- Volunteer opportunities

### Output Units & Cost (2019-2020):

- Animal Intakes in the unincorporated area: 3,800
- S/N surgeries: 3,100 (2,200 adoption pets, 900 public, e.g. feral cat sterilization)
- Volunteer count/hours: 766 active volunteers; 120,523 hours

### Critical Quality Standards:

- Behavioral enrichment and medical management
- Shelter/offsite adoption locations meet SKCPH licensing requirements
- Live Release Rate

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$2.1 million

## Product: Field Service Patrol (Unincorporated King County)

### Description:

Services include the operation of a public call center, dispatch of animal control officers (ACO) and vehicles, investigating complaints (e.g. nuisances, barking, animal bites) and animal cruelty, collecting and delivering animals to the Animal Shelter and Adoption Center in Kent. Animal control field service calls for service are prioritized by severity (1-5) for triaged response and follow up action. There are three control districts geographically located (north, east, and south) for officer staffing.

### Program Capacity

- 11 Animal Control Vehicles
- Call Center (M-F 8:30 – 4:30)
- Seven (7) day per week response for routine field services
- 7 x 24 hour response to afterhours priority calls (Emergency response assist, injured animals, animal threatening)

### Outcome:

- Timely response and resolution to resident animal complaint
- Access to King County Hearing Examiner to independently assess appeals of any enforcement action

### Output Units & Cost (2019-2020):

#### Biennialcalls

- Priority 1 – 3 initial calls: 1,100
- Priority 4 & 5 initial calls: 2,300

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County based 20% on population and 80% on average usage, per Interlocal agreement.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$1.4 million

### Critical Quality Standards:

- Equipped ACO vehicle
- Geolocation in ACO vehicles
- Chameleon data system access
- Trained ACO
- Response time to complaints

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## Product: Pet Licensing (Unincorporated King County)

### Description:

Dogs and cats are licensed providing easy identification of stray pets (leading to prompt return) and to provide base funding for animal services. Marketing and education via direct mail, social media, and neighborhood campaigns.

### Program Capacity

- 24/7 Online Pet Licensing (new & renewal)
- Mail-in and counter sales
- ~65 Pet licensing Sales Partners
- ~400 Pet License brochure (“Tag you’re it”) partners
- After-hours tag telephone information service to identify lost/found pets

- Enhanced Licensing Support Services available on a fee for service basis

**Outcome:**

- Number of Dogs and cats licensed
- Revenue for pets licensed

**Output Units & Cost (2019-2020):**

- Biennial licenses issued: 62,000

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County based 20% on population and 80% on average usage, per Interlocal agreement.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$0.5 million

**Critical Quality Standards:**

- Timely issuance (cycle time)
- Online license sales portal availability
- UKC Pet License Compliance

## Product Catalog: DLS – Permitting Division

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### Permitting – Permits

**Description:**

The Permitting Division issues land use and building code permits for Unincorporated King County. The acceptance of complete permit applications includes reviewing application materials for conformance with applicable codes and laws, requesting revisions or additional information, issuing permits for compliant applications.

**Outcome:**

- Protection of the built and natural environments
- Structures that are resistant to fire, earthquake, flood damage
- Prevention of environmental degradation

**Output Units & Cost (2019-2020):**

Biennial application volume:

- Residential building: 6,000
- Commercial building: 1,000
- Land use/other: 2,400

**Critical Quality Standards:**

- Permits issued comport with State and Federal laws and King County code
- Customer service
- Response time to plan submittal

**Biennial cost:**

- Residential building: \$6.7 million
- Commercial building: \$4.0 million
- Land use/other: \$6.4 million

**Average Cost per permit:**

- Residential building: \$1,100
- Commercial building: \$4,000
- Land use/other: \$2,700



## Permitting - Inspections

### Description:

The Permitting Division employs a combination of electronic and in-person methodologies to confirm approved structures and/or equipment are built or installed according to plans and applicable codes.

### Outcome:

Protection of the built and natural environments: structures that are resistant to fire, earthquake, flood damage; prevention of environmental degradation by assuring conformance to permit requirements.

### Output Units & Cost (2019-2020):

#### Biennial inspection volume:

- Residential building: 25,800
- Commercial building: 9,600
- Land use/other: 660

#### Biennial cost:

- Residential building: \$7.3 million
- Commercial building: \$4.6 million
- Land use/other: \$1.5 million

Average Cost per inspection: \$372

### Critical Quality Standards:

- Permits issued comport with State and Federal laws and King County code
- Inspection requests fulfilled within 24 hours
- Inspection results posted on-line upon completion of inspection

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## Permitting - Code Enforcement and Abatement

### Description:

The Permitting Division provides a resident initiated process whereby the Division confirms violations of County maintained codes then works iteratively with violator to gain compliance either voluntarily or through legal processes.

### Outcome:

Resolution of code violations within 120 days

### Output Units & Cost (2019-2020):

- Biennial Violations opened: 2,000
- Biennial cost: \$4.4 million
- Average Cost per unit: \$2,200

### Critical Quality Standards:

Percent of resolutions of code violations resolved within 120 days

## Permitting - Subarea Planning

### Description:

The Division of Permitting prepares a sub-area plan for each of thirteen CSAs and urban communities in unincorporated King County; one plan produced each year, which is informed through robust public engagement

### Outcome:

Integrated and long-range policies and actions related to land use, environment, transportation and other topics relevant to each CSA

### Output Units & Cost (2019-2020):

- 2019-2020 Sub Area Plans: 2
  - Skyway-West Hill
  - North Highline
- Product cost (Division of Permitting, including planners and GIS support):
  - Biennial cost of planning: \$1.0 million
  - Cost per plan: \$515,000

### Critical Quality Standards:

- Plans are consistent and compliant with the WA Growth Management Act,
- Vetted by KC Lines of Businesses implementing plan actions,
- Supports the KC Strategic Plan, Comprehensive Plan, Strategic Climate Action Plan and other regional plans,
- Transmitted to and approved by Council in a timely manner

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## Permitting - Business Licenses

### Description:

Licensing of businesses in unincorporated areas that have a greater risk of need for law enforcement, including cannabis producers and sellers, entertainment, used goods dealers, and charitable solicitors. Each business license is reviewed and renewed on an annual basis.

### Outcome:

Licensee compliance with County code

### Output Units & Cost (2019-2020):

- Biennial quantity, marijuana: 44
- Biennial quantity, adult beverage: 80
- Biennial quantity, other: 114
- Biennial cost: \$40,000
- Cost/unit: \$168

### Critical Quality Standards:

Capture and reporting of licensee information to consumer agencies, e.g. sheriff

## Product Catalog: DLS - Roads Services

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### Product: Roadway Product Family

#### Description:

This product family includes:

- Roadway surface – the drivable surface, which is typically made of asphalt, gravel, concrete, or brick.
- Roadway substructure – several differing layers of gravel, dirt, and other materials, to support the roadway surface. Many of the county's older roads were built upon wood and rock, rather than engineered with modern materials.

The roadway enables movement of people and goods, serving residents, commerce, emergency services, and other users. All roads are shared use roadways, per state law, and accommodate cars, trucks, buses, and bicycles for their travel needs. Traffic volume and vehicle weight, especially heavy trucks and buses, plus water and weather all impact the rate of deterioration of the roadway asset. Road pavement protects the substructure below from deterioration. Pavement must eventually be resurfaced due to wear and tear or the substructure will deteriorate at an accelerated rate. The substructure is critical to the structural integrity of the road. Typical Roadway activities to be funded in the upcoming biennium include roadway resurfacing, road reconstruction, small surface repairs (pothole filling, patching, etc.), snow and ice response (plowing, sanding, anti-ice treatment), and pavement condition rating.

#### Outcomes:

- Preserve roadway infrastructure using cost effective resurfacing treatments and minor roadway rehabilitation to extend the useful life of existing roads.
- As resources permit, rebuild selected roadways when pavement preservation efforts are no longer effective.
- Facilitate accessibility for emergency vehicles
- Promptly respond to emergent hazards

#### Select Output Units & Cost (2019-2020):

- Roadway Resurfacing: Up to 25 centerline miles resurfaced  
**Cost:** \$9.7 million
- Snow and Ice Response: Up to 15% of the road system plowed and/or treated with sand/salt, each storm  
**Cost:** \$3.0 million
- Pavement Condition Inspection and Analysis: 2/3 of the road pavement is rated **Cost:** \$0.9 million
- **Total** 2019-2020 budget request for capital and operating associated with roadway product family: \$35 million

#### Critical Quality Standards:

- Pavement inspection and condition scores, as measured by industry standard methods
- Meets local, state, and federal regulations and standards

## Bridges and Structures Product Family

### Description:

The bridges and structures product family includes:

- Bridges – can be made of concrete, steel, or timber and include long span bridges, short span bridges, safety enhancement bridges that help keep wildlife off roadways, and pedestrian bridges.
- Structures – infrastructure designed to retain the natural environment and protect the built environment. Examples include seawalls and retaining walls.

Bridges are key components of the county road network that provide routes over bodies of water, roads, lowlands, railroad tracks, or other obstacles. Bridges are inspected regularly and if found to be unsafe must be fixed or closed. Closures can result in loss of access to property or longer travel times due to detours. Structures enable roads to exist in diverse landscapes by controlling and shaping the natural environment and providing protection from environmental impacts such as flooding, tides, waves, storm surges, and landslides. Typical bridge activities to be funded in the upcoming biennium include bridge replacement/rehabilitation, bridge priority maintenance, bridge scour/abutment repairs, minor bridge maintenance and repair, bridge inspection and analysis, and South Park Bridge operations.

### Outcome:

Perform high priority replacement, preservation, and maintenance projects to keep the bridge inventory serviceable and safe for the traveling public.

### Select Output Units & Cost (2019-2020):

- Bridge Replacement/Rehabilitation:  
5 bridge replacements under design  
**Cost:** \$7.1 million
- Bridge Priority Maintenance:  
15-20 Bridge Priority Maintenance projects  
**Cost:** \$1.6 million
- Bridge Inspection and Analysis:  
100% of King County's 178 vehicular bridges routinely inspected  
**Cost:** : \$0.8 million
- **Total** 2019-2020 budget request for capital and operating associated with bridge product family: \$24 million

### Critical Quality Standards:

- Meets local, state, and federal regulations
- Sufficient communication to the public regarding bridge restrictions and closures
- Bridge condition rating
- Using a Council approved priority ranking process, decrease the number/percent of the King County bridge inventory in unsatisfactory condition to the degree feasible within available funding.

## Product: Traffic Control/Safety Product Family

### Description:

The traffic control devices includes devices and other traffic-related safety measures used to regulate, warn, or guide traffic (vehicle and pedestrian) and includes the following:

- Signs and pavement markings.
- Street lighting.
- Signals (flashing beacons, full traffic signals, and associated equipment).
- Roundabouts
- Intelligent transportation system (ITS) equipment – cameras, electronic signs, license plate readers for travel time estimation, traffic counters, radar speed feedback signs, and other information gathering and communication devices.

Traffic control devices promote safety and efficiency, and can enhance transit speed and reliability by enabling the orderly movement of all road users. Typical traffic control activities to be funded in the upcoming biennium include signal and ITS installation and maintenance, intersection improvements and roundabouts, school zone safety improvements, installation of signs, traffic markings maintenance, traffic camera operations and maintenance, data analysis, traffic studies, and safety investigations.

### Outcomes:

- Improved intersections and turning movement safety and efficiency for all users of the road network, including vehicles, pedestrians, and bicyclists.
- Improved safety in designated school zones.
- Reduction of collisions in targeted intersections and road segments.
- Traffic information is clear, current, and informs drivers' choices.

### Select Output Units & Cost (2019-2020):

- **Output:** Signal preventative maintenance conducted on 100% of signals 4 times per year  
**Cost:** \$114,000
- Intersection Improvements and Roundabouts: 5 Roundabouts: commence design on 3; complete construction on 2  
**Cost:** \$1.3 million
- **School Zone Safety Improvements:** 6-10 schools treated with safety improvements per biennium  
**Cost:** \$200,000
- **Total** 2019-2020 budget request for capital and operations associated with traffic control/safety product family: \$31 million

### Critical Quality Standards:

Meets local, state, and federal regulations and standards

## Product: Drainage Product Family

### Description:

The drainage product family includes:

- Conveyance systems, located within Roads right-of-way, which move water from one location to another. These include pipe networks, culverts, ditches, and catch basins.
- Detention and treatment systems, such as stormwater ponds, rain gardens, vaults, and swales.

Drainage infrastructure moves stormwater away from the roadway. Stormwater may originate from the road surface, from neighboring properties, or from further distances. Standing water can be a safety hazard to road users and accelerates the deterioration of the roadway surface and substructure. Drainage infrastructure also reduces flood risk to the built environment (private and public property) by collecting and redirecting stormwater to natural bodies of water and designated collection points. Drainage infrastructure may improve the safety and condition of the road system while enhancing fish passage, by replacing culverts that are in poor or failing condition, or undersized, with new culverts of fish passable design. In addition, drainage infrastructure reduces water pollution by collecting stormwater and filtering out pollutants and sediment via settlement, infiltration, or other processes. Typical activities to be funded in the upcoming biennium include drainage preservation (pipe repair and replacement), design/construction of fish passage culverts, cleaning and inspection of enclosed systems, ditch maintenance, minor repairs, and pond maintenance.

### Outcome:

Replace failing and preserve aging drainage assets and associated roadway features in compliance with current regulations, codes, and standards.

### Select Output Units & Cost (2019-2020):

- Cleaning and Inspection of Enclosed Systems  
100% of catch basins inspected annually  
Cost: \$250,000
- Up to 500K linear feet of ditches cleaned  
Costs: \$4.0 million
- Total 2019-2020 budget request for capital and operations associated with drainage product family: \$43 million

### Critical Quality Standards:

Meets local, state, and federal regulations and standards

## Product: Roadside Product Family

### Description:

The roadside product family includes the various road system features and components that are within the road right-of-way but outside the travel lanes of the road. This includes sidewalks, pathways, shoulders, planters and landscape walls, roadside slopes, and curb ramps. (Note: Drainage facilities may be located in the roadside area, but are treated as a separate product family.) Road shoulders can provide space for slow-moving vehicles, disabled vehicles, nonmotorized travel, and construction and maintenance activities. Typical Roadside activities to be funded in the upcoming biennium include guardrail construction and upgrades, pathway construction, sidewalk repair, road shoulder vegetation management, shoulder cleaning and restoration, slide repair/bank stabilization (emergent service), and storm washout repair response.

