

The City of Redmond

2021-2022 Preliminary Budget



Incorporated in 1912, Redmond is the sixteenth largest city in the State of Washington with a population of approximately 69,900 residents in 2020. Redmond encompasses an area of 17.25 square miles and is located less than 20 miles east of downtown Seattle at the north end of Lake Sammamish.

The City has a Mayor/Council, non-partisan form of government. The Mayor and each of the seven City Council members are elected directly by the people to staggered four-year terms. All members represent the community at-large rather than individual districts or areas of the City. Redmond also has ten community advisory boards and commissions.

The City of Redmond provides a full range of municipal services, including police and fire protection, emergency medical services and disaster preparedness, planning and zoning, street maintenance and

construction, parks and recreation, as well as general administrative services. The City also provides water, wastewater and stormwater management.

Redmond is home to a number of nationally known high-tech and biomedical companies. Among these are Microsoft, Nintendo of America, Honeywell International and Stryker (formerly Physio-Control). Redmond has an employment base of more than 95,501 employees and also enjoys a strong and diversified retail sector.

As the Redmond community faces unprecedented challenges, the City embraces a culture of inclusion in an effort to provide equitable access to City services for all. Redmond celebrates the diversity of its residents, businesses and visitors and strives to maintain a healthy environment where everyone can feel a sense of safety and belonging.

The City of Redmond

2021-2022 Preliminary Budget



FOR THE FISCAL YEARS JANUARY 1, 2021 - DECEMBER 31, 2022

ANGELA BIRNEY
MAYOR

MAXINE WHATTAM
CHIEF OPERATING OFFICER

MALISA FILES
FINANCE DIRECTOR

KELLEY COCHRAN
DEPUTY FINANCE DIRECTOR

SENIOR FINANCIAL ANALYSTS:

RYAN EDWARDS
MARISSA FLYNN
DOUG HONMA-CRANE
HARITHA NARRA
CHRISTINA RELLER
SANDY YEAGER

Elected Officials

2021-2022 Preliminary Budget



MAYOR
ANGELA BIRNEY



CITY COUNCIL



TANIKA PADHYE
FIELDS
(PRESIDENT)



JERALEE ANDERSON
(VICE PRESIDENT)



DAVID CARSON



STEVE



JESSICA FORSYTHE



VARISHA KHAN



VANESSA KRITZER

EXECUTIVE STAFF & LEGAL COUNSEL

CHIEF OPERATING OFFICER	MAXINE WHATTAM
FINANCE DIRECTOR	MALISA FILES
FIRE CHIEF	VACANT
HUMAN RESOURCES DIRECTOR	CATHRYN LAIRD
PARKS & RECREATION DIRECTOR	CARRIE HITE
PLANNING & COMMUNITY DEVELOPMENT DIRECTOR	CAROL HELLAND
POLICE CHIEF	DARRELL LOWE
PUBLIC WORKS DIRECTOR	DAVE JUAREZ
TECHNOLOGY & INFORMATION SERVICES DIRECTOR	JONNY CHAMBERS
FINANCIAL ADVISOR	PFM
CITY ATTORNEY	OGDEN MURPHY WALLACE
PROSECUTOR	REBECCA MUELLER



Redmond
WASHINGTON

This page intentionally left blank

Organizational Structure

2021-2022 Preliminary Budget



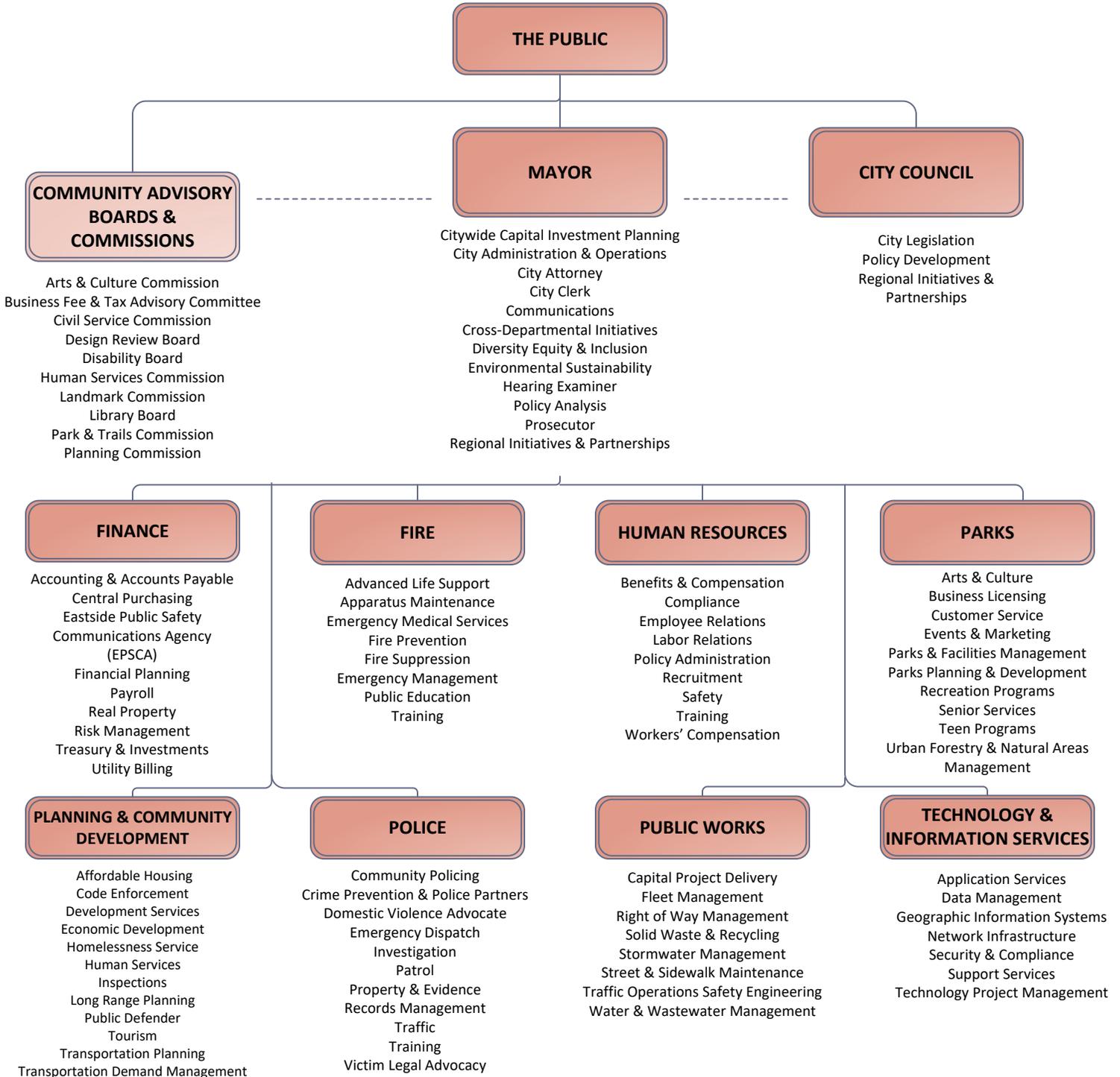
VALUES

Commitment to Service – We are dedicated to seeking solutions for our community.

Integrity – We demonstrate sound, honest, truthful and consistent actions.

Accountability – We take ownership of our actions and responsibilities.

Welcoming – All residents are able to fully and effectively access City services, influence City policy and direction and feel a strong sense of belonging in Redmond.





Redmond
WASHINGTON

This page intentionally left blank

City Vision

2021-2022 Preliminary Budget



MISSION

To collectively deliver our community's priorities in support of a dynamic community where we can all live, work, play and invest.

VISION

To create a City with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods and to deliver high-quality services in partnership with our community.

Reader's Guide to the Budget

2021-2022 Preliminary Budget



In 2008, the City of Redmond changed its budget process to emphasize community priorities and desired outcomes. The overall structure of the budget follows the four community priorities rather than the traditional departmental format. The following Readers Guide describes the contents of each major section in the order they appear in the document.

Mayor's Message

The Mayor's transmittal letter and Budget Highlights included in this section describe the major changes and updates to City programs and services.

Budget at a Glance

The Budget at a Glance includes a Budget Overview illustrating the economic conditions and economic as well as the six-year financial forecast. Also included is a citywide summary of revenues, expenditures, and full-time equivalent employees (FTEs).

Budget by Priorities

The Budget by Priorities section contains a description of the budget process.

Priority Sections

The details of each priority can be found in their individual sections. These sections include an Outcome Map, Offer Summary outlining the funding allocations and the individual budget offers submitted.

Capital Investment Program

The Capital Investment Program (CIP) section is structured to align with the City's vision of two vibrant urban centers and connected neighborhoods. Included is an overview of the financial condition of the Capital Investment Program and a section for each investment area that provides a narrative of the 2030 vision, the strategic approach to achieving the vision, planned project outcomes, a list of projects and project location maps.

Technology Investment Program

The Technology Investment Program section includes an overview of the planned strategic investments for the City and a list of short-term projects focused on increasing security, improving operations and eliminating redundancies.

Budget by Fund

The Budget by Fund section describes the budget by fund including major revenues and expenditures for each.

Supplemental Information

The Supplemental Information section contains a summary of the budget by department and priority, budget by department and fund type, fiscal policies, department organization charts, detailed staffing authorizations, miscellaneous statistics, a debt summary and a glossary of frequently used terms.

Community & Staff Involvement

2021-2022 Preliminary Budget



Community and City staff input were foundational in creating Redmond's 2021-2022 biennial budget. Each biennium the City asks for members of the community and staff to volunteer their time on Results Teams. Results Teams help the City create a budget that links community priorities with programs and services the City provides. Over the past decade of budgeting by priorities these teams have provided invaluable information to assist the City in understanding and addressing evolving community needs; for the 2021-2022 budget they had a particularly challenging task in helping the City navigate budget shortfalls caused by the global pandemic.

The City appreciates the thoughtful effort given by each Results Team member in creating a balanced biennial budget. Thank you!