### Outcome:

- Reduced safety risks associated with run-off-the-road collisions.
- Improved safety for pedestrians, bicyclists, and other users of the roadside.
- Repaired roadway shoulders and slopes that have failed.
- Maintain sufficient sight distance for road users

### Select Output Units & Cost (2019-2020):

- Pathway Construction  
Up to 3 school pathway projects designed/constructed  
**Cost:** \$280,000
- Sidewalk repair  
Up to 6,000 of lineal feet of sidewalk repaired in ESJ communities  
**Cost:** \$917,000
- Road shoulder Vegetation Management  
**Output:** Up to 3,500 shoulder miles mowed  
**Cost:** \$3.7 million
- Shoulder Cleaning and Restoration Slide  
**Output:** Up to 1.0 million linear feet of road shoulder cleaned/year  
**Cost:** \$3.0 million
- **Total** 2019-2020 budget request for capital and operations associated with roadside product family: \$39 million

### Critical Quality Standards:

Meets local, state, and federal regulations and standards

# Product Catalog: DNRP - Parks and Recreation Division

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## Product: Local Passive Parks

### Description:

Passive parks are properties designed for residents to use for recreational and contemplative uses that typically require low levels of maintenance and development.

### Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

### Output Units & Cost (2019-2020):

- Est. Units: 420 acres/~20 sites
- Est. Cost: \$1.4 million
- \$3,400 per acre

### Critical Quality Standards\*:

- Fewer invasive & noxious weeds
- Trees planted
- Volunteer engagement

\*Metrics are system-wide numbers, these are not tracked by park or local service area.

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## Product: Local Active Parks

### Description:

Local active parks are properties that support independent, group and team activities that require a significant level of development, maintenance, operation and scheduling. Active parks typically have amenities such as ballfields, picnic shelters, and restrooms (as opposed to primitive toilets).

### Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

### Output Units & Cost (2019-2020):

- Est. Units: 790 acres/~30 sites
- Est. Cost: \$8.4 million
- \$10,600 biennial per acre

### Critical Quality Standards:

- Conduct monthly inspections on all play structures and exercise equipment to identify potential hazards, maintenance concerns, and replacement

\*Metrics are system-wide numbers, these are not tracked by park or local service area.



## Product: Programs

### Description:

The White Center Teen Program provides recreational programming for youths aged 12-19 from the White Center area and community groups for youth recreation. This program is based out of Steve Cox Memorial Park.

### Outcome:

- Healthy communities as measured by public health metrics such as neighborhood crime, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

### Output Units & Cost (2019-2020):

- Est. Units: 2,400 biennial hours
- Est. Cost: \$3.0 million
- \$1,250 Per hour

### Critical Quality Standards:

- Summer Sack Lunch participants

## Product Catalog: DNRP - Water and Land Resources Division, Stormwater Services

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### Product: Stormwater Services - Facilities

#### Description:

Stormwater facilities include those that control and treat stormwater runoff, and those that collect and convey it. This includes ponds, tanks, and vegetated swales that reduce the quantity of runoff as well as pipe systems, culverts, and ditches that collect and convey the stormwater runoff. Most stormwater facilities are constructed by private parties as required when developing land. Others are constructed by King County to address flooding, erosion, or water quality problems.

In addition to constructing some of these facilities, Stormwater Services (SWS) is responsible for making sure all such facilities are mapped and maintained in accordance with state and federal regulations. SWS does this through regular inspections of both public and private facilities. SWS has its own inventory of facilities as well which it proactively manages to prevent costly failures.

#### Outcome:

- Public safety and property protection – reduce the risk of personal harm and damage to homes, roads, buildings, facilities, and farmland from flooding, erosion, pollution, and facility failures.

- Aquatic health – protection and restoration of water quality and quantity in streams, lakes, and wetlands.

### Output Units & Cost (2019-2020):

#### Inspection and Maintenance of Existing Facilities:

Facility inspections planned in 2019-2020:

- 1,520 maintenance inspections of facilities maintained by SWS (1,017 total facilities)
- 990 maintenance inspections of facilities maintained by others (993 total facilities)
- 230 miles of KC conveyance system inspected for mapping (570 miles left to map)

Total Inspection/Maintenance Cost: \$7.0 million

#### Capital Improvement and Construction of Facilities:

In 2019-2020, SWS will be actively implementing capital improvement projects including the following:

- 10 feasibility studies to scope future project needs
- 50 facilities improved to prevent future failures
- 8 projects to address flooding problems arising from changes in the natural drainage system
- 4 projects to improve or add new stormwater control/treatment facilities on public land
- 10 projects to add stormwater control/treatment features on private developed land

Total Capital Program Cost: \$8.2 million

### Critical Quality Standards:

- 90% or better of stormwater control/treatment facilities compliant with standards
- 150 acres or more of farmland put back into production through drainage improvements

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## Product: Stormwater Services - Pollution Prevention

### Description:

SWS operates programs aimed at finding pollutant sources and taking steps to keep them from contaminating stormwater runoff. These programs implement the following activities:

- Inspection of business sites to identify causes of pollution (e.g., cleaning, fueling, and storage of equipment, trash, and materials).
- Inspection and sampling of the County's stormwater conveyance system to check for pollution.
- Inspection and sampling within the watersheds of known polluted streams, lakes, and other waterbodies to detect and eliminate the sources of that pollution.
- Investigation of reported water quality problems and follow-up as needed to detect and eliminate sources of pollution contributing to the problem.
- Public education to increase awareness of stormwater pollution and eliminate behaviors that cause pollution.

**Outcome:**

- Public safety – reduce the risk of personal harm from stormwater pollution.
- Aquatic health – protection and restoration of water quality and beneficial uses (fishing and swimming) of streams, lakes, and wetlands.

**Output Units & Cost (2019-2020):**

**2019-2020 Estimated Business Inspections:**

- 870 of the 2,175 business sites inspections

**Detection & Elimination of Illicit Discharges to the County's Stormwater System:**

- 480 of the 2,000 mile conveyance system inspected per year

**Detection & Elimination of Pollutant Sources within the Watersheds of Known Polluted Waterbodies:**

- 242 known polluted waterbodies in UKC
- 12 watersheds of focus in 2019-2020 that drain to known polluted waterbodies and encompass a total land area of 89 square miles
- 1,800 water samples tested

**Investigation of Reported Water Quality Problems:**

- 120 reported problems investigated
- 32 water samples taken and tested

**2019-2020 Planned Public Education and Outreach:**

- 14 different campaigns
- 20 outreach events planned
- 12 discrete subjects targeted
- 48 different audiences targeted

Total Cost of Pollution Prevention: \$3.2 million

**Critical Quality Standards:**

- 100% compliance with pollution prevention standards achieved on businesses sites inspected
- 100% elimination of located sources of pollution
- 24-hour turnaround or better on investigation of reported water quality problems

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## Product: Stormwater Services - Technical Assistance

**Description:**

Stormwater Services assists landowners, residents, communities, and other agencies deal with a variety of stormwater issues and requirements that may affect those entities. Key among these are the following:

- Helping landowners understand and deal with drainage problems that they are responsible for.
- Helping landowners understand the annual Surface Water Management (SWM) fee they are charged based on the use or amount of impervious surface on their land and available discounts based on having facilities or features that control or treat the stormwater runoff leaving their property.

- Helping permit applicants, design engineers, and permit reviewers with interpreting, applying, and varying from the requirements of the King County Surface Water Design Manual (SWDM) for designing stormwater facilities on development projects.
- Helping state and federal regulators stay informed of the County's programs and progress toward complying with the National Pollutant Discharge Elimination System (NPDES) stormwater permit issued to KC under the federal Clean Water Act.
- Helping County agencies understand, deal and comply with the NPDES permit and address other stormwater issues.

**Outcome:**

- Public safety and property protection – reduce the risk of personal harm and damage to homes, roads, buildings, facilities, and farmland from flooding, erosion, pollution, and facility failures.
- Aquatic health – protection and restoration of water quality and quantity in streams, lakes, and wetlands.
- Customer satisfaction – residents, landowners, and others served are satisfied with assistance received.

**Output Units & Cost (2019-2020):**

**Assistance with Drainage Problems:**

- 300 drainage problems investigated
- 190 engineering reviews of problems

**Assistance with SWM Fee Charges and Requirements:**

- 90 impervious surface re-measures
- 50 discount requests

**Assistance with SWDM Requirements and Variances:**

- 100 responses to user questions
- 80 consultations with permit reviewers
- 24 variance consultations

**Assistance with NPDES Permit Compliance:**

- 2 annual Stormwater Management Program Plans
- 2 annual reports

Total Cost of Technical Assistance: \$4 million

**Critical Quality Standards:**

- 3-day response time or better for initial contact to schedule a drainage problem investigation
- 30-day turnaround or better on requests for SWM fee re-measures and discounts
- 2-day response time or better to answer SWDM questions from users
- 100% compliance with KC's NPDES permit

## Product Catalog: Public Health – Environmental Health Service Division

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### Product: On-Site Sewage Systems (OSS) Permitting in Unincorporated King County

#### Description:

The Public Health On-site Sewage System (OSS) Program helps to ensure that over 85,000 OSS County-wide are safe. OSS treat wastewater when homes and buildings are not connected to public sewer systems. The OSS Program provides educational, advisory and permitting services for owners of OSS and certifications for several OSS professionals.

- Review designs
- Field inspection prior to and post installation
- Respond to failure complaints and work with owners to repair or replace systems or connect to public sewers
- Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.

#### Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

#### Est. Unincorporated King County

##### Output Volume: 4,670

- OSS Design Applications: 1,000
- OSS Installation Permits: 700
- Remodel/New use Proposal OSS Reviews: 600
- Subdivisions: 70
- Surfacing sewage investigations: 100
- Technical customer consultations: 2,200

#### Critical Quality Standards:

- Response time on OSS applications
- Response time on OSS & side sewer failure complaints
- OSS site application volumes by month

**Cost/hour: \$184.80 in 2019 &  
\$191.62 in 2020**

#### Average hours/service provided:

(Note – The time per service varies significantly based on the site conditions and the type of septic & water system)

- OSS Design Applications: 5.5 hrs.
- OSS Installation Permits: 5 hrs.
- Remodel/New use Proposal OSS Reviews: 3.4 hrs.
- Subdivisions: 15 hrs.
- Surfacing sewage investigations: Time is highly variable
- Customer consultation: 0.25 hrs.

**Biennial Cost (UKC): \$2.3 million**

## Product: On-Site Sewage Systems (OSS) Operation and Maintenance in Unincorporated King County

### Description:

The Public Health On-site Sewage System (OSS) Program helps to ensure that over 85,000 OSS County-wide are safe. OSS treat wastewater when homes and buildings are not connected to public sewer systems. The OSS Program provides educational, advisory and permitting services for owners of OSS and certifications for several OSS professionals.

- Certify professionals who maintain and pump on-site sewage systems
- Review time of sale inspection reports to verify function of OSS at time of property sale and review of regular operation and maintenance inspections
- Oversee Marine Recovery Areas to ensure that water quality meets standards for safe shellfish harvest, and work with property owners on ensuring regular operation and maintenance of OSS
- Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.
- The truck inspections ensure that the vehicles are properly identified, maintained so that effluent will not contaminate the environment and are equipped to safely transfer effluent at the approved disposal facility.

### Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

### Output Units & Cost (2019-2020):

#### Est. Unincorporated King County Output

##### Volume: 5,650

- Time of Sale Inspections: 3,000
- Certification of OSS professionals: 300
- Truck inspections: 350
- Technical customer consultations: 2,000

### Critical Quality Standards:

- Response time on OSS & side sewer failure complaints
- Transition of OSS professionals certification from paper to online applications

**Cost/hour: \$184.80 in 2019 & \$191.62 in 2020**

### Average hours/service provided:

(Note – – The time per service varies significantly based on the site conditions and the type of septic & water system)

- Time of Sale Inspections: 1 hr.
- Surfacing sewage investigations: Time is highly variable
- Certification of OSS professionals: 1.5 hrs.
- Customer consultation: 0.25hr

**Biennial Cost (UKC): \$1.1 million**

## Product: Plumbing and Gas Piping Inspection for Unincorporated King County

### Description:

The Public Health Plumbing and Gas Piping Inspection Program helps ensure the safe installation of plumbing and gas piping systems in the City of Seattle and Unincorporated King County.

- Review plans
- Inspect during the work and before the work is covered up, and inspect after installation, all for code compliance.

### Outcome:

Properly functioning plumbing and gas piping systems that protect public health and the environment

### Output Units & Cost (2019-2020):

#### Est. Unincorporated King County Output Volume: 3,955

- Residential Building: 3,700
- Commercial Building: 220
- Other: 35

### Critical Quality Standards:

- Percent of applications completed within 24-hours of the request
- Percent of applications completed online
- Already built construction complaint volumes by month

**Cost/hour: \$201.00 in 2019 & 2020**

**Biennial Cost (UKC): \$1.1 million**

**2019-2020 Executive Proposed Operating Budget  
LOCAL SERVICES ADMINISTRATION (EN\_A77000)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	6,997,920	6,753,544	14.0	0.0
<b>2019-2020 Executive Proposed Budget</b>	<b>6,997,920</b>	<b>6,753,544</b>	<b>14.0</b>	<b>0.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>6,998,000</b>	<b>6,754,000</b>	<b>14.0</b>	<b>0.0</b>

**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.

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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Direct Service Changes</b>				
(DS_001) Economic Development Add a position to support economic development activities in unincorporated King County. The position convenes inter-branch team to support rural activities as well as provide technical assistance to urban and subarea planning efforts.	432,333	225,000	1.0	0.0
(DS_002) Strategic Information Technology Plan Fund the development of a strategic technology plan. The plan will document the current technology environment of DLS and partner agencies, make recommendations based on DLS business goals, and define options for achieving those recommendations over the next 3-5 years.	109,880	109,884	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_080) Transfer from the Department of Parks and Natural Resources to the Department of Local Services Transfers the three Community Service Area staff to the Department of Local Services to create the planning section of the new department.	1,082,389	1,297,890	3.0	0.0



**2019-2020 Executive Proposed Operating Budget  
LOCAL SERVICES ADMINISTRATION (EN\_A77000)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(AC_081) Transfers staff from Department of Transportation to the Department of Local Services. Transfers leadership and administrative positions, central rates and other expenses from the Department of Transportation's Director's office to the new Department of Local Services.	4,613,708	2,835,724	9.0	0.0
(AC_082) Transfer from the Roads Services Division to the Director's Office Transfers one administrative position from Roads Services to the DLS Director's Office.	346,610	0	1.0	0.0
(AC_083) Department of Local Services Cost Allocation Fund the Department of Local Services (DLS) Director's Office based on the agency's operating expenditures in unincorporated King County.	0	2,285,046	0.0	0.0
<b>Central Rate Adjustments</b>	413,000	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>6,997,920</b>	<b>6,753,544</b>	<b>14.0</b>	<b>0.0</b>

**2019-2020 Proposed Financial Plan**  
**Department of Local Services / Fund 000001350**

<b>Category</b>	<b>2017-2018 Estimated</b>	<b>2019-2020 Proposed Budget</b>	<b>2021-2022 Projected</b>	<b>2023-2024 Projected</b>
<b>Beginning Fund Balance</b>	-	-	-	(0)
<b>Revenues</b>				
Admin Overhead - Permitting		980,438	1,073,908	1,143,946
Admin Overhead - Roads Services		3,131,296	3,429,819	3,653,504
Service Partnership Allocation		2,501,810	2,740,321	2,919,038
Other Revenues		140,000		
<b>Total Revenues</b>		<b>6,753,544</b>	<b>7,244,048</b>	<b>7,716,487</b>
<b>Expenditures</b>				
Salaries and Wages		(4,912,554)	(5,039,817)	(5,377,485)
Central Rates & Overhead		(1,280,890)	(1,353,901)	(1,441,904)
Contracts and Grants		(765,054)	(808,662)	(853,138)
Supplies and Other Costs		(39,422)	(41,668)	(43,960)
<b>Total Expenditures</b>	-	<b>(6,997,920)</b>	<b>(7,244,048)</b>	<b>(7,716,487)</b>
<b>Estimated Underexpenditures</b>		<b>244,376</b>		
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	-	-	(0)	(0)
<b>Reserves</b>				
<b>Total Reserves</b>	-	-	-	-
Reserve Shortfall	-	-	0	0
<b>Ending Undesignated Fund Balance</b>	-	-	-	-

**Financial Plan Notes (samples)**

2017-2018 Estimated reflects no activity since this is a new fund proposed for 2019-2020.

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.

Revenues Notes: Revenues are the estimated allocations to other funds based on estimated expenditures in Unincorporated King County.

Expenditure Notes: Local Services is a new fund in 2019-2020 with no prior year actuals.

Reserve Notes: This fund carries no rainy day reserve. The revenues for this fund are based on an allocation of costs to other Funds in King County. Those separate funds provide reserves as needed.

This plan was updated by Chris McGowan on 8/20/2018.

# PERMITTING DIVISION

## Mission

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

## Overview

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

The Permitting Division is composed of three appropriation units that mirror the sections of the division:

### Planning and Permitting

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

### General Public Services

General Public Services is supported by the General Fund and houses the division's code enforcement program, which investigates and resolves complaints of code violations in unincorporated King County. This appropriation unit also includes the land use subarea planning group which works with communities to update subarea plans. Land use subarea planning efforts will focus on Skyway-West Hill and North Highline in the next two years.

### Abatement Services

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

# Challenges, Opportunities, and Strategic Issues

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## Challenges

### **Maintain acceptable timelines for permit review**

In busy times, adding flexible resources on demand to keep pace with incoming applications is a challenge. Over the past three years, the division has implemented a strategy using a mix of overtime, temporary staff, and third-party plan reviews to meet the demands of surging residential permits. The division expects the surge to slow and the number of permit applications to decline, reflecting a new challenge of maintaining core staffing capacity using fund reserves to make up any revenue shortfalls.

### **Accelerate the resolution of code enforcement cases**

Violators have 120 days from the notice of violation issued by the division to voluntarily rectify code violations. In February 2018, the division had an inventory of 714 cases open more than 120 days. To accelerate the resolution of these open cases, the division is planning to focus attention on violations related to winery and brewery businesses and is requesting budget authority to conduct public outreach to promote compliance with proposed regulatory changes for these types of businesses. If successful, this strategy could be a model for further outreach efforts focused on other types of violations. The division is also exploring possible code amendments that could accelerate case resolution, for example (a) streamline the appeal processes to reduce the cost of legal action; (b) widen the scope of rapid abatement; and (c) increase the incentive for voluntary compliance by raising penalties for violations.

## Opportunities

### **Increase the reliability of online permitting systems for the public**

The division relies on permitting software and system architecture that interfaces with multiple public-facing, vendor, and internal County systems. This architecture must provide secure, reliable, fast, and affordable public access to permitting services. Where possible, the division is working with its vendors to consolidate its various database systems and web services to improve their performance and reliability.

### **Increase online public access to parcel and permitting information**

The division receives a steady stream of requests for information about current and historical development activity and the conditions at specific sites in unincorporated King County. Working with King County Information Technology (KCIT), the division is exploring better methods of providing self-service public access to parcel-specific information using mapping technology.

## 2019-2020 Priorities

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### **Align resources to meet the needs of the restructured subarea planning process**

In April 2018, the King County Council authorized restructuring of the land use subarea planning process. In addition to changes in the planning cycle, the restructuring includes extending the subarea planning schedule to additional urban unincorporated communities and hiring two additional subarea planners in the division.

### **Align resources to meet the costs of the program**

OEFA projects the cost of County services to increase by 6.2 percent on average in 2019-2020. To keep pace with expected general wage increases over the next biennium, the division is requesting a matching across-the-board fee increase. The proposed fee increase is needed to continue funding current operations at current service levels within the new Department of Local Services. For the division's customers, the proposed fee increase is partially offset by the elimination of a 1.7 percent surcharge for enhanced online permitting.

**2019-2020 Executive Proposed Operating Budget  
PLANNING AND PERMITTING (EN\_A32510)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>28,917,203</b>	<b>29,156,000</b>	<b>77.6</b>	<b>0.0</b>
Base Budget Adjustments	1,056,263	(200,000)	0.0	0.0
Decision Package Adjustments	917,302	1,725,000	0.0	0.0
<b>2019-2020 Executive Proposed Budget</b>	<b>30,890,768</b>	<b>30,681,000</b>	<b>77.6</b>	<b>0.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>30,891,000</b>	<b>30,681,000</b>	<b>77.6</b>	<b>0.0</b>

**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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Direct Service Changes</b>				
(DS_001) Program Efficiencies Reduce temporary resources (staff over-time, temporary help, or contractors) that were used to process the backlog of permit applications waiting for review in 2017. The agency is currently keeping pace with the demand for permits, with most residential building permits issued in six weeks or less.	(372,996)	0	0.0	0.0
<b>Administrative Service Changes</b>				
(AC_001) Permit Fee Inflation Adjustment Increases development permit fees by 6.2 percent in 2019-2020 based on inflation. The proposed fee increase will be used to continue to fund current operations at current service levels.	0	1,725,000	0.0	0.0
(AC_083) Department of Local Services Cost Allocation Fund the Department of Local Services (DLS) Director's Office based on the agency's operating expenditures in unincorporated King County and an allocation of administrative overhead costs to the division of Permitting.	1,047,544	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_010) Net Zero Adjustment Adjusts expenditures to reflect expected spending by account in 2019-2020. This decision package does not change projected spending authority.	0	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget**  
**PLANNING AND PERMITTING (EN\_A32510)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<hr/>				
(TA_050) Revenue Adjustments				
Revise budgeted revenues to match current forecast. Adjusts revenue estimates to reflect changes in expected permit activity, and re-allocates inter-fund revenue between appropriation units. This package does not include revenue due to fee increase.	0	0	0.0	0.0
<b>Central Rate Adjustments</b>	242,754	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	917,302	1,725,000	0.0	0.0

**2019-2020 Proposed Financial Plan  
Permitting Operating Fund /000001340**

<b>Category</b>	<b>2017-2018 Estimated</b>	<b>2019-2020 Proposed</b>	<b>2021-2022 Projected</b>	<b>2023-2024 Projected</b>
<b>Beginning Fund Balance</b>	<b>(1,152,641)</b>	<b>1,071,359</b>	<b>861,591</b>	<b>(289,409)</b>
<b>Revenues</b>				
Permit Fees	28,980,000	29,552,000	24,874,000	29,207,000
Interfund	1,601,000	1,129,000	1,050,000	1,114,000
Other	356,000	-	1,000,000	-
<b>Total Revenues</b>	<b>30,937,000</b>	<b>30,681,000</b>	<b>26,924,000</b>	<b>30,321,000</b>
<b>Expenditures</b>				
Labor	(21,099,000)	(22,766,567)	(19,524,000)	(21,484,000)
Supplies and Services	(2,860,000)	(2,164,996)	(2,298,000)	(2,434,000)
County Charges & Equipment	(4,754,000)	(5,959,205)	(6,253,000)	(6,710,000)
<b>Total Expenditures</b>	<b>(28,713,000)</b>	<b>(30,890,768)</b>	<b>(28,075,000)</b>	<b>(30,628,000)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>1,071,359</b>	<b>861,591</b>	<b>(289,409)</b>	<b>(596,409)</b>
<b>Reserves</b>				
Rainy Day Reserve (45 days)	(1,794,563)	(1,930,673)	(1,754,688)	(1,914,250)
<b>Total Reserves</b>	<b>(1,794,563)</b>	<b>(1,930,673)</b>	<b>(1,754,688)</b>	<b>(1,914,250)</b>
Reserve Shortfall	723,204	1,069,082	2,044,097	2,510,659
<b>Ending Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

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

Revenues Notes: Cyclical trough in development permitting projected in 2021-2022; Other revenue includes deferred revenue of \$1 million earned as projects are completed faster than new projects initiated. Biennial fee increases are assumed to match GWI.

Expenditure Notes: Labor projections based on workload estimates tied to the cyclical development permitting estimates.

Reserve Notes: Rainy day reserve is 45 days of operating expenditures.

Updated 9/4/2018, Warren Cheney



**2019-2020 Executive Proposed Operating Budget  
GENERAL PUBLIC SERVICES (EN\_A32530)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>3,952,629</b>	<b>3,927,270</b>	<b>9.0</b>	<b>0.0</b>
Base Budget Adjustments	48,399	(269,240)	0.0	0.0
Decision Package Adjustments	1,418,017	1,632,264	1.0	0.0
<b>2019-2020 Executive Proposed Budget</b>	<b>5,419,045</b>	<b>5,290,294</b>	<b>10.0</b>	<b>0.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>5,420,000</b>	<b>5,291,000</b>	<b>10.0</b>	<b>0.0</b>

**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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Direct Service Changes</b>				
(DS_002) Code Enforcement Reduction Eliminates a full-time vacant position in the code enforcement section that has been dedicated to drafting the King County Marijuana Land Use Study (due December 31, 2018). Code enforcement activities will be reallocated among existing staff.	(253,138)	(253,124)	(1.0)	0.0
(DS_003) Education and Outreach Fund a six-month outreach effort to assist adult-beverage tasting room businesses to obtain compliance with County zoning codes and become eligible for business licenses.	50,000	0	0.0	0.0
(DS_004) Subarea Planning Staffing Adds one senior planner and one assistant planner to conduct land use subarea planning consistent with the recommended restructured planning process, adopted by Motion 15142, on April 2, 2018.	777,635	777,150	2.0	0.0
<b>Administrative Service Changes</b>				
(AC_083) Department of Local Services Cost Allocation Fund the Department of Local Services (DLS) Director's Office based on the agency's operating expenditures in unincorporated King County and an allocation of administrative overhead costs to the division of Permitting.	50,000	0	0.0	0.0
<b>Technical Adjustments</b>				

**2019-2020 Executive Proposed Operating Budget**  
**GENERAL PUBLIC SERVICES (EN\_A32530)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<hr/>				
(TA_050) Revenue Adjustments				
Revise budgeted revenues to match current forecast. Re-allocate the 2017-2018 level of General Fund support within the agency from the Permitting Fund to the General Public Services Subfund.	0	1,108,238	0.0	0.0
<b>Central Rate Adjustments</b>	793,520	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	1,418,017	1,632,264	1.0	0.0

**2019-2020 Proposed Financial Plan**  
**General Public Services Subfund /000001346**

<b>Category</b>	<b>2017-2018 Estimated</b>	<b>2019-2020 Proposed Budget</b>	<b>2021-2022 Projected</b>	<b>2023-2024 Projected</b>
<b>Beginning Fund Balance</b>	<b>37,093</b>	<b>129,093</b>	<b>341</b>	<b>15,341</b>
<b>Revenues</b>				
General Fund	3,242,000	4,514,294	4,915,000	5,227,000
Other Funds	688,000	776,000	828,000	882,000
<b>Total Revenues</b>	<b>3,930,000</b>	<b>5,290,294</b>	<b>5,743,000</b>	<b>6,109,000</b>
<b>Expenditures</b>				
Labor	(2,462,000)	(3,024,052)	(3,111,000)	(3,306,000)
Supplies and Services	(111,000)	(249,999)	(221,000)	(231,000)
County Charges & Equipment	(1,265,000)	(2,144,994)	(2,396,000)	(2,548,000)
<b>Total Expenditures</b>	<b>(3,838,000)</b>	<b>(5,419,045)</b>	<b>(5,728,000)</b>	<b>(6,085,000)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	<b>129,093</b>	<b>342</b>	<b>15,341</b>	<b>39,341</b>
<b>Reserves</b>				
<b>Total Reserves</b>	-	-	-	-
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>129,093</b>	<b>342</b>	<b>15,341</b>	<b>39,341</b>

**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: 2019-2020 proposed Expenditures includes the expansion of the Subarea Planning staff.

Reserve Notes: General Public Services is back primarily by revenues from the General Fund. Associated Rainy Day Reserves are held in the General Fund.

Updated 9/4/2018, Warren Cheney

**2019-2020 Executive Proposed Operating Budget  
ABATEMENT (EN\_A52500)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>1,317,698</b>	<b>1,317,697</b>	<b>1.0</b>	<b>0.0</b>
Base Budget Adjustments	(664,023)	(799,473)	0.0	0.0
Decision Package Adjustments	(55,302)	81,776	0.0	0.0
<b>2019-2020 Executive Proposed Budget</b>	<b>598,373</b>	<b>600,000</b>	<b>1.0</b>	<b>0.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>599,000</b>	<b>600,000</b>	<b>1.0</b>	<b>0.0</b>

**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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Technical Adjustments</b>				
(TA_050) Revenue Adjustments				
Revise budgeted revenues to match current forecast. Adjust revenue account budgets to reflect the projected rate of reimbursement for County abatement costs.	0	81,776	0.0	0.0
<b>Central Rate Adjustments</b>	(55,302)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	(55,302)	81,776	0.0	0.0

**2019-2020 Proposed Financial Plan  
Permitting Abatement Fund /000001341**

<b>Category</b>	<b>2017-2018 Estimated</b>	<b>2019-2020 Proposed Budget</b>	<b>2021-2022 Projected</b>	<b>2023-2024 Projected</b>
<b>Beginning Fund Balance</b>	<b>643,586</b>	<b>432,586</b>	<b>434,213</b>	<b>770,213</b>
<b>Revenues</b>				
Fines and Charges	672,000	600,000	960,000	600,000
<b>Total Revenues</b>	<b>672,000</b>	<b>600,000</b>	<b>960,000</b>	<b>600,000</b>
<b>Expenditures</b>				
Labor	(319,000)	(340,746)	(362,000)	(384,000)
Supplies and Services	(447,000)	(200,000)	(200,000)	(200,000)
County Charges & Equipment	(117,000)	(57,627)	(62,000)	(65,000)
<b>Total Expenditures</b>	<b>(883,000)</b>	<b>(598,373)</b>	<b>(624,000)</b>	<b>(649,000)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	-	-	-	-
<b>Ending Fund Balance</b>	<b>432,586</b>	<b>434,213</b>	<b>770,213</b>	<b>721,213</b>
<b>Reserves</b>				
Rainy Day Reserve (30 days)	(36,792)	(24,932)	(26,000)	(27,042)
<b>Total Reserves</b>	<b>(36,792)</b>	<b>(24,932)</b>	<b>(26,000)</b>	<b>(27,042)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>395,794</b>	<b>409,281</b>	<b>744,213</b>	<b>694,172</b>

**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: 2021-2022 revenue spikes due to anticipated repayment of \$360,000 loan for abatement work.