Civic Results Team

Daniel Achterman	Sherri Nichols
Beenish Ali	Jake O'Brien
Brent Bero	Leanne Philipovich
Lindy Boustedt	Deepthi Ramanathan
Keith Brocker	Kegan Sanchez
Mohar Chatterjee	Ted Scott
Ed Cohen	Menka Soni
Lisa Collier	Tiffany Stoner
Susan Cozzens	Arthur Sullivan
Susan Crouse	Tricia Thomson
Anita DeMahy Green	Ralph Trieselmann
David Feldman	Aparna Varadharajan
Ernest Hughes	Aneesa Yousuf
Hank Margeson	Mariam Zniber

Staff Results Team

Nicole Bruce
Drew Defazio
Nate Fears
Jackie Lalor
David Lee
Aaron Moldver
Sheryl Mullen
Darcy Rayner-Shepard
Maria Ubezzi



Redmond
WASHINGTON

This page intentionally left blank

Table of Contents

2021-2022 Preliminary Budget



MAYOR'S MESSAGE

Letter from the Mayor	i
Budget Highlights.....	1

BUDGET AT A GLANCE

Budget Overview	17
Citywide Budget Summary	40
All Funds Summary.....	42
Citywide FTE Summary.....	43

BUDGET BY PRIORITIES

Process Overview.....	45
-----------------------	----

Healthy and Sustainable

Outcome Map	53
Budget Offer Summary.....	55
Budget Offers.....	57

Safe and Resilient

Outcome Map	89
Budget Offer Summary.....	91
Budget Offers.....	93

Strategic and Responsive

Outcome Map	121
Budget Offer Summary.....	123
Budget Offers.....	125

Vibrant and Connected

Outcome Map	155
Budget Offer Summary.....	157
Budget Offers.....	159

CAPITAL INVESTMENT PROGRAM (CIP)

Overview	189
Downtown Urban Center	199
Overlake Urban Center.....	207

Table of Contents

2021-2022 Preliminary Budget



Redmond Neighborhoods.....	217
Citywide.....	241
Potential Future Investments	249
TECHNOLOGY INVESTMENT PROGRAM (TIP)	
Overview.....	261
Potential Future Investments.....	267
BUDGET BY FUND	
Fund Spreadsheets	
General Fund.....	269
Total General Fund Sub-funds.....	270
Total Special Revenue Funds	285
Total Debt Service Funds.....	296
Total Capital Investment Program Funds	298
Total Community Facilities District Funds.....	302
Total Enterprise Funds	305
Total Internal Services Funds	314
SUPPLEMENTAL INFORMATION	
Fiscal Policies.....	321
Department Organizational Charts and Staffing Authorizations	
Executive.....	331
Finance.....	333
Fire	335
Human Resources	337
Parks & Recreation	339
Planning & Community Development.....	342
Police	345
Public Works	347
Technology & Information Services	352
Development Agreements.....	354

MAYOR'S MESSAGE



October 6, 2020

Redmond City Council and Community:

It is my pleasure to present to you my proposed City of Redmond Biennial Budget for 2021-2022. As the City and region navigate unprecedented challenges and recovery related to the COVID-19 Pandemic, we continue to focus on the essential work of preparing Redmond for its continued growth. This biennial budget outlines the parameters for success in the next six-years by providing funding for services and programs that our community finds most important, COVID-19 recovery challenges, process efficiencies to how the City delivers services, and opportunities and resources to help our community to thrive.

This biennial budget has four priorities that reflect our community values:

- Healthy and Sustainable – We value a healthy environment that supports an active community
- Strategic and Responsive - We value a City that is welcoming, service oriented and fiscally responsible
- Safe and Resilient – We value a thriving community where all people feel safe
- Vibrant and Connected -We value a well-planned and supported community that provides a sense of place

These priorities reflect the input received through the community based Civic Results Team, online and direct mail questionnaires, focus groups, and traditional public hearings. This year’s Civic Results team consisted of over thirty volunteer community members (the largest in our budgeting by priorities history). This invaluable feedback, along with employee involvement, guided the “Service First” decision-making process the Directors and I used to create the following preliminary recommendations:

- Focus on COVID-19 recovery
- Maintain our core services to the community
- Reallocate resources to support staffing for Diversity, Equity, and Inclusion and the Environmental Sustainability Plan
- Maintain critical infrastructure systems and funding that supports light rail, building rehabilitation, and utility systems
- Continue support for our most vulnerable populations by investing further in human services



- Enhance traffic safety
- Reinforce support for community initiatives: environmental sustainability, housing choices, and public safety

You can find complete information on all the 2021-2022 budget strategies, services, and programs in the following pages.

2020 has provided Redmond with never seen challenges that have affected our health and safety, climate, community's wellbeing, and the economy. This year we have already implemented \$5.6 million in budget reductions that include staffing eliminations and program and event cancellations. Through the process of balancing the 2021-2022 budget, the Directors and I made the difficult decisions of identifying additional preliminary reductions that include programs, business areas with declining revenues, and reprioritization of community needs. This proposed budget prioritizes what we need to continue delivering high-value core services and programs to the community now and in the future. I am committed to working together as a team of employees, community, and elected leaders to deliver a budget that will continue to improve Redmond resident's quality of life.

I look forward to discussing the 2021-2022 budget proposals with the City Council and the community in more detail in the weeks and months ahead. I encourage you to share your questions and suggestions on the community issues that are important to you and the services the City provides. You can contact me by phone at (425) 556-2101 or email at mayor@redmond.gov.

Sincerely,

Mayor Angela Birney

BUDGET HIGHLIGHTS

Budget Highlights

2021-2022 Preliminary Budget



Developed during unprecedented times, the City of Redmond 2021-2022 Budget offers a roadmap from the challenges presented by the COVID-19 pandemic and its related economic disruption to an outlook for the City’s eventual recovery. Although the financial impact of the pandemic has been significant across many programs, there have been signs of improvement as development activities remain high and one-time revenues continue to be higher than normal. Current development projects in the City, including Sound Transit and the Microsoft Refresh, are expected to continue to bring considerable change in the next six years.

The City is preparing to support this change as well as recovery efforts by ensuring continuation of critical services, building on the vision for its continued growth, enhancing connection to the community and assuring fiscal health. The City remains focused on “One City, One Team” to help support and implement the transformation ahead.

City Vision

To create a city with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods and to deliver high quality services in partnership with our community.

In 2020 the City responded to the impacts of the recession brought on by the COVID-19 pandemic through administrative budget reductions of \$5.6 million that were aligned with decreasing revenues. Revisions to the 2019-2020 forecast anticipated \$6.3 million in lost sales and utility taxes, development revenues, recreational fees, utility charges and other revenues. In order to close much of this gap, the City responded through curtailing non-critical expenditures, instituting a hiring freeze, eliminating nine vacant positions and obtaining City Council’s approval of a fiscal policy change to use one-time funds for the ongoing CIP transfer.

Since 2008, Redmond has embraced the Budgeting by Outcomes approach to allocating municipal resources. The approach focuses on greater transparency and accountability to the community, which leads to a City budget that better reflects what its residents and businesses value in their government.

The City of Redmond works to manage its fiscal responsibilities in a sustainable manner using best practices and financial strategies, while complying with policies set by Council. There is an intentional logic in the design of the City’s financial planning strategy which is represented in the following illustration and is referred to frequently throughout the budget.



The foundation of the City's financial planning efforts is the Long Range Financial Strategy (LRFS) first developed by the City Council in 2005 and revised most recently in August 2020. The strategy is comprehensive for all City functions and funds and includes the other elements referred to in the preceding illustration.

The Price of Government is how the City articulates the appropriate resource level to provide City services. The "price" is a ratio of total City revenues, including all funds and external revenues, to total personal income (personal income x population). It has historically been between 5% and 6%. Currently, the Price of Government stands at 5.8% due to the influence of one-time revenues from the development surge the City is experiencing. When only taxes and fees are considered, the Price of Government drops to 5.6%.

The Community Strategic Plan was created to provide clarity on the City's priorities and help guide Redmond into the future. As the City focuses on response and recovery efforts while it continues to grow, it is important to align with the four budget priorities and desired outcomes that have been developed with community input:

- Healthy and Sustainable
- Safe and Resilient
- Strategic and Responsive
- Vibrant and Connected

The Capital Investment Strategy (CIS) was developed in 2011 for two primary purposes. First, to ensure capital investments across the City are proposed in a coordinated fashion and focused on the vision as defined by the adopted comprehensive plan. Second, it informs the Capital Investment Program and the ability of the City to facilitate growth and to maintain the City's past investments into the future.

The CIS is portrayed as foundational, as the level of service (described in the State Growth Management Act) is both a capital investment and an operating budget concept. The Comprehensive Plan describes the type of city and/or community that Redmond strives to provide in the form of infrastructure and levels of service. This is reflected in both the Capital Investment Program (the implementation of the CIS) and the operating budget.

Revenue Strategy

A total of \$799 million has been allocated in the 2021-2022 Budget to support the community's priorities. Included in the Long Range Financial Strategy is the revenue philosophy related to City revenues. This philosophy and strategy are fundamental to the structure of City revenues and are a foundation for establishing future and revised fiscal/revenue policy. The elements of the philosophy include:

- Assessing and maintaining fair, equitable and stable sources of revenue;
- Prioritizing less volatile revenues sources over revenues more sensitive to changes in the economic climate, such as sales tax and sales tax on construction;
- Considering the "total" tax bill when increasing rates;
- Protecting limits to taxation (the right "Price of Government") for residents and businesses; and
- Seeking voter approval when a proposed tax increase is above historical rates.

The City will experience an estimated \$24.6 million deficit during the next two years due to the economic recession precipitated by the COVID-19 pandemic. The largest deficits are being experienced in the General Fund, Recreation Activity and Utility Funds as the City faces significant ongoing decreases in sales tax, recreation program fees and water usage. Additional revenue shortfalls include utility and business taxes as the pandemic continues to impact Redmond businesses. Development-related revenues are expected to remain strong until the end of 2021 and Property Tax continues to be a stable source of revenue for the General Fund.

Consistent with the Revenue Strategy, this budget includes a 1% property tax increase (approximately \$260,000 annually) and increased estimates for new construction added to Redmond's tax base. The budget also includes a utility increase of 4.5% for King County Wastewater Treatment; however, there are no annual increases proposed for the City's utilities in the next biennium. The City is also anticipating one-time resources in the General Fund to total \$14.1 million due to under expenditures and carryover of the Economic Contingency from the 2019-2020 biennium. The contingency can be utilized to support reinstatement of the recreation programs and community events, as well as assistance with COVID-19 recovery efforts.

REDMOND'S SERVICE PRIORITIES

In addition to considering available resources, the City has carefully and thoroughly scrutinized the cost of providing service and has captured efficiencies where possible. Right-sizing resources, evaluating programs, seeking resource-leveraging opportunities and building new community partnerships were also significant steps taken in balancing the budget. In keeping with the City's priority areas, the budget reflects the refinement of performance measures to maintain demonstrable alignment among City departments working in interdisciplinary collaborations to advance value-added services.

As in most service organizations, salary and benefit costs make up the majority of budgeted expenditures. The proposed biennial budget supports 685.66 full time equivalent (FTE) employees with a net reduction of 27.76 FTEs from the 2019-2020 budget including FTE changes made in 2020, the proposed reduction of 21.63 FTEs and the reallocation and increase of 4.67 FTEs for the 2021-2022 budget as described below:

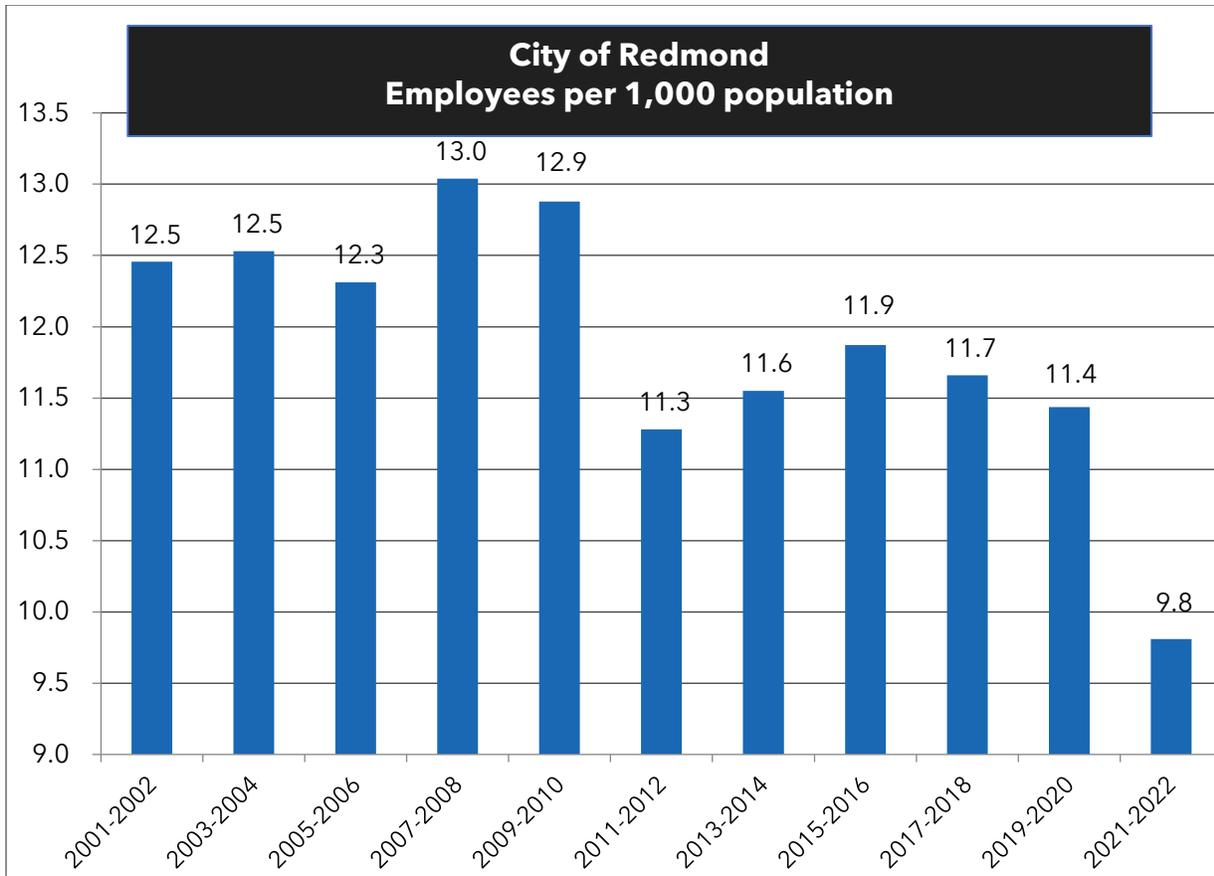
- Reductions in the Parks Department, where 9.63 FTEs are being eliminated as the programs they support, often involving in-person interaction, cannot be sustained while the COVID-19 pandemic persists. These include:
 - Program Coordinators 5.00 FTEs (1.00 FTE each from Fitness, Arts, Teen Center, Customer Service and Senior Center programs)
 - Program Assistants 3.00 FTEs (2.00 FTEs from Guest Services and 1.00 FTE from Sports programs)
 - Program Aide 0.63 FTE
 - Department Administrative Coordinator 1.00 FTE
- Capital investment delivery, utilities and development services are being reduced by 8.00 FTEs in order to right-size staffing with programs and anticipated development activity. These include:
 - Administrative Specialist 1.00 FTE
 - Building Inspector 1.00 FTE
 - Stormwater Inspector 1.00 FTE
 - Senior Engineer/Capital Project Manager 1.00 FTE
 - Solid Waste Program Administrator 1.00 FTE
 - Deputy Fire Marshal 1.00 FTE
 - Source Control Administrator 1.00 FTE
 - GIS Data Technician 1.00 FTE
- Several public safety positions are also being discontinued. All currently vacant, of these 4.00 FTEs one is being reallocated to support the Diversity, Equity and Inclusion (DEI) initiative, one is backed by a revenue stream that is no longer available and two were discontinued to right size their program to focus on essential services. These include:
 - Police Sergeant 1.00 FTE
 - Police Officer 1.00 FTE
 - Emergency Management Program Coordinator 1.00 FTE
 - Fire Mechanic 1.00 FTE

Offsetting the reduction of 21.63 FTEs are reallocations of 3.00 FTEs, an increase of a partial FTE to create a full-time FTE and the addition of 1.00 FTE funded by new ongoing revenue. These include:

- Environmental Sustainability Program Administrator 1.00 FTE repurposed from the Solid Waste position of the same classification above, administering a broader range of environmental sustainability initiatives.
- Traffic Signals Program Administrator 1.00 FTE repurposed from the Source Control Administrator reduced above to support signal management amid rapid growth and the introduction of light rail into the community.
- Diversity, Equity & Inclusion Program Manager 1.00 FTE, repurposed from the Police Officer position above to enhance and sustain efforts started by the City.
- Fire Support Program Coordinator 1.00 FTE dedicated to fire alarm operational permitting and supported by new revenue that will result from an anticipated change to the fire code.
- Human Resources Analyst 0.67 FTE, increasing a partial FTE to full-time status to better align staffing to departmental needs.

Department	2019-2020 Budget	2020 Reduction	Proposed Change	2021-2022 Budget
Executive	21.25	(1.00)	2.00	22.25
Finance	33.57			33.57
Fire	166.00		(2.00)	164.00
Human Resources	13.33	(1.00)	0.67	13.00
Parks	74.35	(2.00)	(9.63)	62.72
Planning	78.95	(2.00)	(1.00)	75.95
Police	128.92		(2.00)	126.92
Public Works	127.94	(3.00)	(4.00)	120.94
TIS	37.00		(1.00)	36.00
*Development Agreements	32.11			30.31
Total	713.42	(9.00)	(16.96)	685.66

*Development Agreement FTE reduction is due to the planned expiration of Limited Term Duration positions



The 2021-2022 budget includes \$10 million in transfers to the Capital Investment Program. Included in the transfers are the 5% General Fund policy transfer (\$4.6 million), pavement management (\$600,000) and sales tax on construction (\$2.8 million) to support the debt service payments on City Hall. The total 2021-2022 capital investments outlined in the Capital Investment Program section of this budget total \$136 million (excluding ending fund balances and debt service payments).

In conjunction with the community's priorities, the proposed budget presents key goals and initiatives spanning all City departments, along with accountability for service-specific performance measures. In this way, the budget serves as a useful tool for the Council and community to better gauge the City's progress in achieving these outcomes and assessing the value received for City tax dollars. The following section highlights budget changes for the 2021-2022 biennium in budget priority order.

Healthy and Sustainable: The Redmond community values a healthy environment that supports an active community. The City supports the preservation and protection of its natural environment through implementation of the Environmental Sustainability Action Plan approved by Council in 2020. The Healthy and Sustainable priority also focuses on providing

places and programs that support an active and involved community. Budget highlights for this budget priority include:

- Tree Canopy - Continue support for the City's tree canopy through additional acres of plantings (\$150,000 ongoing).
- Environmental Monitoring - Reduce program funding (\$303,000) to an amount that supports the current level of monitoring required on post-project sites.
- Utility Asset Management Plan - Develop a Strategic Asset Management Plan (SAMP) (\$200,000 one-time) for priority water and wastewater assets in the Novelty Hill service area which will serve as a pilot for developing future SAMPs.
- Utility Systems Planning and Engineering - Convert ongoing budget allocations (\$700,000 reduction) for system planning and engineering work to one-time allocations as work is required (\$320,000 one-time).
- Fats, Oils, and Grease (FOG) Source Control Program - Eliminate the portion of the FOG program (1.00 FTE and \$15,500 ongoing) that proactively works with the business community to prevent FOG issues from damaging wastewater pipes. The program will continue at a reduced level of service and focus on areas of the City that experience the greatest number of issues. The 1.00 FTE was reallocated to the Traffic Operations Safety and Engineering Division to address safety and capacity concerns.
- Community Recycling Events - Implement alternatives to the City-sponsored recycling events and reallocate 1.00 FTE and ongoing funding (\$125,000) to support solid waste and recycling actions within the Environmental Sustainability Action Plan.
- Environmental Sustainability - Repurpose 1.00 FTE from the Solid Waste Program to concentrate on the City's solid waste environmental initiatives and programs as part of the Environmental Sustainability Action Plan.
- Construction and Demolition Debris Recycling Program - Develop comprehensive policies around construction and demolition recycling and recovery for the City and prohibit disposal of recoverable materials (\$200,000 one-time).
- Green Purchasing Program Development and City Waste Diversion - Develop a program to develop and enforce green purchasing procedures and policies including waste diversion efforts for City facilities and events (\$52,700 one-time).
- Climate Equity Vulnerability Assessment - Assess vulnerabilities (\$125,000 one-time) to build on the City's existing equity and inclusion work and serve as the foundation for future climate equity programming.
- Community Recreation - Reduce program offerings to those allowable under the phased COVID-19 recovery plan (9.63 FTEs) and ensure financial resources are available to support programs through recovery.

- PARCC Plan Update - Update the PARCC Plan, which serves as the Parks department strategic plan, as required for compliance in Redmond's Comprehensive Plan (\$125,000 one-time).
- Landscaped Right-of-Way Areas - Reduce maintenance levels at selected right-of-way areas (\$393,000), which will impact aesthetic but not increase maintenance and irrigation liabilities.

The City's goals in promoting a healthy and sustainable community are measured through a variety of metrics, including:



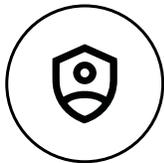
- 2021 goal of number of acres enrolled in active management for restoration is 425.
- In 2019, 46% of residents and employees in Redmond had convenient access to outdoor sports and fitness facilities from their residence or office.
- Clean drinking water is essential to any community and Redmond's water supply meets water quality tests 100% of the time.
- The health of City streams as measured by the Fresh Water Quality Index was 38.6 in 2019 with a long-term goal of 80.
- Providing recreation services to 16,065 people in 2019.
- The number of hours that indoor and outdoor recreation facilities were scheduled for use increased from 57,732 in 2018 to 67,324 in 2019.
- Environmental Protection Agency guidelines target less than two sanitary sewer overflows per year. In 2019, Redmond had no sewer overflows.

Safe and Resilient: Redmond values a thriving community where all people feel safe. Programs included in this budget provide the community with effective emergency prevention strategies, well-executed emergency responses and recovery and comprehensive resolutions. City efforts to maintain and enhance the community character include:

- Fire System Reliability - Add a cost neutral Program Coordinator 1.00 FTE to track and enforce required inspection, maintenance and repairs for life safety systems.
- Fire Prevention Inspections - Eliminate a Deputy Fire Marshal 1.00 FTE that is no longer needed to meet service level requirements.
- Pavement Management Repairs - Supports \$80,000 in one-time funds to purchase crack seal equipment that can be used to extend the life of roadways and keep them safe for drivers, pedestrians and bicyclists.

- Traffic Management System – Repurpose 1.00 FTE from Public Works to support existing and growing infrastructure that operates the traffic management system to ensure traffic signals are efficient and operational, to keep the community safe.
- Street Maintenance – Reduce funding for supplemental staff (\$192,000) that provide support for maintenance programs during the summer months.
- Building Inspections – Eliminate a 1.00 FTE that is no longer needed to meet service level requirements for building inspections.
- Property Crime – Repurpose a Police Officer 1.00 FTE to establish a citywide Diversity, Equity and Inclusion Program and eliminate a Police Sergeant 1.00 FTE. These program reductions will delay the creation of a specialty unit to address property crime.
- Fire Training and Certification Compliance – Increased ongoing funding of \$137,290, to ensure that HazMat training requirements are met and technical rescue certifications are maintained.
- Emergency Management – Eliminate a Program Coordinator 1.00 FTE due to the capacity created within City departments to support emergency management activities.

The Safe and Resilient priority is measured through prevention, response, recovery and resolution. Specific measures include:



- Redmond has been successful in maintaining crime rates lower than the Washington State average of 67.5 Type A offenses with a rate of 44.0 in 2019.
- The feeling of safety on Redmond roads is important to the community. Fatal and serious injuries per year on all roads per 1,000 was 0.11 in 2019 with a target of zero in future years.
- The Fire Department has been successful in responding to fires in an urban setting 88% of the time with fifteen firefighters within seven minutes from the time the call is received from dispatch.
- Redmond Advanced Life Support (ALS) services contribute to the 59% cardiac arrest survival rate in King County as a lead agency in ALS.
- Answering 90% of 911 calls within ten seconds is the goal for Redmond dispatchers. Currently, the dispatch team answers calls within an average of 4.7 seconds.
- Code compliance is important to the City's safety and insurance rating. Redmond has an 95% code compliance success rate without taking action to force compliance.