Updated 9/4/2018, Warren Cheney



# ROAD SERVICES DIVISION

## Mission

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Manage the unincorporated King County road system through focused investment of available resources to facilitate the movement of people, goods, and services, and respond to emergencies.

## Overview

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The Road Services Division (Roads) is part of the newly created Department of Local Services (DLS). Roads is responsible for all County-owned roads, bridges, and related infrastructure in unincorporated King County, maintaining approximately 1,500 miles of roads and 182 bridges. Unincorporated-area roads support over one million trips per day as part of a larger transportation network, and people from all parts of the county—and beyond— use them; about half the trips on the high-volume roads originate in cities and other counties. The system also provides pathways for essential public utilities.

The County's many bridges are an integral part of the road system, as are other components such as sidewalks and pathways, bike lanes, guardrails, drainage and water quality facilities, traffic control equipment, and traffic cameras.

The division's organizational structure consists of the Director's Office and three sections: Maintenance, Engineering Services, and Strategic Business Operations. Overall, the division is organized to focus on key functions and skill sets that best meet the strategic plan goals of safety and regulatory compliance and ensure that key resources are available to respond to unplanned failures and emergencies.

Roads manages five types of infrastructure assets:

- **Roadway** – includes the road surface and substructure
- **Bridges and structures** – includes concrete, steel, and timber bridges, and structures such as seawalls and retaining walls
- **Drainage facilities** within the road right-of-way - such as pipes, culverts, ditches, catch basins, and stormwater ponds
- **Traffic control/safety devices** – such as signals, signs, pavement markings, roundabouts, and traffic cameras
- **Roadside features** – such as sidewalks, pathways, shoulders, roadside slopes, and ADA ramps

The division's work is guided by the following prioritized goals of the Strategic Plan for Road Services:

1. Prevent and respond to immediate operational life safety and property damage hazards.
2. Meet regulatory requirements and standards in cooperation with regulatory agencies.
3. Maintain and preserve the existing roadway facilities network.
4. Enhance mobility (movement of people and goods) by facilitating more efficient use of the existing road system.
5. Address roadway capacity to support growth targets in the urban area.

## Challenges, Opportunities, and Strategic Issues

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Roads has identified five strategic focus areas for the upcoming biennium:

- Financial and operational sustainability
- Safety
- Workforce
- Water/drainage
- Maintenance facilities

### Financial and Operational Sustainability

King County continues to experience a roads funding crisis due to municipal annexations, the 2008 recession, declines in gas tax revenues, the effects of voter initiatives, and an aging bridge and road system. The lack of revenue is significantly impacting the County's capacity to maintain, improve, and replace aging and failed components of the system. As in the last biennium, in 2019-2020 the County will continue to have limited capacity to deliver road services. Without adequate funding, conditions on the road system will continue to deteriorate and resources must be focused on critical safety needs. In order to ensure that the highest priority immediate operational safety activities are addressed, other maintenance and preservation activities have been reduced or eliminated.

The County continues to partner with jurisdictions and stakeholders to seek solutions to provide financial and operational sustainability. A Bridges and Roads Task force was established in 2015-2016 to assess the problem and identify potential solutions. The task force recommendations included that the County needs new authority from the State Legislature for a fair, non-regressive countywide revenue tool that is tied to inflation, sustainable over the long-term, and beneficial to both cities and the County. In 2017–2018, the Regional Transportation System Initiative (RTSI) was convened by King County, Sound Cities Association, and the Puget Sound Regional Council (PSRC), which invited all agencies with roads and streets in the County to discuss declining funding and the long-term regional road network needs. Together, they accomplished the following:

- 1) Defined the regional road network in King County (identified key roads that connect communities);
- 2) Identified costs and the unmet financial needs for roads on the regional network; and
- 3) Considered and discussed several revenue options and other ideas for addressing regional road network needs.

Local agencies have committed to working together to find solutions for the large, long-term unmet needs for the regional road network. The information from this collaboration will be valuable for participating agencies and for the Washington State Legislature's consideration of next steps for the critical unfunded needs on local roads.



## Safety

As established in the adopted Strategic Plan for Road Services, safety is the number one priority for the management of county roads. This priority drives the budget, business plan, and daily operations. The 2019-2020 budget includes daily maintenance and operations activities that are critical to keeping roads and bridges safe for the traveling public. A few examples include removing obstructions or debris in the roadway; addressing hazardous vegetation that is blocking signs or traveler visibility; and replacing faded road striping and markings so lanes and traffic directions are clear.

The budget also includes systematic approaches to assessing and addressing the safety of the road network and uses a risk-based strategy for determining where to allocate limited capital funding. The division's priorities are based upon state and Federal Highway Administration adopted American Association of State Highway and Transportation Officials design standards that provide a guide for safety investments. Using standardized criteria and rigorous technical analysis, projects are given priority rankings, and efforts are selected and scheduled based upon these rankings and available funding. Safety programs include the run-off-the-road program, which identifies problem areas and implements solutions such as installing new guardrail, retrofitting old and substandard guardrail, and removing or mitigating some hazards in the clear zone. Other traffic safety measures may include high friction surface treatments, rumble strips, and school zone safety improvements such as flashers or pathways.

## Bridge Safety

A significant, new road system safety risk was identified in 2017-2018. Following bridge collapses and a decision to allow heavier trucks on roadways, the Federal Highway Administration has developed new calculations for determining the weight that a bridge can safely carry. As of spring 2018, the division has evaluated 57 bridges and determined new vehicle weight restrictions are necessary for 21 of those bridges. Some bridges are restricted from transporting certain types of fire apparatus, garbage trucks, cement trucks, freight trucks, and other heavy vehicles. It is anticipated that the number of restricted bridges will grow as the analysis of County bridges continues through 2022.

One immediate impact from load limiting these bridges is that heavier vehicles may have long detours and be forced onto roads less appropriate for heavy vehicle traffic, such as through residential areas or onto narrow, winding, and/or steep roads. Another concern is that emergency responders may be delayed if certain types of fire apparatus are unable to cross a bridge on the most direct route. There is also the risk that, despite the County's best efforts to enforce the weight restrictions, some overweight trucks will not comply with posted weight restrictions and cross these bridges, resulting in structural damage or even a potential bridge collapse.

The newly restricted bridges were evaluated and prioritized using criteria including the type of restricted vehicles, impact on traffic flow, alternative routes for heavier vehicles, and impacts on communities. Based on this analysis, five bridges have been identified for replacement to alleviate safety impacts.

## Workforce

Creating stability in the workforce has been essential to supporting Roads' productivity and effectiveness. Following a period of intense change and disruption, including nine layoff processes between 2008 and 2015 that resulted in more than 40 percent reduction in staff, Roads began adjusting staffing to sustainable levels in the 2015-2016 biennium, based on available revenue projections over the 6-year planning horizon. In 2019-2020, approximately 20 percent of Roads current staff will be eligible for retirement because they have either reached the age of 65 or have completed 30 years of service. Succession planning, targeted recruitment to fill key positions, and ongoing professional development to grow existing staff will be workforce focuses during the upcoming biennium.

## Water / Drainage

Water that is not sufficiently managed can damage or destroy roads and bridges. A large portion of the division's drainage assets, including culverts, pipes, ditches, and catch basins, are old and at risk for failure, or are already failing, which in turn places road infrastructure at risk for degradation or structural failure. Many county roads are also located in vulnerable, frequently flooded locations, which increases risk of failure and results in intermittent roadway closures during storm events. King County must also comply with National Pollutant Discharge Elimination System (NPDES) permit requirements established by the Department of Ecology under the Federal Clean Water Act. The budget includes Surface Water Management (SWM) funding to support a one-time, enhanced catch basin cleaning effort that will ensure that new NPDES requirements are met and that Roads can more efficiently maintain these assets in the future.

With the growing financial challenges facing King County Roads, the division will not be able to adequately maintain stormwater conveyance infrastructure in the road right-of-way, causing potential threats to mobility, public safety, and water quality. This budget includes a SWM fee increase allocated for the replacement of infrastructure that blocks fish passage. Roads and the Water and Land Resources Division (WLRD) are working together to identify deteriorated or failing Road infrastructure (most of which are culverts) that are also barriers to fish passage and are funding design and/or replacement of these barriers in the 2019-2020 budget proposal.

## Maintenance Facilities

Road crews are public safety first responders, working as needed 24/7 to respond to road condition issues or collisions, and operating around the clock during serious flooding, snow, ice, and wind, or other emergency events. It is necessary to have maintenance facilities with adequate heat to keep equipment from freezing, and weather-tight to keep equipment and supplies from suffering rain damage. These facilities need adequate systems and power so that staff are safe and able to get warm.

The division's 2014 strategic plan update process included an extensive evaluation of Roads' maintenance facilities. An outcome of this evaluation was the identified need to deliver maintenance services more efficiently, consolidate facilities, and to complete priority facility repairs. In response, Roads consolidated facilities and redrew maintenance district boundaries. Roads moved out of three facilities and staff were consolidated in the remaining six facilities.

Two maintenance shops were also identified for replacement in new locations. The current Cadman maintenance shop in Redmond is sited in the wrong location for current and future needs, and since it is within the city boundaries, the area is likely to be rezoned for denser development in the future. The Vashon shop is very old and significantly undersized and the facilities are failing. A 2017 analysis identified site alternatives to replace these facilities. In 2019–2020, Roads has budgeted for the site acquisition for Vashon and included both facility replacements in the six-year capital plan.

## 2019-2020 Priorities

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Roads is holding steady on the course set by the adopted Strategic Plan for Road Services and mapped in the line of business plan for the last biennium. Critical safety work remains the top priority for 2019-2020, with remaining resources directed to a limited amount of infrastructure maintenance and preservation. The division's infrastructure preservation efforts are focused primarily on drainage, roadway pavement, and bridge assets.

New programs and project proposals in the 2019-2020 budget include re-establishing a Bridge Safety Program to replace select bridges; converting the successful Road Rangers responsive maintenance pilot to an ongoing program; establishing a culvert replacement and fish passage program; and the acquisition of a suitable site for the replacement of the undersized and failing Vashon maintenance facility.

Roads also has several ongoing and planned activities related to the Executive's Priorities as highlighted below.

## **Best Run Government**

In response to its ongoing funding crisis, Roads has been involved in an ongoing effort to evaluate all aspects of its business, work locations, tools, equipment and materials to continually innovate and achieve efficiencies. The interest in process improvement continues to grow at all levels of the organization, and Roads has embraced the use of continuous improvement/Lean methods and tools. Many key improvements have already been achieved, and more are underway for 2019-2020. These efforts include: increasing the use of mobile technology by field staff; replacing and modernizing critical, end-of-lifecycle/failing software applications for business continuity, efficiency, and reliability; and continuing to expand the division's data driven asset management and work order system to integrate critical business functions.

## **Equity and Social Justice**

The division includes equity considerations in many facets of its business. New or ongoing efforts in 2019-2020 include three school zone pathway projects located in southwest King County serving schools with a high percentage of students receiving free and reduced lunch; a sidewalk repair pilot project in the North Highline and Skyway neighborhoods; exploring potential opportunities to enhance the use of small, minority owned/women-owned/veteran-owned businesses; and continuing to prioritize emergency snow and ice response along Metro's highest priority transit snow routes, since these may be the only source of transportation available to lower-income residents.

## **Climate**

Roads has a long history of incorporating principles of sustainability into its delivery of capital projects and programs. Capital projects are reviewed to identify opportunities to achieve sustainable infrastructure score card requirements for energy, greenhouse gas emissions, stormwater management, materials selection, and construction/demolition materials diversion. Coordinated waste reduction strategies result in re-use of materials on site when possible, salvaging of materials offsite, disposal of hazardous waste (if applicable), and recycling.

In the upcoming biennium, Roads has requested a Fund to Reduce Energy Demand (FRED) loan to complete conversion of all maintenance facility lighting to LED by 2020 to help meet energy goals. This project will upgrade approximately 1,500 internal and external lights and fixtures, resulting in a net energy savings for the County over time.

Future shifts in climate are anticipated to increase the volume of water within King County's waterways as well as the county's system of stormwater pipes, culverts, ditches, and other drainage assets. To accommodate future projected water volumes, when drainage assets need replacement, Roads installs larger sized culverts and pipes. These larger facilities may also have ancillary fish and wildlife habitat benefits. Roads projects often incorporate native plants and bio-swales, which improve water infiltration and water quality. When feasible, projects are also designed to increase overall tree cover and habitat complexity within the project area.