Strategic and Responsive: Redmond has a proven track record for sound fiscal management, fair and equitable human resource administration, strong technology infrastructure, and strategic leadership, communication and community outreach efforts. The City embraces diversity and seeks to have welcoming and inclusive community character to be reflected in its programs. Redmond’s Long Range Financial Strategy sets the course for financial stability and the City’s Community Strategic Plan defines and measures the value the community receives from resources collected.

Budget highlights of the Strategic and Responsive priority include:

- Process Improvement - Eliminate planned process improvement projects (\$150,000) needed to modernize business practices at the Maintenance and Operations Center (MOC) before a master plan is developed for the campus.
- Human Resources Labor and Policy Support - Increase a Human Resources Analyst to 1.00 FTE to provide technical support for labor and policy issues.
- Diversity, Equity and Inclusion (DEI) - Repurpose 1.00 FTE from the Police Department to provide dedicated staff support for the City’s DEI efforts.
- Welcoming Redmond - Support continued investments (\$150,000 one-time) to further advance the City’s vision for diversity, equity and inclusion outlined in the Community Strategic Plan.
- Technology Strategies - Fund an ongoing \$254,000 subscription which allows staff to continue to make and receive phone calls with a city-assigned number from wherever they are on almost any device. The funding supports communication needs that evolved as the City responded to the COVID-19 pandemic and staff began working remotely.
- Big Four Projects - Continue funding for the City’s technology systems including the financial system upgrade, workforce management, records management and the permitting system.
- Graphic Information System (GIS) Program - Eliminate a 1.00 FTE dedicated to managing the City’s GIS data, work will be redistributed across the broader GIS team.
- Fire Department Fleet - Eliminate a Fire Fleet Mechanic 1.00 FTE that is no longer needed to meet service level requirements as the City is no longer under contract to maintain vehicles for outside agencies.

The support of a welcoming, service oriented and fiscally responsible organization is measured through the following metrics:



- The City’s AAA bond rating reflects Redmond’s ability to meet or exceed the highest nationally-recognized fiscal policy benchmarks as determined by bond rating agencies.

- The percentage of City Council agendas published three days in advance of the Committee of the Whole meetings for 2019 was 100%, providing the community with an opportunity to be informed on City issues.
- A focus on hiring and thorough onboarding of new personnel has led to a new employee turnover rate of 13.2% in 2019 with projections decreasing to 11.6% by 2021.
- In 2019, 408 participants responded to the annual telephone and online Community Survey.

Vibrant & Connected Community: The Redmond community values a well-planned and supported community that provides a sense of place. The City's globally-known workplace opportunities and quality school system have long attracted residents and visitors from around the world and the local economy has experienced robust business and job growth for many years. As Redmond has flourished, it has necessitated a sustained commitment to public infrastructure and facilities in response to evolving community needs. Budget highlights for this priority include:

- Light Rail Integration - Support light rail construction partnerships between the City, Sound Transit and Microsoft to design and build the infrastructure necessary to deliver light rail to Redmond's two urban centers and the Marymoor Village neighborhood (\$2.6 million one-time).
- Community Arts and Events - Reduce program offerings to those allowable under the phased COVID-19 recovery plan (1.00 FTE) and ensure financial resources are available to support the program when recovery begins.
- Affordable Housing - Through the City's capital investments \$750,000 annually will be committed to the ongoing goal of providing affordable housing to the Redmond community. In addition, the City has other opportunities to support affordable housing through transit-oriented design and partnerships with private development.
- Human Services Strategic Plan - Develop a strategic plan (\$40,000 one-time) to inform and guide the allocation of human services funding and assist in identifying key areas of need.
- Capital Investment Delivery - Eliminate a Project Manager 1.00 FTE and Administrative Specialist 1.00 FTE that are not needed to support the planned level of capital projects in the next biennium.
- Microsoft Refresh - Includes funding necessary (\$7.9 million one-time) to support the multi-year development agreement between the City and Microsoft to reconstruct the Microsoft campus in the Overlake urban center.

The City's demonstrable record of performance in this priority includes job growth and increases in the number and types of businesses, attendees at City-produced events and the

maintenance and mobility report cards. The performance measures to support a vibrant and connected community include:



- The percentage of clients served through human service agency contracts that are actively engaged and making progress toward and/or have achieved their goals was 77% in 2019.
- Affordable housing continues to be a focus for the City. The ratio of supply of affordable homes to demand for affordable homes was 57% in 2019.
- A total of 50,800 people attended City produced events in 2019. With inclusion of Downtown Park activities, that number is expected to grow by about 7,000 participants in the future.
- The City's pavement condition is projected to remain above 70 to support all modes of transportation. In 2019, the pavement condition was at 73.
- The City's mobility report card measures the ratio of transportation demand to transportation supply or concurrency. Currently, the ratio is 1.5 and targeted to be similar in the future.
- The number of businesses licensed for 7+ years is a measurement of Redmond's ability to attract and retain a vibrant business community. In 2019, the City had 1,339 businesses that had existed in the community for over 7 years.

CITY ORGANIZATIONAL ALIGNMENT

Over more than a decade of Budgeting by Priorities evolution, the City has made great strides in developing interdepartmental teams to achieve desired outcomes on community priorities. Pre-2008, City budgets had many departments and divisions focused on delivering services in a traditionally functional way, the organization has learned to embrace a more interdisciplinary approach to the services and programs needed to advance the City's vision and ensure a promising future for its ongoing suburban to urban transition.

To illustrate this organizational alignment, the chart on the following pages reflects cross-departmental teams working together to advance the 2021-2022 service initiatives.

City Organizational Alignment in Budgeting by Priorities Context

Budget Offer Title	Executive	Finance	Fire	Human Resources	Parks	Planning	Police	Public Works	TIS
Arts and Community Events									
Capital Investment Delivery									
City Council									
Citywide Communications									
Community and Economic Development									
Community Outreach and Involvement									
Community Recreation									
Construction Inspection									
Criminal Investigation									

Budget Offer Title	Executive	Finance	Fire	Human Resources	Parks	Planning	Police	Public Works	TIS
Criminal Justice									
Development Services									
Diversity, Equity and Inclusion									
Environmental Sustainability									
Executive Leadership									
Facilities Management									
Fire Prevention Services									
Fire Support Services									
Fiscal Accountability									
Fleet Management									
Ground and Surface Water Management									

Budget Offer Title	Executive	Finance	Fire	Human Resources	Parks	Planning	Police	Public Works	TIS
Housing and Human Services									
Human Resources									
Light Rail									
Microsoft Campus Refresh									
Mobility of People and Goods									
Operating Reserves									
Parks, Trails and Open Space									
Police Dispatch and Support									
Police Patrol and Response									
Safe and Reliable Drinking Water									

Budget Offer Title	Executive	Finance	Fire	Human Resources	Parks	Planning	Police	Public Works	TIS
Solid Waste Management									
Stormwater Management									
Street and Traffic Safety									
Technology Solutions									
Urban Forestry									
Wastewater Management									

BUDGET AT A GLANCE

BUDGET OVERVIEW
CITYWIDE BUDGET SUMMARY
ALL FUNDS SUMMARY
CITYWIDE FTE SUMMARY

Budget Overview

2021-2022 Preliminary Budget



The Budget Overview provides a high-level summary of the recommended 2021-2022 financial plan for the City of Redmond. It begins with a discussion of the current state of the local economy and future outlook. The overview continues into descriptions of key indicators and guidance used to develop a budget that maintains the City's focus on delivering services to the community, advancing citywide initiatives and fulfilling its long-term vision. Together, these sections summarize the situation presented by the COVID-19 pandemic and subsequent economic downturn and the City's future financial prospects. The following section presents an overview of budget reductions made in 2020 as an initial response to the pandemic and continues into greater detail on revenue and expenditure projections for the coming biennium.

Economic Context and Outlook

The first half of 2020 saw significant declines in employment, gross domestic product (GDP) and consumer spending. Seven years of job growth in King County was undone in just a few months with unemployment reaching a high of 14.9%. National real GDP fell by approximately 32.9% at an annual rate in Q2 2020. Local consumer spending reached a low point in April when its year-over-year decline approached 40% as stay-at-home and non-essential business closure orders came into effect.

Although conditions have improved since the downturn began, indicators of economic recovery remain uneven and precarious. Consumer spending still exhibits a 10.2% year-over-year decline. Similarly, unemployment has fallen but remains high at 9.2%. Employment in the construction sector has returned to pre-pandemic levels, but job numbers in the restaurant and lodging industries are just half of what they were in 2019. GDP is forecasted to expand in Q3 2020, but at a pace insufficient to quickly replace the losses seen in the first half of the year.

Whether progress will continue at the pace seen since April 2020 remains uncertain. Consumer confidence has shown it is sensitive to surges in COVID-19 cases, suggesting that recovery remains linked to the progression of the pandemic. Furthermore, the recovery in consumer spending appears to coincide with the start of efforts to stimulate the economy but the nature of future large-scale stimulus measures remains to be seen.

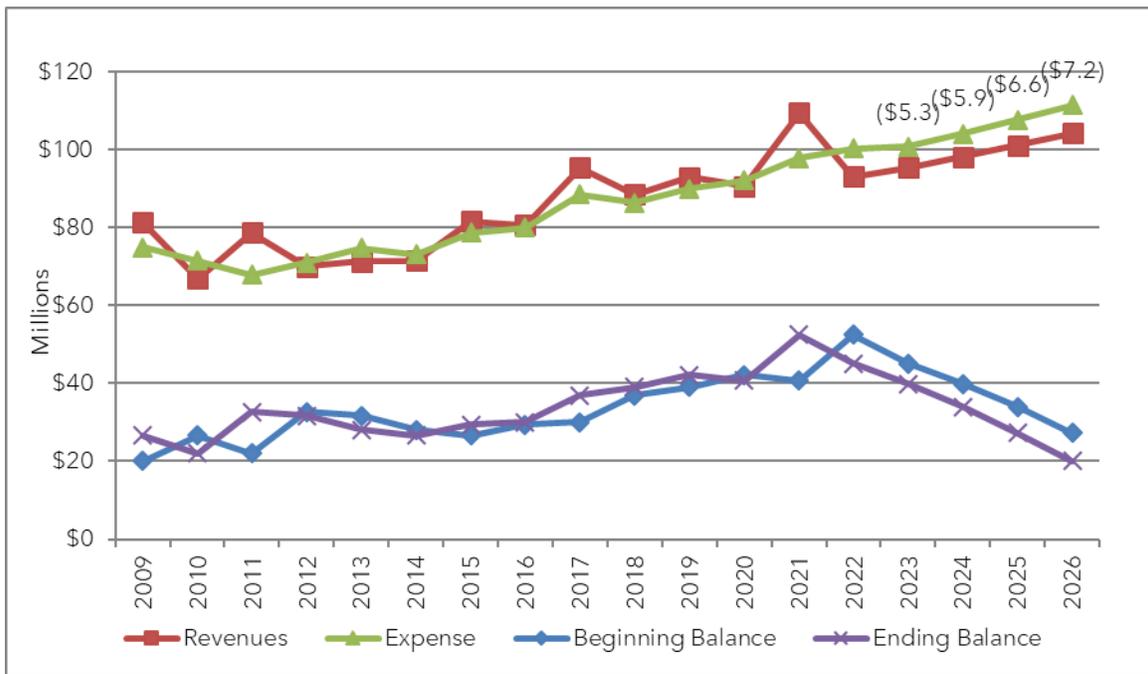
These events had a significant impact on City revenues with forecasts for sales tax, development revenue, recreational fees, utility charges and other taxes and fees declining by approximately \$6.3 million in 2020. The sectors from which revenue losses have become apparent include publishing, telecommunications and information services industries and hotels and restaurants. These represent a significant loss of ongoing revenues whose recovery can be expected to follow the slow and uncertain pace of the indicators above; however, one-time resources, best represented by construction activity, still appear strong.

Consistent with the City's fiscal policies, the 2021-2022 Budget is built on a conservative revenue forecast with stagnant growth in sales and utility taxes and declining license and permit revenues. It

also maintains a cautionary outlook for development revenues due to their volatility and for state-shared revenues which have the potential to be decreased. At the same time, forecasted expenditures continue to grow at a similar pace to previous years with lingering uncertainty for pension obligations and unknown future costs of the COVID-19 response. Although mitigated by increased property taxes resulting from new construction and strong reserve policies, this places the City into a short-term situation where ongoing revenues are constrained and need to be balanced by corresponding changes of an ongoing nature.

A longer-term outlook for recovery in Redmond allows for cautious optimism. Increased property tax revenues generated by construction projects completed earlier in the six-year outlook and their corresponding increases in assessed valuation carry forward into future years. While the pace of revenue growth driven by new construction will not continue in perpetuity, the added residential and commercial capacity of these developments including those at the Microsoft campus, further spurred by the addition of light rail into Redmond, prompts a forecasted acceleration of sales tax and business license revenues. The chart below illustrates an updated long-range financial forecast and shows projected gaps in future budgets.

2021-2026 GENERAL FUND FORECAST & ESTIMATED GAP BETWEEN REVENUES AND EXPENDITURES IN SIX-YEAR OUTLOOK



Supporting Documents and Tools

The 2021-2022 Budget incorporates several forms of guidance that inform and support strategic decision making. The Long Range Financial Strategy (LRFS) determines the extent to which City services can be sustained by resources today and into the future by establishing policies for allocating

resources and forecasting revenues and expenditures. The Community Strategic Plan (CSP) identifies specific steps that the City plans in order to move closer to its long-range vision. Finally, Budgeting by Priorities (BP) elevates the community's priorities for desired services and evaluates whether the level of service provided is acceptable relative to the price paid for them.

Long Range Financial Strategy

The LRFS is the framework which the City of Redmond uses to make budget decisions over future budget cycles. It encourages a deeper understanding of the City's service commitments to the community and the plan to meet those commitments in a sustainable and responsible manner. Revenue and expenditure trends consider the volatility and diversity of each revenue source and the ongoing or one-time nature of municipal costs. More detailed explanations of General Fund sources and uses can be found on the following pages in this overview.

Community Strategic Plan

The CSP is an iterative, working document that reflects the priorities of the Redmond community. It sets a future vision for the City with established priorities and clear goals with defined performance metrics based on extensive community feedback. As a living document, the CSP is intended to be reviewed and refreshed on a regular basis so it can continue to provide a work plan for the City as it advances the outcomes identified in its long-range plans.

Budgeting by Priorities

The Budgeting by Priorities (BP) process develops a plan for implementing City operations through careful deployment of its financial resources. The objectives of this approach are to align the budget with community priorities, measure progress toward desired outcomes, ensure the best value for each tax dollar, foster continuous improvement and learning and to build regional partnerships and cooperation. It provides an opportunity every two years to re-examine community priorities and the value of City programs.

BP also considers the extent to which a community is willing to pay for public services with a metric known as the "Price of Government." Defined by David Osborne and Peter Hutchison in their book of the same name as the literal sum of all taxes, fees, and charges collected by a governmental unit divided by the aggregate personal income of that government's constituents. The calculation is used to define a band within which residents are able and willing to pay for government services. The Long Range Financial Strategy currently targets the Price of Government to fall between 5% and 6% of aggregate personal income when excluding revenues that are one-time in nature. Transactions that are most frequently removed from this calculation are large transportation grants and capital contributions. The indicator promotes awareness of the total burden that City revenues place on the community and assists discussions of what "price" is both supported by the public and is adequate to sustain the level of service that the public demands.

2020 Budget Reductions

As the impact of the recession to the City became clear, reductions were identified that would keep the budget aligned with declining revenues while remaining focused on community priorities. Revisions to the 2019-2020 forecast anticipated \$6.3 million in lost sales and utility taxes, development revenues, recreational fees, utility charges and other revenues. In order to close much

of this gap, the City reduced expenditures by \$5.6 million following a careful analysis of service level impacts while ensuring community health and safety remained protected. Reductions involving personnel included the elimination of several vacant ongoing full-time equivalent (FTE) positions as well as one-time savings which resulted from a hiring freeze. Efficiencies in non-personnel line items were also identified and included in this reduction package. All reductions and their specific service impacts are summarized by program area below.

2020 Budget Reductions	FTEs	Amount		
		Ongoing	One-time	Total
Recreation, Arts & Events	2.00	427,447	939,138	1,366,585
Internal Services	2.00	229,974	322,078	552,052
Public Safety	-	98,000	765,993	863,993
Development Services	2.00	379,378	1,089,651	1,469,029
Maintenance & Operations	1.00	601,113	716,160	1,317,273
Capital Investment Program	2.00	-	29,548	29,548
Total	9.00	1,735,912	3,862,568	5,598,480

Recreation, Arts & Events

Reductions in recreation, arts and events were directly related to programs and activities that are unable to operate safely during the COVID-19 pandemic and their associated revenues. Ongoing reductions consisted of two FTEs and supplemental staff that resulted in fewer recreational activities, shorter facility hours and slower responses to customer service inquiries. The positions reduced included a Recreation Program Coordinator 1.00 FTE and a Guest Services Program Assistant 1.00 FTE. One-time impacts reflected the cancellation of recreational programs and all in-person events such as Derby Days and So Bazaar as well as those sponsored by third parties such as Ananda Mela that cannot resume until it is safe to do so.

Internal Services

Ongoing internal services reductions included the elimination of an Executive Assistant 1.00 FTE in the Mayor’s Office, a Human Resources Administrative Assistant 1.00 FTE and numerous line item reductions. Executive Department reductions will delay public record request processing and mayoral correspondence with the public, limit calendar and scheduling oversight, defer report preparation for Directors and Council and postpone issue research and analysis on behalf of constituents. Reductions in the Human Resources Department will cancel projects such as a compensation study and safety audit as well as eliminate much of the administrative support available for the recruitment, hiring and onboarding new staff.

Public Safety

Ongoing reductions in public safety were limited to rightsizing of the Police wireless communications budget and reductions in overtime for ProAct and Evidence. These will limit the Department’s

capacity to gather and log evidence at major crime scenes or conduct quarterly evidence destruction deliveries. The bulk of reductions were one-time in nature as the hiring of several police and fire personnel was frozen for the remainder of the biennium.

Development Services

Reductions in development services related to the projected loss of revenue due to delays in planning and permitting. These included the ongoing elimination of a Transportation Demand Management (TDM) Specialist 1.00 FTE and an Assistant Planner 1.00 FTE. A hiring freeze also created significant additional savings in 2020. These reductions will spread additional workloads to existing staff, extend turnaround timelines and make quality control more difficult. The reduction in TDM staffing will also prompt greater reliance on the Greater Redmond Transportation Management Association for some program elements.

Maintenance & Operations

Reductions in the Parks and Public Works departments will have a variety of community impacts. The elimination of an Asset Management Program Administrator 1.00 FTE will delay implementation of the Lucy asset management system and postpone citywide asset management coordination. Further ongoing reductions also brought filter replacement in regional stormwater facilities in-house with less frequent service. One-time reductions will suspend vegetation maintenance in the rights-of-way and easements when not related to safety or access needs, limit street sign maintenance to regulatory signs and delay any marking maintenance not considered a high priority.

Parks maintenance reductions reduced irrigation to lawns in neighborhood parks, removed trash receptacles from City parks, decreased right-of-way landscape maintenance and ended park lock-up and security patrols. Facility maintenance managed by the Parks Department also reduced support for work orders from staff for furniture and office changes as well as eliminated funding for Senior Center decommissioning. Catch basin cleaning in City buildings was transferred to Public Works staff from a contract managed by Facilities.

Capital Investment Program

Two vacant FTEs dedicated to the City's capital projects, a Construction Inspector 1.00 FTE and an Engineer 1.00 FTE, were eliminated. Due to declines in CIP revenues, the number of projects that can be completed in future years and the commensurate staffing needed to complete them will decline accordingly. In addition, the hiring of a vacant Program Administrator for Real Property management was delayed.

Operating & Capital Revenues and Expenditures

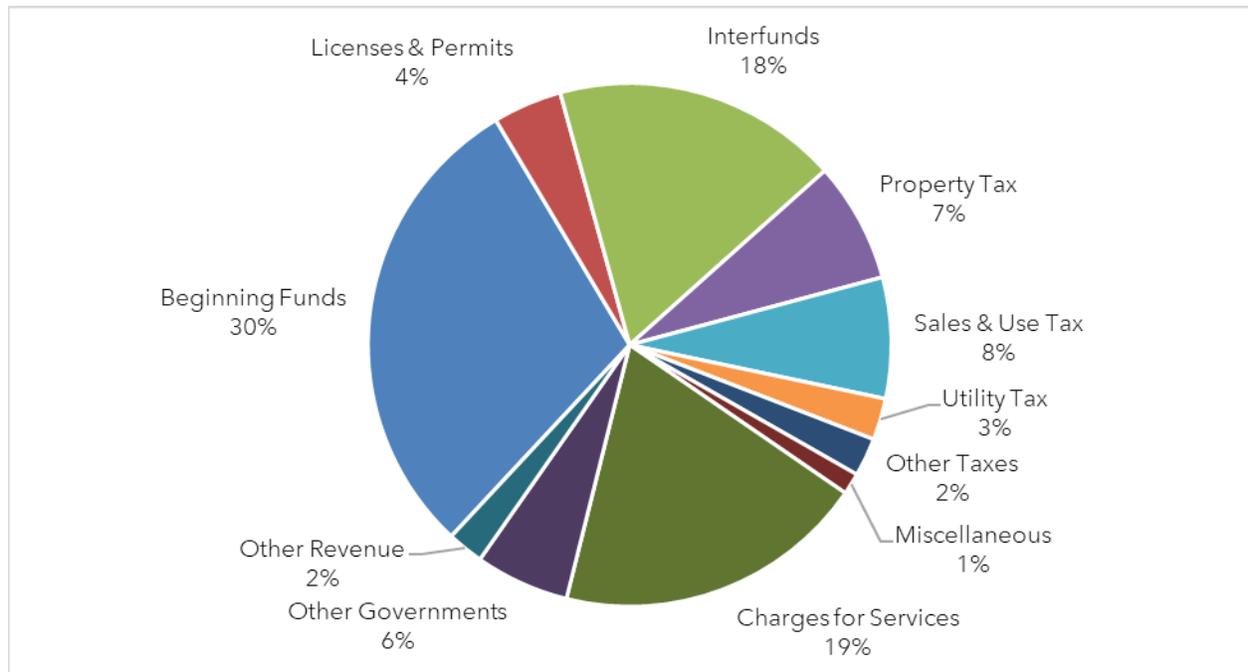
The City of Redmond is a non-charter code city with authority to levy or assess all revenues generally available to all classes of cities and towns in Washington State. The government-wide financial statements in the City's Comprehensive Annual Financial Report are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified

accrual basis of accounting. The budget is developed using the modified accrual basis of accounting for all funds.