**2019-2020 Executive Proposed Operating Budget  
ROADS (EN\_A73000)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>194,061,606</b>	<b>222,493,459</b>	<b>386.5</b>	<b>12.0</b>
Base Budget Adjustments	2,915,507	1,495,823	(7.0)	(12.0)
Decision Package Adjustments	19,436,910	7,304,295	7.0	11.0
<b>2019-2020 Executive Proposed Budget</b>	<b>216,414,023</b>	<b>231,293,577</b>	<b>386.5</b>	<b>11.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>216,415,000</b>	<b>231,294,000</b>	<b>386.5</b>	<b>19.0</b>

**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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Direct Service Changes</b>				
(DS_001) Road Ranger Program Establish an ongoing Road Ranger program with career service staff. The Road Ranger pilot program was funded in the second omnibus of the 2017-2018 biennium.	1,466,230	0	6.0	0.0
(DS_002) NPDES Catchbasin Cleaning Program Enhance the National Pollutant Discharge Elimination System (NPDES) Catchbasin Cleaning Program to meet new legal requirements and implement new methodologies. One-time funding provided from Surface Water Management fee increase in SWM decision package DS_030.	492,658	500,000	0.0	0.0
(DS_004) School Zone Flasher Maintenance Signal Technician Add one FTE to provide maintenance to school zone and pedestrian flashers as part of the School Zone Flasher program, which began in 2017.	266,989	0	1.0	0.0
(DS_005) Roads Maintenance Capital Equipment and Tools Increase the maintenance budget to begin replacement of necessary equipment and tools. The Roads Maintenance Section has deferred investment in capital equipment and tools, and many are reaching or are beyond their useful life.	150,000	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget**  
**ROADS (EN\_A73000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_006) North Highline and Skyway Sidewalk Enhancements Fund a temporary crew (two carpenters and one utility worker) to improve pedestrian access and safety by repairing sidewalks and ADA ramps in the North Highline and Skyway areas.	916,559	0	0.0	3.0
(DS_007) Budget Existing TLTs for CIP Support Budget eight existing TLT positions that were added during the 2017-2018 biennium to support Roads CIP ramp-up and project delivery, including right of way acquisition, contract administration, CADD support, environmental permitting, and other support. The need for these positions is ongoing through 2019-2020.	2,433,375	0	0.0	8.0
(DS_008) TLT Conversion to Meet Customer Service Needs Convert an existing program manager TLT, which expires in 2019, to an FTE to track and respond to complex customer service issues and inquiries, provide clear and consistent public information, and develop increasingly efficient approaches to resolving customer issues.	256,151	0	1.0	0.0
(DS_009) Engineering Services Capital Equipment Replace equipment in the Materials Lab and the Traffic Management Center. The existing equipment is at the end of its useful life or is needed for ongoing and efficient operations.	156,000	0	0.0	0.0
(DS_010) Upgrade Permanent Traffic Counting Locations Upgrade eight permanent traffic counting locations to gather data on the types of vehicles on the county's roadways. The information, which is critical for monitoring traffic distribution and trends, will be sent to the division's Traffic Management Center for further analysis.	200,000	0	0.0	0.0
(DS_011) Engineering Services Operating Expenditures Fund specialized supplies and materials to support the construction, Pavement Management, Roadway Project Management, and the Traffic Management Center functions.	140,000	0	0.0	0.0
(DS_012) IT Licensing Fees Fund increased IT software licensing fees associated with new county requirements, standards, and business needs.	245,000	0	0.0	0.0
(DS_013) Asset Management System Consulting Services Utilize consulting services with specialized expertise to support the integration of additional business functions into Roads' asset management system. The consulting budget requested would be applied to a number of different activities to continue to integrate and improve the way Roads' systems and processes work together, as well as to automate additional components of the division's workflow.	1,000,000	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget**  
**ROADS (EN\_A73000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_015) Transportation Planning Consulting Utilize consulting services to support transportation planning, capital needs, and funding identification. These services are necessary to support legally mandated planning requirements, regional collaboration on transportation solutions, and Roads' operational needs.	200,000	0	0.0	0.0
(DS_017) Program/Project Manager in Roads Engineering Services Add a new project manager in the Roads Engineering Services Project Delivery Office to provide operational and financial status information for managing engineers, project managers, and division management to ensure that potential issues are identified and corrected in a timely manner. This body of work is currently being addressed by a TLT position expiring in 2019.	305,500	0	1.0	0.0
(DS_031) Flood Hazard Management Plan (FHMP) Update the 2020 King County Flood Hazard Management Plan (FHMP), including a review and update of policies and risks, stakeholder process, report of accomplishments, and identification of new actions. This proposal is funded with the Surface Water Management fee and transfers from Roads Services and Wastewater divisions.	75,000	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.	39,142	0	0.0	0.0
<b>Administrative Service Changes</b>				
(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
(AC_082) Transfer to Department of Local Services (DLS) Reallocate two administrative positions from Road Services to the DLS Director's Office to create greater efficiency.	(346,610)	0	(1.0)	0.0
(AC_083) Department of Local Services Cost Allocation Fund the DLS Director's Office based on the agency's operating expenditures in unincorporated King County.	699,078	0	0.0	0.0
<b>Technical Adjustments</b>				
(TA_001) Zero Based Account Adjustments Allocate base appropriation to appropriate cost centers and accounts through a technical adjustment.	0	0	0.0	0.0

**2019-2020 Executive Proposed Operating Budget  
ROADS (EN\_A73000)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
(TA_002) Surface Water Management (SWM) Fee Increase Increase the Surface Water Management (SWM) fee payment to reflect the proposed 20 percent fee increase included in Water and Land Resources Division (WLRD) SWM Fund.	2,441,000	0	0.0	0.0
(TA_003) Road Use Investigator Contract Transfer funding to the King County Sheriff's Office for a dedicated officer for road use investigation and enforcement. This change was implemented in 2017 and this is the technical adjustment to add the appropriation for the ongoing transfer.	451,634	0	0.0	0.0
(TA_004) Labor Distribution Balance loan-in and loan-out accounts and related benefit and overhead recovery accounts across various cost centers through a technical adjustment. This decision package also reflects other miscellaneous labor related items, such as an estimate for retirement vacation payout.	0	0	0.0	0.0
(TA_007) Traffic City Services Programming Allocate budget for Road's Traffic City Services to appropriate cost centers and accounts, based on current estimated demand from cities through a technical adjustment.	0	0	0.0	0.0
(TA_008) Ongoing Roads Maintenance Program Allocate budget for Road's ongoing maintenance program to the correct cost centers and accounts, based on the 2019-2020 work plan, through a technical adjustment.	0	0	0.0	0.0
(TA_050) Revenue Adjustment Revise budgeted revenues to match current forecast.	0	6,804,295	0.0	0.0
(TA_085) KCIT Application Enhancements Increase the budget for IT application enhancement projects under \$250,000. This funding will be used on an as-needed basis to make Roads' existing systems better – including: functional enhancements, interface creation and modification, and reporting improvements. This estimate includes work on over 60 Roads systems including Traffic Camera's "all cams" page, the public-facing MyCommute application, Cityworks enhancements and integration, GIS processing, and SharePoint.	352,098	0	0.0	0.0
(TA_110) Net Zero Adjustments Reallocate budget to reflect current spending patterns.	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture the salary savings associated with employee turnover and provide greater transparency in the budget.	(966,000)	0	0.0	0.0
<b>Central Rate Adjustments</b>	8,848,074	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	19,436,910	7,304,295	7.0	11.0

**2019-2020 Executive Proposed Operating Budget  
ROADS CONSTRUCTION TRANSFER (EN\_A73400)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2017-2018 Revised Budget</b>	<b>40,555,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	(1,155,000)	0	0.0	0.0
Decision Package Adjustments	(10,460,000)	0	0.0	0.0
<b>2019-2020 Executive Proposed Budget</b>	<b>28,940,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2019-2020 Executive Proposed Ordinance</b>	<b>28,940,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**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.

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Technical Adjustments</b>				
(TA_001) Operating Transfer to Capital Adjustment Adjust the transfer from the Road Operating Fund to Road Services capital program, as detailed in the six-year capital budget proposal.	(10,460,000)	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>(10,460,000)</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>



**2019-2020 Proposed Financial Plan  
Road Operating /000001030**

<b>Category</b>	<b>2017-2018 Estimated</b>	<b>2019-2020 Proposed Budget</b>	<b>2021-2022 Projected</b>	<b>2023-2024 Projected</b>
<b>Beginning Fund Balance</b>	<b>17,865,578</b>	<b>27,758,932</b>	<b>13,698,486</b>	<b>11,741,229</b>
<b>Revenues</b>				
Property Taxes <sup>1</sup>	179,089,331	181,968,100	188,654,737	194,651,726
Gas Taxes	27,340,229	26,800,001	26,800,001	26,800,001
Utility inspection -- Fee for Services	2,257,150	2,320,302	2,472,107	2,689,279
Reimbursable Activities	13,940,313	13,005,174	13,856,031	15,073,269
Grant Revenues / Contingency	1,280,692	2,000,000	2,000,000	2,000,000
Sale of Land	522,006	-		
Other Revenues <sup>2</sup>	6,121,766	5,200,000	4,700,000	4,700,000
<b>Total Revenues</b>	<b>230,551,487</b>	<b>231,293,577</b>	<b>238,482,876</b>	<b>245,914,275</b>
<b>Expenditures</b>				
Base Operating Budget	(141,182,142)	(169,910,410)	(177,918,169)	(193,407,943)
Transfer to Sheriff	(12,500,000)	(15,000,000)	(15,000,000)	(15,000,000)
South Park Bridge <sup>4</sup>	(2,033,780)	(2,060,000)		
Surface Water Management Fee <sup>3</sup>	(13,089,000)	(15,530,000)	(14,968,552)	(13,736,712)
Grant Contingency	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Debt Service	(11,705,962)	(11,913,613)	(11,767,064)	(14,039,310)
Transfer to Roads CIP	(40,400,000)	(28,940,000)	(18,786,348)	(10,169,880)
<b>Total Expenditures</b>	<b>(221,910,884)</b>	<b>(245,354,023)</b>	<b>(240,440,133)</b>	<b>(248,353,845)</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
Prior Period Corr. to Beginning Balance	1,252,751			
<b>Total Other Fund Transactions</b>	<b>1,252,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>27,758,932</b>	<b>13,698,486</b>	<b>11,741,229</b>	<b>9,301,659</b>
<b>Reserves</b>				
Expenditure Reserve (s)				
Cash Flow Reserve(s)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Rate Stabilization Reserve(s)				
Rainy Day Reserve (30 days)				
<b>Total Reserves</b>	<b>(7,000,000)</b>	<b>(7,000,000)</b>	<b>(7,000,000)</b>	<b>(7,000,000)</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>20,758,932</b>	<b>6,698,486</b>	<b>4,741,229</b>	<b>2,301,659</b>

**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:

<sup>1</sup> Property Taxes include 2018 August OEFA forecast taxes and personal property taxes. 2019-2020 include a 1% reduction for undercollection.

<sup>2</sup> Expenditure Notes:

<sup>3</sup> Surface Water Management Fee reflects WLRD 2019 - 2020 budget estimates, including a presumed 20% fee increase and out year annexation assumptions.

<sup>4</sup> Assumes annexation by the City of Seattle and Seattle's assumption of South Park Bridge operating costs by the end of 2020.

<sup>5</sup> Items not identified as fixed amounts in the base budget are inflated at a rate of 4.3% per year in the 2021-22 and 2023-24 bienniums.

Reserve Notes:

Reserves established by the Office of Performance, Strategy and Budget pursuant to Motion 14110, April 2014.

Updated September 4, 2018 by Mark Foote



# CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129582	<b>RSD EMERGENT NEED 3855</b> ADMIN		\$1,925,000	<b>Current Scope:</b> Emergent Need - This project provides funding for existing projects that experience unforeseen circumstances such as delay, match for additional grant funding or required accelerations. <b>Budget Request Basis:</b> The maximum appropriation as allowed by King County Code is requested.
1129583	<b>RSD GRANT CONTINGENCY 3855</b> ADMIN		\$10,000,000	<b>Current Scope:</b> Grant Contingency - This project provides appropriation authority reflecting potential grant contingent sources that may be awarded. <b>Budget Request Basis:</b> On average, Roads receives approximately \$5 million annually in grant funds. This budget will provide sufficient contingency to allow the division to apply for and receive grants between budget cycles and for emergent needs, such as storm events. Grant contingency allows Roads to pursue grant funding as opportunities arise since many granting agencies require demonstration of sufficient budget authority to apply for funds.
1129584	<b>RSD CWP QUICK RESPONSE</b> PROGRAMMATIC		\$3,000,000	<b>Current Scope:</b> Countywide Program - This project allows Roads to respond to emerging needs of citizens and the roadway system. The Quick Response countywide project supplies funds for sub-projects that require immediate attention, including emergency repairs associated with storm damage or other infrastructure deterioration or damage, unanticipated pedestrian or vehicle needs, or other emerging issues. <b>Budget Request Basis:</b> This is the maximum that can be supported by the financial plan.
1129585	<b>RSD CWP ROADWAY PRESERVATION</b> PROGRAMMATIC		\$9,697,846	<b>Current Scope:</b> Countywide Program Roadway Preservation - This program preserves roadway infrastructure by applying cost-effective resurfacing and rehabilitation treatments to extend the life of existing roadways. <b>Budget Request Basis:</b> Lists of roadway projects are being developed using criteria including pavement condition score, functional designation (e.g., major or minor arterial), and other factors. A final candidate list will be set in late 2018 for construction in the 2019-2020 biennium. In addition, one subproject--218th Avenue SE Reconstruction, which will be partially funded by grants -- is included in the budget request.

# CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129586	<b>RSD CWP DRAINAGE PRESERVATION</b> PROGRAMMATIC		\$6,800,000	<p><b>Current Scope:</b> Countywide Program Drainage Preservation - This program funds replacement and preservation of aging drainage systems and associated roadway features in compliance with current codes and standards. Projects include replacing failed systems as well as implementation of new pipe or catch basins to collect water that is adversely affecting the road system or private property.</p> <p><b>Budget Request Basis:</b> A list of projects from the existing backlog is chosen at the beginning of each year based on the priority array. However, water is a very powerful erosive force, and can cause significant damage during or as a result of storm events if existing systems are not in good condition. Because the county's system is old, and many parts are at or near the end of their design life, new drainage problem sites continually arise and are added to the priority array. Some of these will have high priority scores and may supplant the projects originally planned for the year. Projects supplanted will be revisited in the next review or if their priority score increases.</p>
1129587	<b>RSD CWP GUARDRAIL PRESERVATION</b> PROGRAMMATIC		\$3,000,000	<p><b>Current Scope:</b> Countywide Program Guardrail Preservation - This program identifies and prioritizes existing guardrail to be refurbished or upgraded to current standards. Program work includes installing guideposts on the guardrail according to federal standards, upgrading or installing end terminals, and raising guardrail to current standard height recommendations.</p> <p><b>Budget Request Basis:</b> A priority array is being developed based on a listing of locations where existing guardrail and guardrail end terminals are located which need to be refurbished or upgraded. Priority projects on some of the higher volume roadways in the county system will be selected for design and construction from this array.</p>
1129588	<b>RSD CWP BRIDGE PRIORITY MAINT</b> PROGRAMMATIC		\$1,650,000	<p><b>Current Scope:</b> Countywide Program Bridge Priority Maintenance - This project funds high priority preservation and maintenance projects to keep the aging bridge inventory serviceable and safe for the traveling public. Project activities may include load upgrades, scour mitigation, re-decking, bridge rail repairs or retrofits, superstructure and substructure repairs, painting, etc.</p> <p><b>Budget Request Basis:</b> Each year, bridge engineers analyze the backlog of work orders and determine which bridges will be worked on based on priority of the required work, need, and structural and traffic safety issues. As often as possible, multiple work orders for a bridge are bundled into one project. Routine, day-to-day projects are scheduled in the operating fund, and projects to maintain the useful life of the asset are scheduled in Bridge Priority Maintenance.</p>

# CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129589	<b>RSD CWP CLEAR ZONE SAFETY</b> PROGRAMMATIC		(\$1,000,000)	<p><b>Current Scope:</b> Countywide Program Clear Zone Safety - This program promotes the safety of the roadway network by removing roadside obstacles within the clear zone of the road right-of-way. This program will identify and remove or mitigate non-yielding or non-breakaway objects that are more than 6 inches high, such as trees, boulders, stumps, mailboxes, fences and utility poles in the clear zone. The clear zone is an area clear of objects for a minimum of 10 feet from the outside painted lane edge line on roads without curbing.</p> <p><b>Budget Request Basis:</b> Disappropriate; project not scheduled at this time.</p>
1129590	<b>RSD CWP HIGH COLLISION SAFETY</b> PROGRAMMATIC	✓	\$100,000	<p><b>Current Scope:</b> Countywide Program High Collision Safety - This program improves the safety of the roadway network by making improvements to reduce the rate of collisions on roads in unincorporated King County. Improvements include, but are not limited to, traffic control signs and pavement markings.</p> <p><b>Budget Request Basis:</b> The budget request will allow Roads to begin making improvements that will be recommended in the 2020 High Collision Safety report. In addition, funding is included to begin sightline improvements at the intersection of SE Covington Sawyer Road and 164th Place SE.</p>
1129591	<b>RSD CWP SCHOOL ZONE SAFETY</b> PROGRAMMATIC		\$561,000	<p><b>Current Scope:</b> Countywide Program School Zone Safety - This program improves the safety of students, pedestrians and others using roads near schools in unincorporated King County by implementing traffic calming measures as needed, including safety-related signs, marked crosswalks, radar activated speed signs, flashing beacons, or paved sidewalks or pathways.</p> <p><b>Budget Request Basis:</b> The program prioritizes schools for mainly signage improvements and flashing beacon installation based on input from school districts coupled with other screening criteria, such as speed counts, collision rates and other characteristics unique to each school. Walkway locations were first prioritized based on field observations and analysis for future development considerations. A secondary set of criteria was used, such as level of walking activity, current walking surface conditions, width of the paved walking surface, presence of nearby schools where siblings may attend, and level of school bus service.</p>
1129841	<b>RSD CIP OVERSIGHT 3855</b> ADMIN		\$27,674	<p><b>Current Scope:</b> Capital Oversight - Council Auditor Capital Project Oversight.</p> <p><b>Budget Request Basis:</b> This funds the Capital Project Oversight (CPO) function in the Auditor's office. The request is based on a central model that allocated the 2019-2020 CPO Budget between capital funds based on the size of the budget request, excluding certain types of funds (open space, mitigation, etc.) and large equipment purchases.</p>

## CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

### 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1131333	<b>RSD CWP FLOOD CONTROL DISTRICT</b> PROGRAMMATIC		\$4,100,000	<p><b>Current Scope:</b> Countywide Program Flood Control District - To perform projects to address locations where recurring flood events have impacted or have the potential to impact local communities.</p> <p><b>Budget Request Basis:</b> Staff from Roads and the King County Flood Control District partnered together on identifying projects to address locations where recurring flood events have impacted or have the potential to impact local communities.</p>
1133447	<b>RSD CWP 2018 BRIDGE SAFETY</b> PROGRAMMATIC	✓	(\$5,602,000)	<p><b>Current Scope:</b> Countywide Program 2018 Bridge Safety - To replace bridges affected by new federal requirements. These requirements have resulted in restrictions on heavy vehicles, which pose public safety concerns if not promptly and systematically addressed. Four bridges will be replaced in the 2018 Bridge Safety program:</p> <ul style="list-style-type: none"> <li>- S 277th Street Bridge #3126</li> <li>- Ames Lake Trestle Bridge #1320A</li> <li>- Coal Creek Bridge #3035A</li> <li>- Upper Tokul Bridge #271B</li> </ul> <p><b>Budget Request Basis:</b> This project was adopted in Ordinance 18744, but because it did not receive unanimous approval from the King County Council, per County Road Advisory Board rules, it was unable to be implemented. These bridge replacement projects are currently included in the proposed 2019-2020 Bridge program.</p>
1134082	<b>RSD FACILITIES LED CONVERSION</b> STANDALONE		\$900,000	<p><b>Current Scope:</b> Facilities LED Conversion - To upgrade existing lighting at four King County Roads maintenance facility campuses to LED technology. Approximately 2,000 interior and exterior light fixtures, lamps and sensors will be upgraded at the Black Diamond, Fall City, Renton, and Skykomish maintenance campuses. LED conversion advances the energy conservation goals stated within Goal Area 2 (Buildings and Facilities Energy) of the 2015 King County Strategic Conservation Plan.</p> <p><b>Budget Request Basis:</b> This will fund the cost of converting approximately 2,000 light fixtures, lamps and sensors to LED in order to meet the King County goal of 100 percent conversion to LED by 2020.</p>
1134083	<b>RSD COVINGTON WAY SE IMPROVE</b> STANDALONE		\$300,000	<p><b>Current Scope:</b> Covington Way SE Improvement - To study alternatives for improving Covington Way SE / SE Covington Sawyer Road between SE Wax Road and 100 feet south of the intersection with 164th Place SE with the goals of improving mobility and safety along this roadway.</p> <p><b>Budget Request Basis:</b> The budget request is based on the amount of a grant awarded by the Washington State Legislature.</p>
1134093	<b>RSD CWP TRAFFIC SAFETY</b> PROGRAMMATIC		\$993,000	<p><b>Current Scope:</b> Countywide Program Traffic Safety - This program funds improvements to safety on the roadways in unincorporated King County. This can include installing flashing yellow arrows, milling transverse rumble strips in the roadway, or adding lighting.</p> <p><b>Budget Request Basis:</b> Priority arrays are in the process of being developed where safety measures can benefit all road users. Priority projects will be selected for design and construction from this array.</p>

# CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1134094	<b>RSD CWP OBSOLETE IT SYS RPLMNT</b> PROGRAMMATIC		\$1,200,000	<p><b>Current Scope:</b> Road Services Division (RSD) Countywide Program (CWP) Obsolete IT System Replacement - Evaluate five obsolete legacy applications used by RSD, determine the best option for replacing each (e.g., leverage existing County systems, buy or build), then implement the selected best option.</p> <p><b>Budget Request Basis:</b> Roads must manage its funds and projects very carefully, which is why it is limiting this effort to \$1.2 million. The core assumption is that Roads will pursue a strategy that evaluates the best solutions with emphasis on leveraging existing county systems (e.g., PRISM or Masterworks for CIP, Paradigm for Scales DB, iLinx for RMV) and purchased applications. KCIT and Roads are confident that leveraging existing automation and pursuing commercial solutions offers substantial savings compared to a custom development effort. However, Roads will carefully assess the potential solutions and costs for each replacement in order to maximize its investment and minimize the risk of insufficient funding.</p>
1135045	<b>RSD CWP CLVRT RPLCMT FISH PASS</b> PROGRAMMATIC		\$4,522,000	<p><b>Current Scope:</b> Countywide Program Culvert Replacement and Fish Passage - Increase the safety and condition of the road system and enhance fish passage by replacing culverts that are in poor or failing condition, or undersized, with new culverts of fish passable design.</p> <p><b>Budget Request Basis:</b> "The Water and Land Resources Division (WLRD) and Roads collaborated to develop a preliminary, planning level list of culvert replacement projects that are a priority for both the safety and condition of the public road system and fish passage purposes. That list may be subject to change, based on WLRD's proposed habitat and condition assessment, additional feasibility analysis, preliminary design work, and consultation with tribes and Washington Department of Fish and Wildlife (WDFW).</p> <p>Culvert replacement projects will be designed using a combination of Roads engineering staff resources and consultant services. Some culvert project construction will be done by the existing Roads drainage crew and, when the crew's capacity is exceeded, contractors will be used.</p> <p>In 2019-2020, the apportionment of the Road drainage crew funding is approximately 80 percent from the Drainage Preservation Program and 20 percent from the Roads Culvert Replacement and Fish Passage Programmatic Project funding. Combined, this funds Roads existing drainage crew, which also performs many other types of essential drainage repair and preservation activities, such as replacing collapsing or failing pipe systems, culvert replacements, storm response, and emergent needs response. (It should be noted that drainage work requires a full crew complement; it is not possible to operate with a partial crew.)</p>

## CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3855 COUNTY ROAD MAJOR MAINTENANCE, Cap Status: Approved, Is IT Proj? Both Yes and No

### 2019-2020 Biennial - Executive Proposed

3855 COUNTY ROAD MAJOR MAINTENANCE - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135046	<b>RSD MAINT HDQTRS BLDG D REHAB</b> STANDALONE		\$1,800,000	<b>Current Scope:</b> Maintenance Headquarters Building D Rehabilitation - Improve the performance, safety and condition of Building D at the Maintenance Headquarters in Renton through replacement of the roof and building envelope, which are in a failing condition. <b>Budget Request Basis:</b> This budget request reflects 100 percent design and 100 percent engineer's estimate documentation.
1135073	<b>RSD CWP 2019-20 BRIDGE SAFETY</b> PROGRAMMATIC		\$7,102,014	<b>Current Scope:</b> Countywide 2019-2020 Bridge Safety Program - To replace bridges affected by new federal requirements, or which have been prioritized for replacement to correct structural or functional deficiencies. These requirements have resulted in restrictions on heavy vehicles, which pose public safety concerns if not promptly and systematically addressed. Five bridges will be replaced in the 2019-2020 Bridge Safety program: - S 277th Street Bridge #3126 - Ames Lake Trestle Bridge #1320A - Baring Bridge #509A - Coal Creek Bridge #3035A - Upper Tokul Bridge #271B <b>Budget Request Basis:</b> The 2019-2020 Proposed 6-Year Capital Plan budget request is based on currently available estimates to begin design and right-of-way activities.
<b>3855 - COUNTY ROAD MAJOR MAINTENANCE Total</b>			<b>\$51,076,534</b>	
<b>Grand Total</b>			<b>\$51,076,534</b>	



**2019-2020 Proposed Financial Plan  
Roads Capital Major Maintenance /00003855**

**Capital Improvement Program (CIP) Budget**

	2017-2018 Carryforward <sup>1</sup> (YE ITD Balance)	2019-2020 Proposed <sup>2</sup>	2019-2020 Total (Balance + Budget) <sup>3</sup>	2021-2022 Proposed <sup>4</sup>	2023-2024 Proposed <sup>5</sup>
<b>Capital Budget Revenue Sources:</b>					
Fund Balance	13,139,530		13,139,530		
Grant Contingency	4,470,969	10,000,000	14,470,969		
Federal Aid Urban Systems Road Grant	1,830,710	759,337	2,590,047	2,624,000	
Federal Bridge Grant	1,111,482	568,742	1,680,224	2,525,115	
WA State Department of Transportation Grant		300,000	300,000		
General Obligation Bonds		900,000	900,000	7,754,744	23,816,369
Contribution - Surface Water Management		7,722,000	7,722,000	8,430,000	6,700,000
Contribution - County Road Fund	4,740,729	22,760,139	27,500,868	16,142,348	9,588,880
Contribution - Other Capital Funds for 2019 Bridge Safety		2,149,976	2,149,976		
Contribution - Real Estate Excise Tax		6,694,000	6,694,000	1,747,000	2,827,000
Road Construction - Other Government <sup>11</sup>		700,000	700,000	700,000	
Flood Control District		4,100,000	4,100,000	3,150,000	1,650,000
Other One-time Revenues		24,340	24,340		
Disappropriation of Adopted Ord # 18744 (2018 Bridge Safety)	5,602,000	(5,602,000)	-		
<b>Total Capital Revenue</b>	<b>\$ 30,895,420</b>	<b>\$ 51,076,534</b>	<b>\$ 81,971,954</b>	<b>\$ 43,073,207</b>	<b>\$ 44,582,249</b>
<b>Capital Appropriation:</b>					
Emergent Need		(1,925,000)	(1,925,000)	(1,895,000)	(1,900,000)
Grant Contingency	(4,470,969)	(10,000,000)	(14,470,969)		
Quick Response	(4,154,659)	(3,000,000)	(7,154,659)	(3,000,000)	(3,000,000)
Roadway Preservation	(8,813,851)	(9,697,846)	(18,511,697)	(9,216,588)	(1,000,000)
Drainage Preservation		(6,800,000)	(6,800,000)	(5,600,000)	(3,800,000)
Guardrail Preservation	(3,770,015)	(3,000,000)	(6,770,015)	(1,550,000)	(930,000)
Bridge Priority Maintenance	(355,657)	(1,650,000)	(2,005,657)	(500,000)	
Clear Zone Safety	(1,000,000)	1,000,000			
High Collision Safety	(2,295,161)	(100,000)	(2,395,161)	(1,460,000)	(2,000,000)
School Zone Safety		(561,000)	(561,000)	(200,000)	(200,000)
CIP Oversight	(15,299)	(27,674)	(42,973)		
Flood Control District	(417,809)	(4,100,000)	(4,517,809)	(3,150,000)	(1,650,000)
Traffic Safety		(993,000)	(993,000)	(1,362,000)	(1,140,000)
Covington Way SE Intersection Improvement		(300,000)	(300,000)		
Obsolete IT System Replacement		(1,200,000)	(1,200,000)		
2018 Bridge Safety	(5,602,000)	5,602,000	-		
2019 Bridge Safety		(7,102,014)	(7,102,014)	(9,709,619)	(22,682,249)
Facilities LED Conversion		(900,000)	(900,000)		
RSD CWP Culvert Replacement and Fish Passage		(4,522,000)	(4,522,000)	(5,430,000)	(6,280,000)
RSD Maintenance Headquarters Building D Rehabilitation		(1,800,000)	(1,800,000)		
<b>Total Capital Appropriation</b>	<b>\$ (30,895,420)</b>	<b>\$ (51,076,534)</b>	<b>\$ (81,971,954)</b>	<b>\$ (43,073,207)</b>	<b>\$ (44,582,249)</b>