Revenue and Expenditure Summary

Total revenues over the biennium equal \$799.2 million, including beginning fund balances and transfers, a 1.5% decrease from estimates for the 2019-2020 biennium as several one-time revenues for capital projects received in 2019 and 2020 are not expected to recur including \$8.2 million in transportation grants and \$7.1 million in utility facility and connection charges. The budget includes a series of transfers between funds that has the effect of double counting these amounts. It also includes a 1% property tax rate increase. The components of the City's 2021-2022 revenue sources are shown in the graph below.

2021-2022 REVENUES BY TYPE - ALL FUNDS (\$799.2 MILLION)



On the expenditure side, the operating budget has contracted to remain balanced with forecasted declines in ongoing revenues. In addition to the initial round of reductions described above, additional measures are proposed in this budget. The 2020 reductions were focused on aligning resources to match City activities pivoting to meet new day-to-day realities of the pandemic. Balancing the 2021-2022 budget continued to focus on rightsizing resources, evaluating programs, and realizing efficiencies in current operations, but it also required making difficult decisions on what services to prioritize in these financially constrained times.

As in most service organizations, salary and benefit costs make up the majority of budgeted expenditures. The proposed biennial budget supports 685.66 full time equivalent (FTE) employees with a net reduction of 27.76 FTEs from the 2019-2020 budget including FTE changes made in 2020, the proposed reduction of 21.63 FTEs and the reallocation and increase of 4.67 FTEs for the 2021-2022 budget as described below:

Biennium	FTEs	Budget-to-Budget Difference
2007-2008	562.34	-
2009-2010	579.30	16.96
2011-2012	566.05	(13.25)
2013-2014	638.49	72.44
2015-2016	661.97	23.48
2017-2018	705.10	43.13
2019-2020	713.42	8.32
2021-2022	685.66	(27.76)

- Reductions in the Parks Department, where 9.63 FTEs are being eliminated as the programs they support, often involving in-person interaction, cannot be sustained while the COVID-19 pandemic persists. These include:
 - Program Coordinators 5.00 FTEs (1.00 FTE each from Fitness, Arts, Teen Center, Customer Service and Senior Center programs)
 - Program Assistants 3.00 FTEs (2.00 FTEs from Guest Services and 1.00 FTE from Sports programs)
 - Program Aide 0.63 FTE
 - Department Administrative Coordinator 1.00 FTE
- Capital investment delivery, utilities and development services are being reduced by 8.00 FTEs in order to right-size staffing with programs and anticipated development activity. These include:
 - Administrative Specialist 1.00 FTE
 - Building Inspector 1.00 FTE
 - Stormwater Inspector 1.00 FTE
 - Senior Engineer/Capital Project Manager 1.00 FTE
 - Solid Waste Program Administrator 1.00 FTE
 - Deputy Fire Marshal 1.00 FTE
 - Source Control Administrator 1.00 FTE
 - GIS Data Technician 1.00 FTE

Several public safety positions are also being discontinued. All currently vacant, these 4.00 FTEs that are being reallocated for a new initiative, were backed by a revenue stream that is no longer available or were eliminated to right size programs with desired service levels. These include:

- Police Sergeant 1.00 FTE
- Police Officer 1.00 FTE
- Emergency Management Program Coordinator 1.00 FTE
- Fire Mechanic 1.00 FTE

Offsetting the reduction of 21.63 FTEs are reallocations of 3.00 FTEs, an increase of a partial FTE to 1.00 and the addition of 1.00 FTE funded by new ongoing revenue. These include:

- Environmental Sustainability Program Administrator 1.00 FTE repurposed from the Solid Waste position of the same classification above, administering a broader range of environmental sustainability initiatives.
- Traffic Signals Program Administrator 1.00 FTE repurposed from the Source Control Administrator reduced above to support signal management amid rapid growth and the introduction of light rail into the community.
- Diversity, Equity & Inclusion Program Manager 1.00 FTE, repurposed from the Police Officer position above to enhance and sustain efforts started by the City.
- Fire Support Program Coordinator 1.00 FTE dedicated to fire alarm operational permitting and supported by new revenue that will result from an anticipated change to the fire code.
- Human Resources Analyst 0.67 FTE, a new addition increasing a partial FTE to full-time status to better align staffing to departmental needs.

Keeping in mind the objectives of the Community Strategic Plan, this budget still seeks to align budget requests with key initiatives that focus on priority issues, create more effective and efficient processes, meet new regulations and preserve City assets despite resource constraints. To do so, the budget proposes to invest approximately \$3.2 million in strategic investments and increase or reallocate staffing to maintain City infrastructure and the safety of its built environment, increase contributions towards environmental sustainability, and expand equity and inclusion efforts to ensure that its services are accessible and approachable by all members of its diverse community.

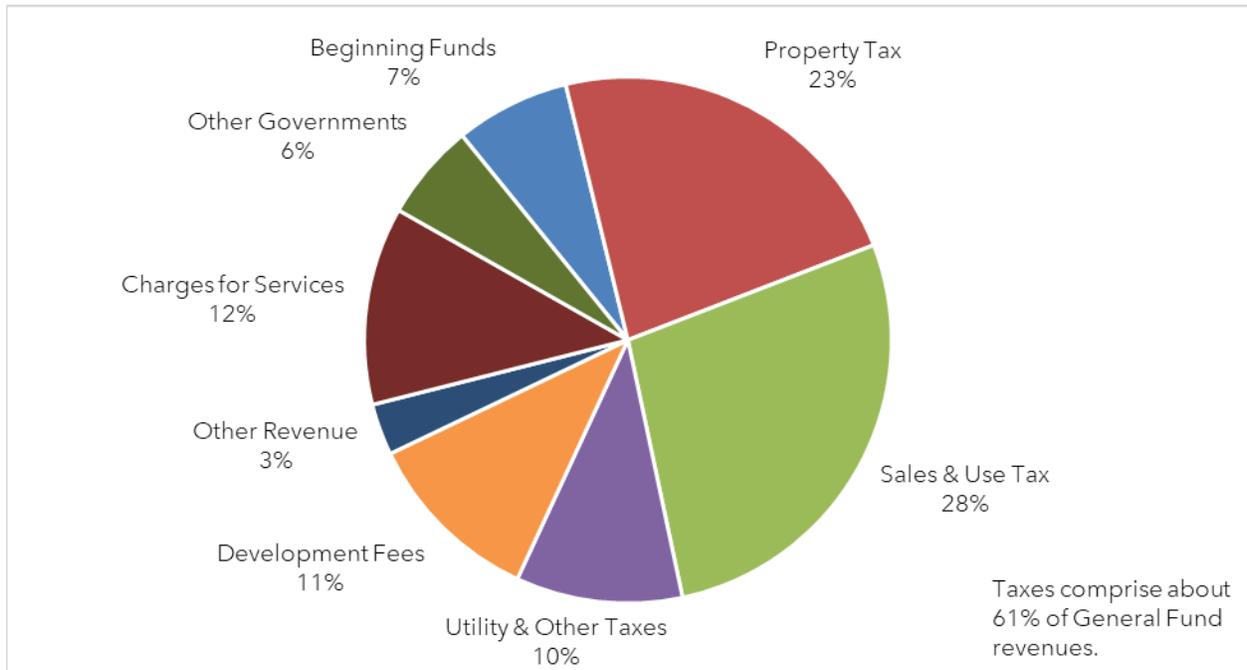
The 2021-2026 Capital Investment Program (CIP) has decreased approximately 7.5% from the 2019-2024 CIP. However, significant investments continue to be made to maintain existing infrastructure, prepare for growth and new infrastructure, and build a re-envisioned facility for community members to gather, especially seniors, when it is safe to do so again. In addition, the budget conforms to City fiscal policy directives regarding transfers to the CIP and reserves. As reserves are resources only available once, this budget does not propose their use to mitigate ongoing reductions; however, this may be considered in the future if the economic downturn becomes prolonged.

A financial summary of sources and uses for each City fund can be found in the Budget by Fund section later in this document. Additional details on proposed changes to the budget can be found in the Budget Offers and in the CIP and Technology Investment Program sections.

General Fund Revenues

General Fund operating revenues are forecasted to grow from an estimated \$183.7 million in 2019-2020 to an estimated \$187.6 million in 2021-2022, an increase of 2.1% when excluding the beginning fund balance. Current projections forecast the 2021-2022 beginning fund balance to be approximately \$14.1 million which includes the Economic Contingency set by policy at 4% or \$3.5 million. Not included in this total are additional general operating reserves set by policy at 8.5% or \$6.8 million.

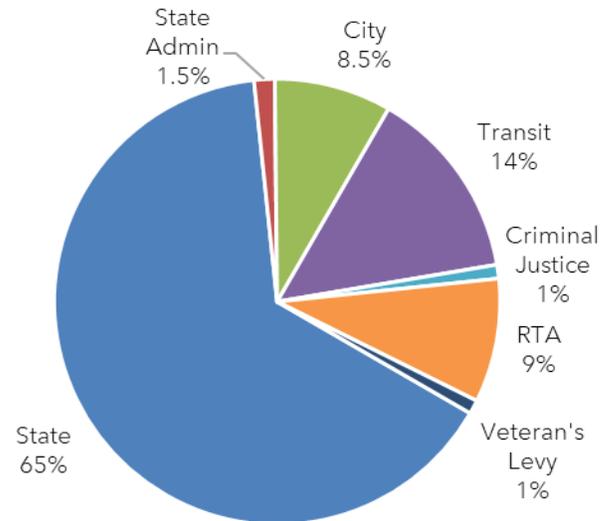
2021-2022 GENERAL FUND REVENUE BY TYPE (\$201.7 MILLION)



Sales Tax

Sales tax represents \$55.4 million or 28% of the City's General Fund, its largest revenue source. The overall sales tax rate for Redmond totals 10%. Of this, 0.85% is distributed to the City for general government purposes and 0.10% for criminal justice programs. Most of the sales tax collected in Redmond is distributed to other jurisdictions. Over the biennium, receipts are projected to fall by 16.0%. Most of this decline can be attributed to \$9.3 million in one-time revenues collected in 2019 and 2020. Excluding these transactions, the economic impact of the COVID-19 pandemic becomes apparent as ongoing sales tax revenues are anticipated to decline by 2.3% in the 2021-2022 biennium.

DISTRIBUTION OF SALES TAX



Sales Tax	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
\$ in thousands	25,652	37,022	38,731	27,213	27,630	27,760
% Change	-2.5%	44.3%	4.6%	-29.7%	1.5%	0.5%

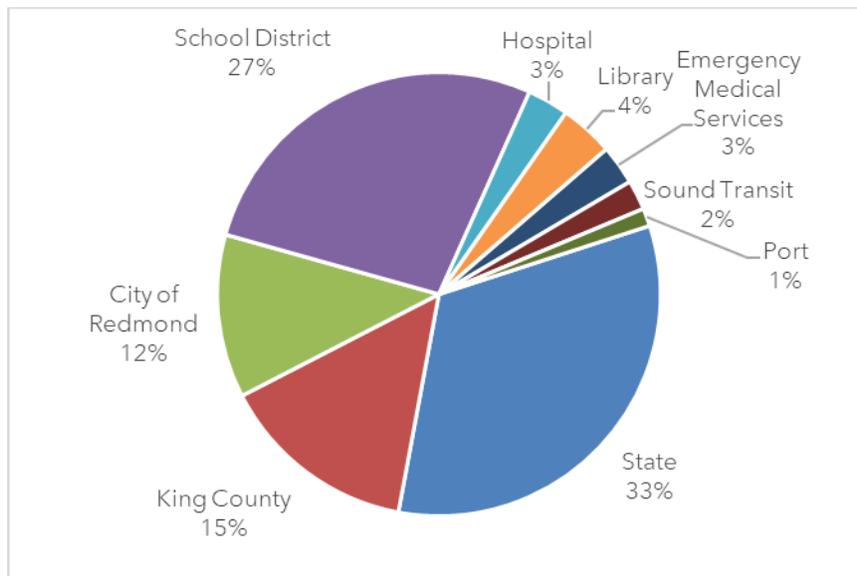
Property Tax

Redmond currently receives approximately \$1.09 per \$1,000 of assessed valuation from property owners located within the City limits, equating to \$46.1 million in revenues over the 2021-2022 biennium when assuming a Council-approved 1% increase each year. Detailed below are historical collections of property taxes in Redmond. Additional amounts in excess of the 1% allowed by the State legislature are attributable to revenues from new construction, annexations and the collection of unpaid taxes from previous years.