**CIP Fund Financial Position**

	2017-2018 Biennial to Date Actuals <sup>6</sup>	2017-2018 Estimated <sup>7</sup>	2019-2020 Biennial to Date Actuals	2019-2020 Estimated <sup>8</sup>	2021-2022 Projected <sup>9</sup>	2023-2024 Projected <sup>9</sup>
<b>Beginning Fund Balance</b>	-	-		13,139,530	2,988,942	2,098,561
<b>Capital Funding Sources</b>						
Federal Aid Urban Systems Road Grant	3,779	2,579,839		15,609,337	2,624,000	
BRAC Grant	1,231	1,115,741		1,680,224	2,525,115	
WA State Department of Transportation Grant				300,000		
General Obligation Bonds				900,000	7,754,744	23,816,369
Contribution - Surface Water Management	5,035,979	5,323,500		7,722,000	8,430,000	6,700,000
Contribution - Current expense	4,000,000	4,000,000				
Contribution - County Road Fund	27,003,431	34,178,907		27,500,868	16,142,348	9,588,880
Contribution - Other Capital Funds <sup>9</sup>	6,000,000	6,000,000				
Contribution - Other Capital Funds for 2019 Bridge Safety				2,149,976		
Contribution - Real estate Excise Tax	1,500,000	1,500,000		6,694,000	1,747,000	2,827,000
Road Construction - Other Government	744,509	744,509		700,000	700,000	
Flood Control District	753,766	2,029,915		4,100,000	3,150,000	1,650,000
Other One-time Revenues	216,723	216,723				
<b>Total Capital Revenue</b>	<b>\$ 45,259,416</b>	<b>\$ 57,689,134</b>	<b>\$ -</b>	<b>\$ 67,356,405</b>	<b>\$ 43,073,207</b>	<b>\$ 44,582,249</b>
<b>Capital Expenditures</b>						
Emergent Need		(500,000)		(1,925,000)	(1,895,000)	(1,900,000)
Grant Contingency				(10,000,000)		
Quick Response	(1,670,968)	(3,845,341)		(7,154,659)	(3,000,000)	(3,000,000)
Roadway Preservation	(14,076,582)	(25,986,149)		(17,511,697)	(10,216,588)	(1,000,000)
Drainage Preservation	(7,425,217)	(9,000,000)		(6,800,000)	(5,600,000)	(3,800,000)
Guardrail Preservation	(57,387)	(1,029,985)		(6,770,015)	(1,550,000)	(930,000)
Bridge Priority Maintenance	(556,616)	(1,044,826)		(2,005,657)	(500,000)	
High Collision Safety	(326,102)	(371,817)		(4,603,183)	(1,460,000)	(2,000,000)
School Zone Safety	(578,290)	(800,000)		(561,000)	(200,000)	(200,000)
CIP Oversight	(16,085)	(19,296)		(42,973)		
Flood Control District	(776,835)	(1,952,191)		(4,517,809)	(3,150,000)	(1,650,000)
Traffic Safety				(993,000)	(1,362,000)	(1,140,000)
Covington Way SE Intersection Improvement				(300,000)		
Obsolete IT System Replacement				(1,200,000)		
2019 Bridge Safety				(5,900,000)	(9,600,000)	(20,018,000)
Facilities LED Conversion				(900,000)		
Culvert Replacement and Fish Passage				(4,522,000)	(5,430,000)	(6,280,000)
Maintenance Headquarters Building D Rehabilitation				(1,800,000)		
<b>Total Capital Expenditures</b>	<b>\$ (25,484,081)</b>	<b>\$ (44,549,605)</b>	<b>\$ -</b>	<b>\$ (77,506,993)</b>	<b>\$ (43,963,588)</b>	<b>\$ (41,918,000)</b>
<b>Other Fund Transactions</b>						
<b>Ending Fund Balance</b>	<b>\$ 19,775,335</b>	<b>\$ 13,139,530</b>	<b>\$ -</b>	<b>\$ 2,988,942</b>	<b>\$ 2,098,561</b>	<b>\$ 4,762,810</b>
<b>Fund Balance designated to current projects<sup>10</sup></b>	<b>\$ (19,775,335)</b>	<b>\$ (13,139,530)</b>	<b>\$ -</b>	<b>\$ (2,988,942)</b>	<b>\$ (2,098,561)</b>	<b>\$ (4,762,810)</b>
<b>Reserves</b>						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes**

- <sup>1</sup> 2017-2018 Carryover column shows the estimated carryover balances at the end of the 2017-2018 biennium.
- <sup>2</sup> 2019-2020 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Hyperion for the 2019-2020 biennium.
- <sup>3</sup> 2019-2020 Total Budget is the sum of the 2017-2018 carryover budget and the 2019-2020 proposed.
- <sup>4</sup> 2021-2022 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Attachment A.
- <sup>5</sup> 2023-2024 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Attachment A.
- <sup>6</sup> 2017-2018 Biennial To Date Actual Expenditures and Revenues column reflects the EBS totals as of the close of July, 2018.
- <sup>7</sup> 2017-2018 Estimated are based on current revenue and expenditure estimates and projected spending plans.
- <sup>8</sup> Projected Revenues and Expenditures for 2019-2020 and the out years are consistent with the Executive Proposed 6 year CIP and Attachment A *plus carryforward*.
- <sup>9</sup> Fund balance transfer of \$5M from 3860 and \$1M from fund 3850 were included as part of the 2018 3rd quarter Omnibus.
- <sup>10</sup> Fund balance designated to current projects is for projects that are already appropriated and is not available funding to support additional projects.
- <sup>11</sup> Reimbursement based on MOU with the City of Issaquah, \$350,000 per year, ending in 2022.

## CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3860 COUNTY ROAD CONSTRUCTION, Cap Status: Approved, Is IT Proj? Both Yes and No

### 2019-2020 Biennial - Executive Proposed

3860 COUNTY ROAD CONSTRUCTION - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1026735	RSD W SNOQUALMIE VALLEY RD NE STANDALONE	✓	(\$95,310)	<b>Current Scope:</b> West Snoqualmie Valley Road N.E - The project will reconstruct the roadway and upgrade the drainage system. <b>Budget Request Basis:</b> Disappropriation; project is complete.
1026798	RSD EMERGENT NEED-EXISTING PROJECTS ADMIN	✓	(\$2,129,705)	<b>Current Scope:</b> Emergent Need Contingency for Existing Projects - A contingency established by Ordinance No. 7027. The purpose of the contingency is to provide implementation funding on a project-by-project basis as required. <b>Budget Request Basis:</b> Projects in Fund 3860 are completing and closing, therefore these funds can be disappropriated. Balance remaining should be sufficient for potential emergent needs for active projects.
1026799	RSD CIP GRANT CONTINGENCY ADMIN	✓	(\$3,417,793)	<b>Current Scope:</b> CIP Grant Contingency - This project provides appropriation authority reflecting potential contingent grant sources that may be programmed. <b>Budget Request Basis:</b> Projects in Fund 3860 are completing and closing, therefore these funds can be disappropriated. Balance remaining should be sufficient for potential grant contingency needs of active projects.
1027160	RSD COUNTYWIDE BRIDGE PRIORITY MAINTENANCE PROGRAM PROGRAMMATIC	✓	(\$20,271)	<b>Current Scope:</b> Countywide Bridge Priority Maintenance - Perform high priority preservation and maintenance projects to keep bridges safe and serviceable. These repairs may include seismic retrofits, load upgrades, scour mitigation, re-decking and painting. <b>Budget Request Basis:</b> Disappropriate; project complete.
1114792	RSD ROADS- COUNTY ROAD CONST ADMIN	✓	\$2,883,958	<b>Current Scope:</b> Roads County Road Construction - This is the default administrative project for Fund 3860 - County Road Construction. <b>Budget Request Basis:</b> Appropriation to transfer fund balance out of the legacy construction fund. This amount was determined using the balances of revenue-backed project disappropriations and projected fund balance at the end of the biennium. In order to move fund balance between funds Finance (FBOD) requires that an administrative project be charged. Approximately \$2.2 million of this is programmed to as revenue to support projects in Fund 3855, the rest will transferred as more projects reach completion or are closed out.
3860 - COUNTY ROAD CONSTRUCTION		Total	(\$2,779,122)	
Grand Total			(\$2,779,122)	

**2019-2020 Proposed Financial Plan  
Roads Construction Fund /000003860**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2017-2018 Carryforward <sub>1</sub> (YE ITD Balance)</b>	<b>2019-2020 Proposed <sub>2</sub></b>	<b>2019-2020 Total (Balance + Budget)</b>	<b>2021-2022 Projected <sub>3</sub></b>	<b>2023-2024 <sub>3</sub> Projected</b>
<b>Capital Budget Revenue Sources:</b>					
Fund Balance	9,053,847	638,671	9,692,518		
Grants - Federal Emergency	47,756		47,756		
Grants - Rural Arterial Program					
Grant Contingency	4,417,794	(3,417,793)	1,000,001		
Contribution - Surface Water Management	436,196		436,196		
Contribution - Road Fund					
Contribution - Flood Control District	262,171		262,171		
<b>Total Capital Revenue</b>	<b>\$ 14,217,764</b>	<b>\$ (2,779,122)</b>	<b>\$ 11,438,642</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Appropriation:</b>					
Emergent Need	(3,129,705)	2,129,705	(1,000,000)		
Grant Contingency	(4,417,794)	3,417,794	(1,000,000)		
Bridge Priority Maintenance - Countywide	(20,271)	20,271	-		
Drainage Preservation - Countywide	(1,376,412)		(1,376,412)		
Clear Zone Safety - Countywide					
HRRRP - Countywide	(942,866)		(942,866)		
Roadway Preservation - Countywide					
Quick Response - Countywide	(2,911,265)		(2,911,265)		
Standalone projects <sup>3</sup>	(1,419,450)	(2,788,648)	(4,208,098)		
<b>Total Capital Appropriation</b>	<b>\$ (14,217,764)</b>	<b>\$ 2,779,122</b>	<b>\$ (11,438,641)</b>	<b>\$ -</b>	<b>\$ -</b>

<b>CIP Fund Financial Position</b>						
	<b>2017-2018 Biennial to Date Actuals<sup>4</sup></b>	<b>2017-2018 Estimated<sup>5</sup></b>	<b>2019-2020 Biennial to Date Actuals</b>	<b>2019-2020 Estimated<sup>6</sup></b>	<b>2021-2022 Projected<sup>6</sup></b>	<b>2023-2024 Projected<sup>6</sup></b>
<b>Beginning Fund Balance</b>	<b>29,611,788</b>	<b>29,611,788</b>		<b>9,234,671</b>	<b>-</b>	<b>-</b>
<b>Capital Funding Sources</b>						
Grants - FEMA Federal	889,395	835,953				
Grants - FEMA State	148,233	142,238				
Grants - STPU	1,150,845	4,598,995				
Grants - Federal Highway Administration	2,069,216					
Grants - Federal Emergency	282,680	83,890				
Grants - Rural Arterial Program	285,422	1,069,171				
Grant - State Dept. of Commerce	25,000	25,000				
Contribution - Surface Water Management	1,473,635	3,362,684		436,916		
Contribution - Road Fund						
Contribution - Flood Control District	158,074	551,546		262,171		
Other One-time or Contingent revenues	358,240					
<b>Total Capital Revenue</b>	<b>\$ 6,840,741</b>	<b>\$ 10,669,477</b>		<b>\$ 699,087</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Expenditures</b>						
Emergent Need				(500,000)		
Grant Contingency						
County Road Construction Admin						
Bridge Priority Maintenance - Countywide	(99,720)	(99,720)				
Drainage Preservation - Countywide	(1,673,195)	(4,086,988)		(1,376,412)		
Clear Zone Safety - Countywide	(188,258)	(251,637)				
HRRRP - Countywide	(2,262,386)	(2,158,586)				
Roadway Preservation - Countywide	(6,804,814)	(7,644,174)				
Quick Response - Countywide	(4,293,343)	(5,853,191)		(2,911,265)		
Standalone projects <sup>3</sup>	(2,936,037)	(3,200,548)		(857,433)		
<b>Total Capital Expenditures</b>	<b>\$ (18,257,754)</b>	<b>\$ (23,294,844)</b>		<b>\$ (5,645,110)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Fund Transactions</b>						
Fund Balance transfer to Fund 3855 <sup>7</sup>	(5,000,000)	(5,000,000)		(2,788,647)		
Equity adjustment to reclassify Pine Lake as investment in lieu of new Accounting standard <sup>8</sup>	(1,500,000)	(1,500,000)		(1,500,000)		
Sale of Land adjustment <sup>9</sup>	(1,251,750)	(1,251,750)				
<b>Ending Fund Balance <sup>10</sup></b>	<b>\$ 10,443,026</b>	<b>\$ 9,234,671</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance designated to current projects <sup>11</sup></b>	<b>\$ (10,443,026)</b>	<b>\$ (8,596,000)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reserves</b>						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Projected Shortfall		-		-	-	-
<b>Ending Undesignated Fund Balance<sup>3</sup></b>	<b>\$ -</b>	<b>\$ 638,671</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes**

<sup>1</sup> 2017-2018 Carryover column shows the estimated carryover balances at the end of the 2017-2018 biennium.

<sup>2</sup> There is no proposed budget for the 2019-2020 biennium as the fund is in process of being closed. However, proposed disappropriations of are shown as follows: \$2.1M fund balance transfer from Emergent Need to Fund 3855 for the new Countywide Bridge Safety; \$95K is for grant funded Project 1026735-West Snoqualmie Valley Road NE that has been completed and closed; and \$3.4M of unused grant contingency funds

<sup>3</sup> Any remaining fund balance will need to be appropriated in an administrative project and transferred out (per FBOD rules), once all projects are completed and/or closed out to transfer any remaining fund balance.

<sup>4</sup> 2017-2018 Biennial To Date Actual Expenditures and Revenues column reflects the EBS totals as of the close of May, 2018.

<sup>5</sup> 2017-2018 Estimated are based on the revenues carried over from the 2016 CRV and expenditure estimate from the current and projected spending plans.

<sup>6</sup> Projected expenditures are for projects that will continue in 2019-2020 biennium.

<sup>7</sup> Transfers to support projects in 3855 , included in 2017-2018 supplemental ordinances.

<sup>8</sup> This is a GAAP adjustment to reclassify the Pine Lake Road property as investment on the General Ledger

<sup>9</sup> FBOD accounting entries to adjust sale of land revenues that resulted in a negative budget to fund 3860. A supplemental request for \$1.2M is part of the 2018 3rd Omnibus.

<sup>10</sup> Fund Balance designated to current projects is for projects that are already appropriated. This can not be used for other projects.

## CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3865 KING COUNTY ROAD CONSTRUCTION, Cap Status: Approved, Is IT Proj? Both Yes and No

### 2019-2020 Biennial - Executive Proposed

3865 KING COUNTY ROAD CONSTRUCTION - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1129592	<b>RSD EMERGENT NEED 3865</b> ADMIN		\$100,000	<b>Current Scope:</b> Emergent Need - This project provides funding for existing projects that experience unforeseen circumstances such as delay, match for additional grant funding or required accelerations. <b>Budget Request Basis:</b> The maximum appropriation as allowed by King County Code is being requested.
1129593	<b>RSD GRANT CONTINGENCY 3865</b> ADMIN		\$5,000,000	<b>Current Scope:</b> Grant Contingency - This project provides appropriation authority reflecting potential grant contingent sources that may be awarded. <b>Budget Request Basis:</b> On average, Roads receives approximately \$5 million annually in grant funds. This budget will provide sufficient contingency to allow the division to apply for and receive grants between budget cycles and for emergent needs, such as storm events. Grant contingency allows Roads to pursue grant funding as opportunities arise since many granting agencies require demonstration of sufficient budget authority to apply for funds.
1129594	<b>RSD CWP GUARDRAIL CONSTRUCTION</b> PROGRAMMATIC		\$800,000	<b>Current Scope:</b> Countywide Program Guardrail Construction - This program designs and constructs new guardrail systems. <b>Budget Request Basis:</b> This is an ongoing program and Roads is currently developing a priority array.
1130261	<b>RSD SE176&amp;SE171 WAY ROUNDAABOUT</b> STANDALONE		\$100,000	<b>Current Scope:</b> SE 176th Street and SE 171st Way Roundabout - This project designs and constructs a mini-roundabout at the intersection of SE 176th Street and SE 171st Way, modifies sidewalks and reconstructs ramps to be compliant with the Americans with Disabilities Act. <b>Budget Request Basis:</b> The project has reached 90 percent design and Roads anticipates advertising for construction bids in late 2018. However, based on recent bid results for another similar project, Roads anticipates that additional funding is needed to complete the project.
1130303	<b>RSD CIP OVERSIGHT 3865</b> ADMIN		\$4,132	<b>Current Scope:</b> Capital Oversight - Council Auditor Capital Project Oversight. <b>Budget Request Basis:</b> This funds the Capital Project Oversight (CPO) function in the Auditor's office. The request is based on a central model that allocated the 2019-2020 CPO Budget between capital funds based on the size of the budget request, excluding certain types of funds (open space, mitigation, etc.) and large equipment purchases.
1131235	<b>RSD S 360ST&amp;MILITARY RD RNDABT</b> STANDALONE		\$0	<b>Current Scope:</b> This project will prepare a Concept Development Report for improving the intersection at S 360th Street and Military Road S., identify a preferred solution, and design and construct the improvement. <b>Budget Request Basis:</b> This is a technical change to update the scope of the project to include a concept development report and revise the project schedule.

## CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3865 KING COUNTY ROAD CONSTRUCTION, Cap Status: Approved, Is IT Proj? Both Yes and No

### 2019-2020 Biennial - Executive Proposed

3865 KING COUNTY ROAD CONSTRUCTION - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1131237	<b>RSD SW 102 ST&amp;8 AVE SW RNDABT</b> STANDALONE		\$180,000	<p><b>Current Scope:</b> SW 102nd St. and 8th Ave. SW Roundabout - This project designs and constructs a roundabout at the intersection of SW 102nd Street and 8th Avenue SW.</p> <p><b>Budget Request Basis:</b> The project is approaching 90 percent design and Roads anticipates advertising for construction bids in late 2018. However, based on recent bid results for another similar project, Roads anticipates that additional funding is needed to complete the project.</p>
1134079	<b>RSD KENTKANGLEY LNDSBRG RNDABT</b> STANDALONE		\$100,000	<p><b>Current Scope:</b> Kent Kangley Road and Landsburg Road SE Roundabout - To design and construct a roundabout at the intersection of SE Kent-Kangley Road and Landsburg Road SE.</p> <p><b>Budget Request Basis:</b> The budget request is based on currently available estimates for designing and constructing the project. Funding for preliminary design is requested in 2019-2020, and funding for final design, acquisition, implementation and closeout is anticipated to be requested in 2021 -2022.</p>
1134080	<b>RSD WDDUV SNOQ VALLEY IMPROVE</b> STANDALONE		\$150,000	<p><b>Current Scope:</b> NE Woodinville Duvall Road at West Snoqualmie Valley Road NE Improvements - To design and construct improvements to the intersection of NE Woodinville Duvall Road at West Snoqualmie Valley Road NE.</p> <p><b>Budget Request Basis:</b> The budget request will update alternative analysis for improvements to the intersection, and design the project. Funding to update the alternatives analysis is requested in 2019-2020, funding for preliminary design is anticipated to be requested in 2021-2022 and final design in 2023-2024. Funding for construction will be requested beyond the current 6-year plan.</p>
1134081	<b>RSD REDMOND RIDGE DR NE RNDABT</b> STANDALONE		\$800,000	<p><b>Current Scope:</b> Redmond Ridge Drive NE Roundabout - To design and construct a roundabout on Redmond Ridge Drive NE at NE Alder Crest Drive including curb, gutter and sidewalk.</p> <p><b>Budget Request Basis:</b> The budget request is based on the amount of a grant awarded by the Washington State Legislature.</p>
1135042	<b>RSD VASHON MAINT FACILITY REPLACEMENT</b> STANDALONE		\$505,000	<p><b>Current Scope:</b> Vashon Maintenance Facility Replacement - Acquire land and construct a new maintenance facility on Vashon Island to replace the current failing and undersized facility, including facilities that were constructed in 1935.</p> <p><b>Budget Request Basis:</b> The budget request is based on currently available estimates for acquiring property, and designing and constructing the new facility. Funding for property acquisition is requested in 2019-2020, funding for design is anticipated to be requested in 2021-2022, and funding for implementation and closeout is anticipated to be requested in 2023-2024.</p>

# CAP Summary by Fund

Budget: 2019-2020 Biennial, Scenario: Executive Proposed, Agency: Roads Services Division, Fund: 3865 KING COUNTY ROAD CONSTRUCTION, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2019-2020 Biennial - Executive Proposed

3865 KING COUNTY ROAD CONSTRUCTION - Roads Services Division				
Project Number	Project Name Class Code	Tech Adj	FY19-20	Narratives
1135043	RSD NE MAINT FACILITY REPLACEMENT STANDALONE		\$0	<p><b>Current Scope:</b> Northeast Maintenance Facility Replacement - Acquire land and construct a new, centrally located maintenance facility to serve northeastern King County, replacing the existing Cadman facility that is mislocated to meet current road maintenance needs. The Cadman facility is inside the City of Redmond in an urbanized area with significant development pressures on the horizon that are not compatible with long-term operation of a roads maintenance facility which needs to respond to incidents and emergencies 24 hours a day, seven days a week. Due to past annexations and incorporations, it is also at the far western edge of the remaining northeastern unincorporated area and not centrally located to meet the needs for timely and efficient service to a large, spread out rural service area. Long travel times from the current location to many portions of the service area can impede quick response to emergency events such as storms, flooding, earthquakes, and collisions. It also results in inefficiencies and higher costs for planned maintenance activities. This project would construct a new facility at a more centrally-located site in the rural area and include adequate space for crews, vehicles and multiple pieces of equipment, and materials storage and stockpiling, as well as functions such as waste disposal, truck washing and other similar activities.</p> <p><b>Budget Request Basis:</b> There is no budget request for 2019-2020; budget request reflects planning estimates for outyears only.</p>
1135044	RSD PRSTN MAINT FACILITY BLDOUT STANDALONE		\$0	<p><b>Current Scope:</b> Preston Maintenance Facility Buildout - Complete buildout of the Preston maintenance facility. Development and occupation of the facility has been impacted and delayed by Washington state litigation on water rights. Construction costs to build out the facility have also been affected by an exceptionally active and competitive regional construction market for buildings/facilities, higher labor rates, and escalating material costs, and additional funding is required to complete the project. This phase of the project will include water system upgrades to allow full use and occupation of the facility, and completion of site development and buildings and other structures that support staff, equipment, materials and operations. Once the project is complete, additional functions can be moved from the existing Fall City facility to Preston. The Fall City location is comprised of failing facilities that are undersized, including an old barn without any heat or cooling that serves as a locker room. In addition, the site is impacted by flooding.</p> <p><b>Budget Request Basis:</b> There is no budget request for 2019-2020; budget request reflects planning estimates for outyears only.</p>
3865 - KING COUNTY ROAD CONSTRUCTION		Total	\$7,739,132	
Grand Total			\$7,739,132	

**2019-2020 Proposed Financial Plan  
County Road Construction/000003865**

<b>Capital Improvement Program (CIP) Budget</b>					
	<b>2017-2018 Carryforward <sup>1</sup> (YE ITD Balance)</b>	<b>2019-2020 Proposed <sup>2</sup></b>	<b>2019-2020 Total (Balance + Budget) <sup>3</sup></b>	<b>2021-2022 Proposed <sup>4</sup></b>	<b>2023-2024 Proposed <sup>5</sup></b>
<b>Capital Budget Revenue Sources:</b>					
Fund Balance	2,790,885		2,790,885		-
Grant Contingency	4,641,604	5,000,000	9,641,604	-	-
Federal Aid Urban Systems Road Grant	423,641		423,641		-
Federal Emergency Management Agency Grants	3,100,335		3,100,335		-
WA ST Dept. of Transportation	8,450,000	800,000	9,250,000	346,000	519,000
Road Fund Contribution		1,439,132	1,439,132	2,644,000	581,000
Sale of Land <sup>10</sup>		500,000	500,000	9,200,000	41,200,000
Other One-time Revenues					
<b>Total Capital Revenue</b>	<b>\$ 19,406,465</b>	<b>\$ 7,739,132</b>	<b>\$ 27,145,597</b>	<b>\$ 12,190,000</b>	<b>\$ 42,300,000</b>
<b>Capital Appropriation:</b>					
Emergent Need	-	(100,000)	(100,000)	(130,000)	(50,000)
Grant Contingency	(4,641,604)	(5,000,000)	(9,641,604)	-	-
Capital Oversight	(6,143)	(4,132)	(10,275)	-	-
Old Cascade Hwy/Miller Bridge Approaches	(4,206,264)	-	(4,206,264)	-	-
County Roundabouts	(1,091,157)	(1,330,000)	(2,421,157)	(2,410,000)	(600,000)
Sidewalk Improvements	(8,450,000)		(8,450,000)		
Countywide Guardrail Construction		(800,000)	(800,000)	(450,000)	(450,000)
<b>New:</b> Maintenance Facility Replacement		(505,000)	(505,000)	(9,200,000)	(41,200,000)
<b>Total Capital Appropriation</b>	<b>\$ (18,395,168)</b>	<b>\$ (7,739,132)</b>	<b>\$ (26,134,300)</b>	<b>\$ (12,190,000)</b>	<b>\$ (42,300,000)</b>

<b>CIP Fund Financial Position</b>						
	<b>2017-2018 Biennial to Date Actuals <sup>6</sup></b>	<b>2017-2018 Estimated <sup>7</sup></b>	<b>2019-2020 Biennial to Date Actuals</b>	<b>2019-2020 Estimated <sup>8</sup></b>	<b>2021-2022 Projected <sup>8</sup></b>	<b>2023-2024 Projected <sup>8</sup></b>
<b>Beginning Fund Balance</b>	-	-		2,981,857	1,482,269	2,232,269
<b>Capital Funding Sources</b>						
Federal Aid Urban Systems Road Grant	107,324	500,519	-	5,423,641		
Federal Emergency Management Agency Grants	154,843	172,048		3,100,335		
WA St Department of Transportation	25,526	25,526		9,250,000	346,000	519,000
Contribution - County Road Fund	3,746,570	6,221,093	-	1,439,132	2,644,000	581,000
Sale of Land	-			500,000	9,200,000	41,200,000
Other One-time Revenues	28,418	28,418				
<b>Total Capital Revenue</b>	<b>\$ 4,062,680</b>	<b>\$ 6,947,604</b>	<b>\$ -</b>	<b>\$ 19,713,108</b>	<b>\$ 12,190,000</b>	<b>\$ 42,300,000</b>
<b>Capital Expenditures</b>						
Emergent Need	-	-	-	(100,000)	(130,000)	(50,000)
Grant Contingency	-	-	-	(5,000,000)	-	-
Capital Oversight	(6,552)	(7,950)	-	(10,275)	-	-
Old Cascade Hwy/Miller Bridge Approaches	(420,991)	(843,736)	-	(4,206,264)	-	-
SE 176th and SE 171 Way Roundabout	(71,021)	(340,000)				
Sidewalk Improvements	(51,997)			(8,450,000)		
County Roundabouts	(264,621)	(1,424,061)		(2,141,157)	(2,410,000)	(600,000)
Countywide Guardrail Construction	(456,613)	(1,350,000)		(800,000)	(450,000)	(450,000)
<b>New:</b> Maintenance Facility Replacement			-	(505,000)	(8,450,000)	(36,483,000)
<b>Total Capital Expenditures</b>	<b>\$ (1,271,794)</b>	<b>\$ (3,965,747)</b>	<b>\$ -</b>	<b>\$ (21,212,696)</b>	<b>\$ (11,440,000)</b>	<b>\$ (37,583,000)</b>
<b>Other Fund Transactions</b>						
			-			
<b>Ending Fund Balance</b>	<b>\$ 2,790,885</b>	<b>\$ 2,981,857</b>	<b>\$ -</b>	<b>\$ 1,482,269</b>	<b>\$ 2,232,269</b>	<b>\$ 6,949,269</b>
<b>Fund Balance designated to current projects <sup>9</sup></b>	<b>\$ (2,790,885)</b>	<b>\$ (2,981,857)</b>	<b>\$ -</b>	<b>\$ (1,482,269)</b>	<b>\$ (2,232,269)</b>	<b>\$ (6,949,269)</b>
<b>Reserves</b>						
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projected Shortfall</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Undesignated Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Financial Plan Notes**

- <sup>1</sup> 2017-2018 Carryover column shows the estimated carryover balances at the end of the 2017-2018 biennium.
- <sup>2</sup> 2019-2020 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Hyperion for the 2019-2020 biennium.
- <sup>3</sup> 2019-2020 Total Budget is the sum of the 2017-2018 carryover budget and the 2019-2020 proposed.
- <sup>4</sup> 2021-2022 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Attachment A.
- <sup>5</sup> 2023-2024 Proposed ties to the submitted Executive Proposed 6 year CIP budget and Attachment A.
- <sup>6</sup> 2017-2018 Biennial To Date Actual Expenditures and Revenues column reflects the EBS totals as of the close of July, 2018.
- <sup>7</sup> 2017-2018 Estimated are based on current revenue and expenditure estimates and projected spending plans.
- <sup>8</sup> Projected Revenues and Expenditures for 2019-2020 and the out years are consistent with the Executive Proposed 6 year CIP and Attachment A.
- <sup>9</sup> Fund Balance designated to current projects is for projects that are already appropriated. This can not be used for other projects.
- <sup>10</sup> The sale of Summit and Cadman sites are assumed in the outyears and proceeds are programmed to support facility replacements in the 6-year capital plan.

**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.