Property Tax	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
\$ in thousands	19,047	19,513	20,335	21,406	22,520	23,545
% Change	7.3%	2.4%	4.2%	5.3%	5.2%	4.6%
Note: The 1% increase on existing properties is consistent with state law.						

Redmond’s levy is only one component of the total property tax rate that property owners pay in King County. The total property tax rate includes additional levies that are earmarked for the State, public schools, Emergency Medical Services (EMS), hospitals, local libraries, King County and the Port of Seattle.

DISTRIBUTION OF PROPERTY TAX



Utility Taxes

State law enables cities to levy taxes on natural gas, telephone, and electric utilities as well as cable television services in an amount up to 6% of the total charges. The tax on cable television services was raised from 3% to 6% in 2019. Illustrated on the next page are the utility taxes Redmond levies and the amount expected to be collected in 2021 and 2022.

Utility Taxes (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Electric	5,954	5,721	5,569	5,569	5,681	5,794
Garbage	840	937	952	918	945	974
Natural Gas	1,158	1,008	1,022	995	1,013	1,033
Telephone/Cellular	2,340	2,091	1,642	1,659	1,660	1,661
Cable	503	460	872	890	890	890
Other	556	537	583	430	356	366
Total	11,351	10,754	10,640	10,461	10,545	10,718

Note: The utility tax rate on cable television services was raised from 3% to 6% in 2019.

License and Permit Fees

A development user fee study approved in 2018 enacted a revised fee structure that maintained the policy of targeting full cost recovery for all related fees. Forecasted revenue reflects this policy and factors in current and anticipated development activity within the City. Development revenues in the 2021-2022 biennium are projected to fall 10.1% from 2019-2020 biennial estimates following an extended period of high development activity in the region. Although the budget anticipates this decline, these revenues are budgeted conservatively in accordance with City practice.

Business license revenues are anticipated to decline by 7.3% in 2021-2022 relative to 2019-2020 estimates. In previous years, fees for business licenses were anticipated to increase with CPI. However, it is assumed that the portion of this fee that supports the General Fund will remain at \$50 per FTE through 2022.

License & Permit Fees	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
(\$ in thousands)						
Building Inspection & Plan Review	1,240	1,134	1,260	603	616	619
Plan Checks	405	522	574	404	406	408
Mixed Use Permits	1,897	1,270	1,196	2,040	1,200	1,100
Residential Permits	713	1,216	868	754	758	761
Commercial Permits	1,505	2,016	1,687	1,579	1,720	1,717
Heating, Plumbing & Electrical Permits	2,591	3,980	2,689	2,533	2,339	2,346
Other Licenses & Permits	5,077	5,327	5,718	5,692	5,419	5,486
Total	13,429	15,465	13,992	13,605	12,458	12,437

Other General Fund Revenues

Other revenues collected by the City include intergovernmental revenue from other jurisdictions, such as the State or County, interest earnings, and overhead charges to the City's utilities.

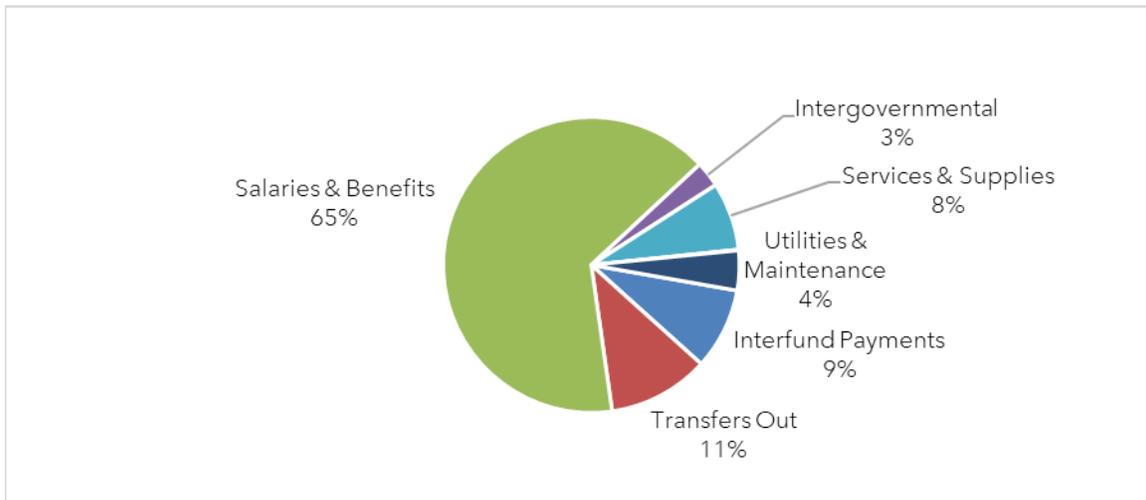
Other General Fund Revenues	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
(\$ in thousands)						
Fines & Forfeits	407	443	422	440	592	591
State Entitlements	1,973	2,144	2,177	2,033	2,140	2,163
Intergovernmental	10,015	9,952	9,288	10,350	11,713	12,187
Miscellaneous	3,678	3,750	4,740	5,148	4,923	4,968
Total	16,073	16,289	16,627	18,047	19,368	19,909

General Fund Expenditures

The \$195.3 million budgeted (excluding fund balance) in the General Fund supports the basic operations of the City, such as Police, Fire, Parks, Planning, Public Works and Administration. The General Fund supports 434.86 FTEs in the proposed biennial budget, representing 63.5% of City staff. Transfers to other funds constitute another significant portion of General Fund costs. Transfers are made to support the City's Capital and Technology Investment Programs (CIP and TIP), Human Services, Arts, Community Events and Recreation Activity Funds.

The City is expected to end the 2019-2020 biennium with approximately \$6 million in one-time revenue. These funds are proposed to go towards one-time uses including funding investments in technology projects, studies to inform program development and capital needs, and to address maintenance needs of City facilities and infrastructure. The budget also proposes funds to continue the City's environmental sustainability initiatives and diversity, equity and inclusion efforts.

2021-2022 GENERAL FUND EXPENDITURES BY TYPE (\$195.3 MILLION)



Salaries and Benefits

Overall, in a budget to budget comparison, salary and benefit costs are projected to increase by 4.4% in the 2021-2022 biennium, excluding the salary and benefit contingency set aside for future labor agreements. The largest cost drivers for salary and benefits are market adjustments, and medical and worker's compensation self-insurance.

Medical insurance is budgeted to increase by 10.2% over the 2019-2020 budget. Although medical rates are budgeted to increase by just 2% per year and staffing levels are being reduced as described above, the City's current staff composition is more likely to cover other members of their household than two years ago.

In response to the economic downturn, the preliminary budget proposes the reduction of cost-of-living and merit increases for department directors in 2021, creating approximately \$87,000 in savings in the General Fund.

Transfers Out

Transfers from the General Fund total 11% of the General Fund budget (excluding fund balance) or \$21.6 million. These transfers include Human Services, Arts and Community Events, City Hall maintenance as well as contributions to the Capital Investment Program (CIP), equipment replacement and reserves. CIP contributions have decreased by approximately 45% or \$4.1 million from the 2019-2020 Budget due to reduced expenditures in the General Fund.

Services and Supplies

The services and supplies category include operating supplies, professional services, legal, travel, training and postage. The professional services budget for 2021-2022 includes approximately \$600,000 in one-time costs for plan updates, efforts to renew the public safety levy, services to support the City's environmental sustainability and diversity, equity and inclusion initiatives.

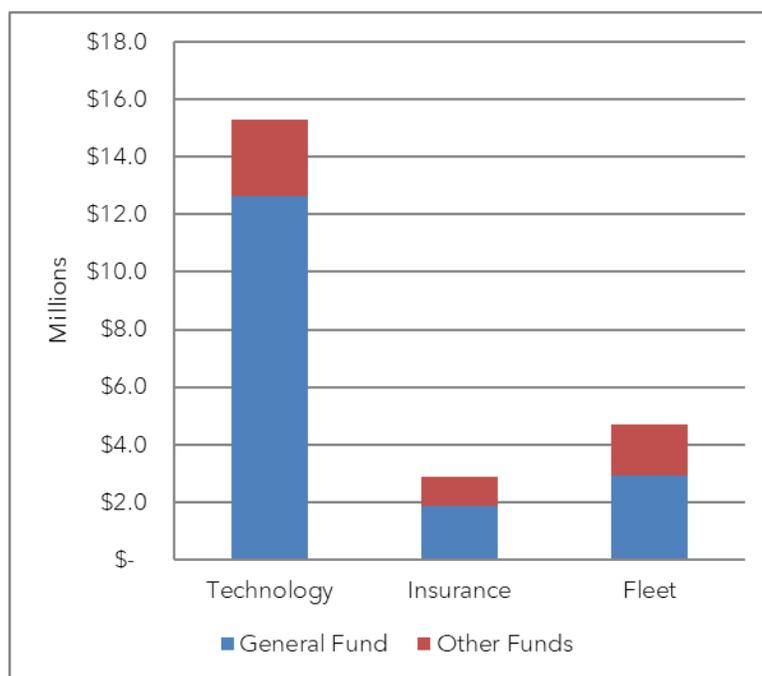
Services & Supplies (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Supplies	1,902	1,759	1,873	1,312	1,828	1,842
Legal Services	327	519	337	432	524	528
Professional Services	2,063	2,428	2,667	2,547	3,199	2,553
Communications	440	460	673	730	689	706
Rentals	63	46	80	23	43	44
Equipment & Software	136	148	88	19	141	59
Other Services & Charges	1,147	1,433	1,096	1,562	1,262	1,281
Total	6,078	6,793	6,814	6,625	7,686	7,013

Interfund Payments

Interfund payments include transfers from operating departments to internal service funds (i.e. Fleet Maintenance, Insurance Claims and Information Technology) for services provided. Internal service funds are supported by a variety of City funds; however, 76% of their support comes from the General Fund. In a budget to budget comparison, interfund payments will increase by approximately 1.4% or \$320,000. Increases in insurance are due to higher payments on claims. It is important to note that additional interfund payments go towards medical and workers' compensation claims which are a part of the benefits cost category.

Due to the health of Fleet Maintenance Fund reserves, payments for vehicle replacements from the General Fund and Water/Wastewater Operating Fund will be suspended in 2021, providing savings of approximately \$910,000 and \$240,000 in these funds respectively in the 2021-2022 biennium.

2021-2022 INTERFUND PAYMENTS



Intergovernmental

Intergovernmental expenses represent payments to other government agencies for services, such as fire dispatch, jail and court services. Redmond currently contracts with Northeast King County Regional Public Safety Communications Agency (NORCOM) for fire dispatch services and with the South Correctional Entity (SCORE) for jail services. These costs are expected to grow only 0.8% over

2019-2020 biennial estimates due to lower jail utilization during the COVID-19 pandemic than caseload forecasts would otherwise suggest.

Intergovernmental (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Jail	1,078	837	972	945	869	877
Dispatch	688	576	568	569	577	603
Court	557	634	759	750	750	750
Other	253	485	486	417	567	516
Total	2,576	2,532	2,785	2,681	2,763	2,746

Note: Other intergovernmental services include elections, State audits, fire academies, and human services.

Utilities & Repairs and Maintenance

Utility costs for the City include those that are privately owned or managed such as telephone, electricity, natural gas and solid waste and recycling as well as the water, wastewater and stormwater utilities operated by the City itself. The repairs and maintenance category includes maintenance for all City buildings and technology applications. The forecasted increases for utilities as well as the historical and projected costs for utilities and repairs and maintenance line items are shown in the tables accompanying this section.

Projected Utility Rate Increases		
Utility	2021	2022
Telephone & Cable	-	-
Electricity & Natural Gas	2.30%	2.26%
Garbage & Recycling	12.30%	12.26%
Water, Wastewater & Stormwater	-	-

Utilities, Repairs & Maintenance (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Utilities	2,856	2,957	2,832	877	2,955	3,031
Repairs & Maintenance	1,916	1,439	1,360	1,558	1,229	1,273
Total	4,772	4,398	4,193	2,435	4,184	4,304

Miscellaneous

Miscellaneous expenditures include excise tax payments and small capital purchases paid directly from the General Fund which comprise less than one-tenth of one percent of the 2021-2022 budget for this Fund.

General Fund Sub-Funds and Special Revenue Funds

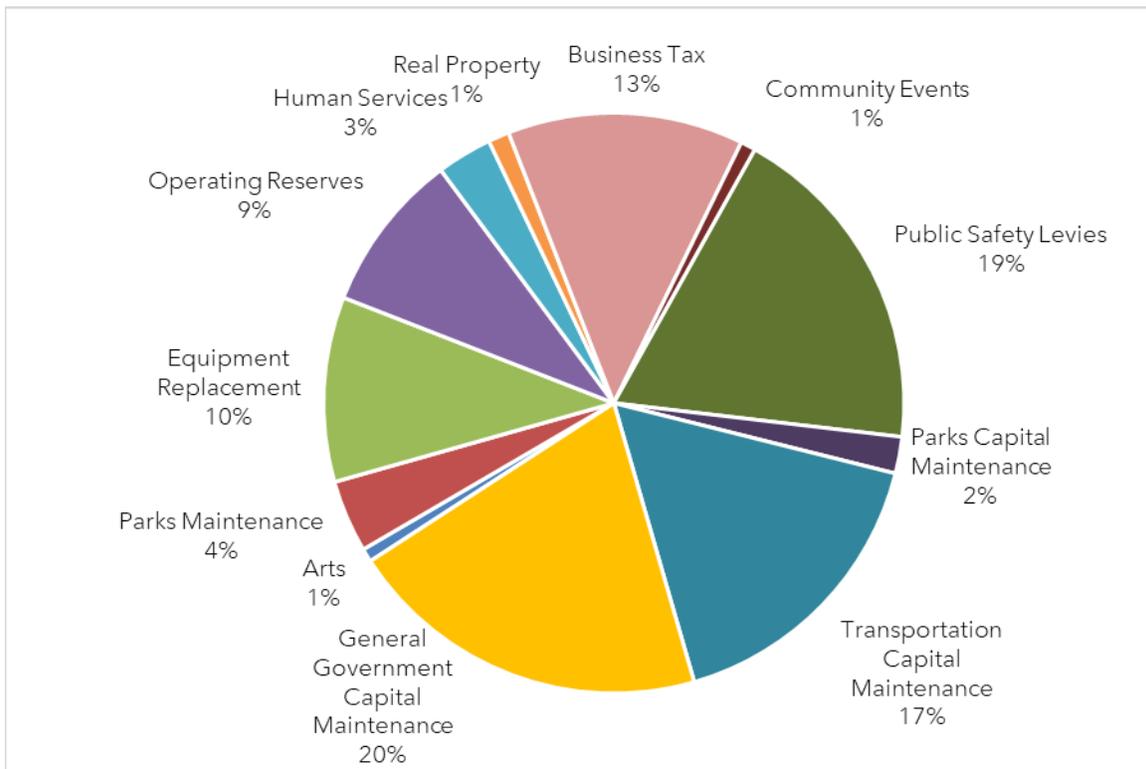
Appropriations for sub-funds of the General Fund including transfers and fund balances total \$90.1 million. These include, but are not limited to, major maintenance funds for each of the General

Government CIP functional areas, the public safety levy passed by voters in 2007, as well as funds used to replace fire and general City equipment.

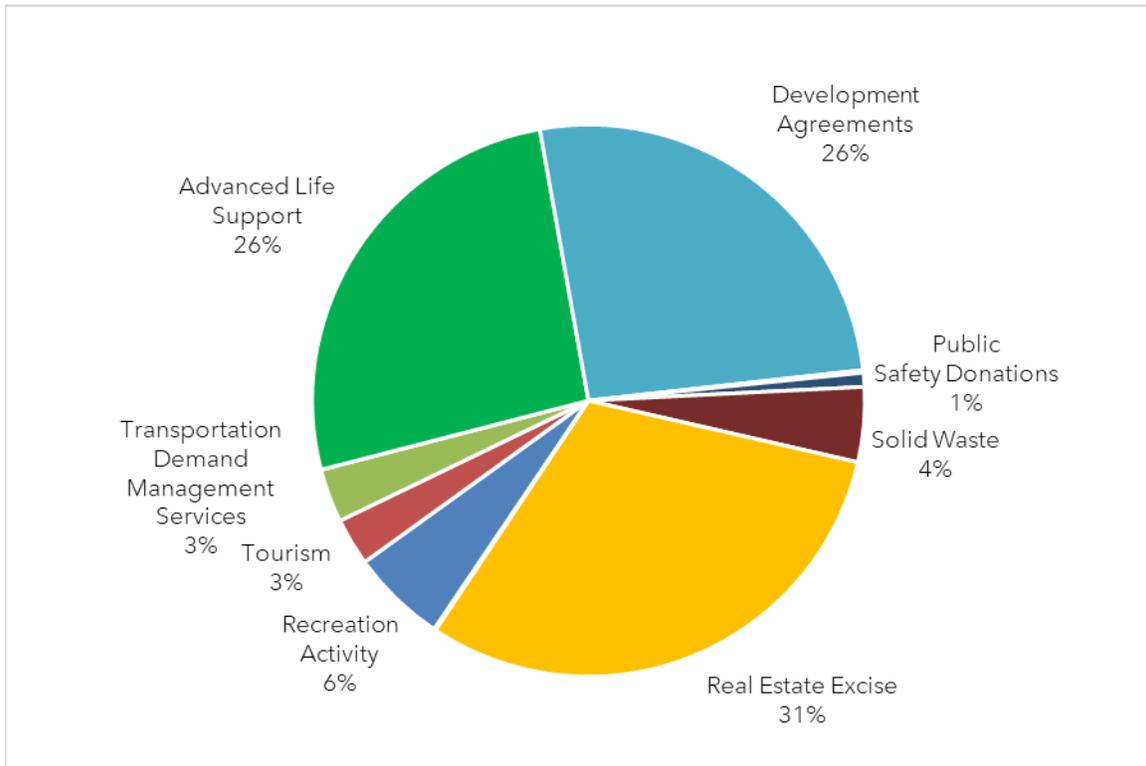
Special revenue funds account for revenues and expenditures that are restricted by State law for a specific use. Examples of some larger special revenue funds are Advanced Life Support (ALS) which is supported by the Emergency Medical Services (EMS) Levy and the Real Estate Excise Tax Fund which collects real estate excise tax to be used toward capital investment. Appropriations for special revenue funds in the 2021-2022 Budget total \$75.1 million.

Following the illustration below is a discussion of the 2021-2022 projected revenues and expenditures for funds of note in these two categories.

GENERAL FUND SUBFUNDS (\$90.1 MILLION)



SPECIAL REVENUE FUNDS (\$75.1 MILLION)



Advanced Life Support Fund

In 2004, Redmond became a lead agency for the Northeast Advanced Life Support consortium that includes Redmond, Kirkland, Woodinville, Duvall, Fall City and the unincorporated areas of King County surrounding these communities. An Emergency Medical Services (EMS) property tax is paid by all property owners in King County to support paramedic services throughout the County. Forecasted revenues for this service are based on the Emergency Medical Services Levy Strategic Plan approved by King County voters in 2019 and equal \$19.7 million for the 2021-2022 biennium.

Public Safety and Parks Levy Funds

In 2007, Redmond voters passed special property tax levies to support Public Safety and Parks services. These levies supported the addition of firefighters and police personnel, as well as park maintenance and recreation programs. These revenues are subject to the 1% growth limitation imposed by the State legislature on property taxes. By restricting levy growth, the original levy rate approved by the City's voters of \$0.35 per \$1,000 of assessed valuation has reduced to approximately \$0.19 per \$1,000 of assessed valuation in 2020 as property values have grown faster than 1% per year on average since 2008.

As escalation in the costs of living and medical insurance have outpaced revenue growths to these funds, the Public Safety Levy will need to be renewed during the 2021-2022 biennium in order to maintain the level of service provided.

Public Safety & Parks Levies	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
(\$ in thousands)						
Public Safety Levy	5,680	5,011	5,779	6,033	6,941	7,203
Parks Levy	312	276	369	476	520	545
Total	5,992	5,287	6,148	6,509	7,461	7,748
Note: Excludes fund balances						

Recreation Activity Fund

The Recreation Activity Fund pays for Parks programs whose benefit is largely limited to the participants of those programs and are priced appropriately according to their cost recovery model. Revenues to the Recreation Activity Fund have been severely disrupted by the ongoing pandemic as most of its activities have been suspended to prevent the spread of COVID-19, necessitating a \$524,000 subsidy from the General Fund for the fund to remain solvent during the 2021-2022 biennium for costs that the City is committed to paying, primarily care for the City's animals who reside at Farrel-McWhirter Park and software contracts required for program registration and communication.

Development Review Fund

The Development Review Fund exists solely to support development services activities for major projects within the City. Funding for these services is provided through negotiated agreements with the customer. The most significant projects currently supported by the fund include Microsoft's redevelopment of their campus, also known as Microsoft Refresh, and Sound Transit's extension of East Link light rail from Bellevue to Redmond.

Unless additional developments of a similar scale materialize, this fund will be closed when these projects are complete. However, the impact of these projects will be seen in the form of increased ongoing revenues as these projects will increase assessed property valuations, bring more jobs, and attract more businesses into the City. While these ongoing benefits will not arrive in time to avoid the difficult decisions proposed in this budget, they will be critical for eventual recovery from the economic downturn.

Reserve Funds

The City maintains accounts dedicated to supporting the City's required reserves. According to fiscal policies, the City will maintain General Fund reserves to mitigate a significant crisis, a Law Enforcement Officers and Firefighters (LEOFF 1) reserve to pay medical costs for retirees under the LEOFF 1 retirement system, as well as equipment replacement reserves for citywide equipment and fire vehicles. Reserves are also set aside in the Fleet Maintenance Fund (an internal service fund) for the replacement of other City vehicles.

Operating Reserve Fund Balances	Actual	Estimate	Forecast
(\$ in thousands)	2017-2018	2019-2020	2021-2022
General Fund Reserve	6,633	7,341	7,266
LEOFF 1 Reserve	797	632	764
Capital Equipment Reserve	2,933	4,315	2,854
Fire Equipment Reserve	1,907	2,679	3,534
Total	12,270	14,967	14,378

Debt Service Funds

The City has one debt service fund to pay for voted and non-voted debt from which it pays for principal and interest expenditures for the 2013 refinance and purchase of the City Hall building, Bear Creek Parkway and Couplet Conversion projects. These debt obligations total \$11.5 million over the biennium.

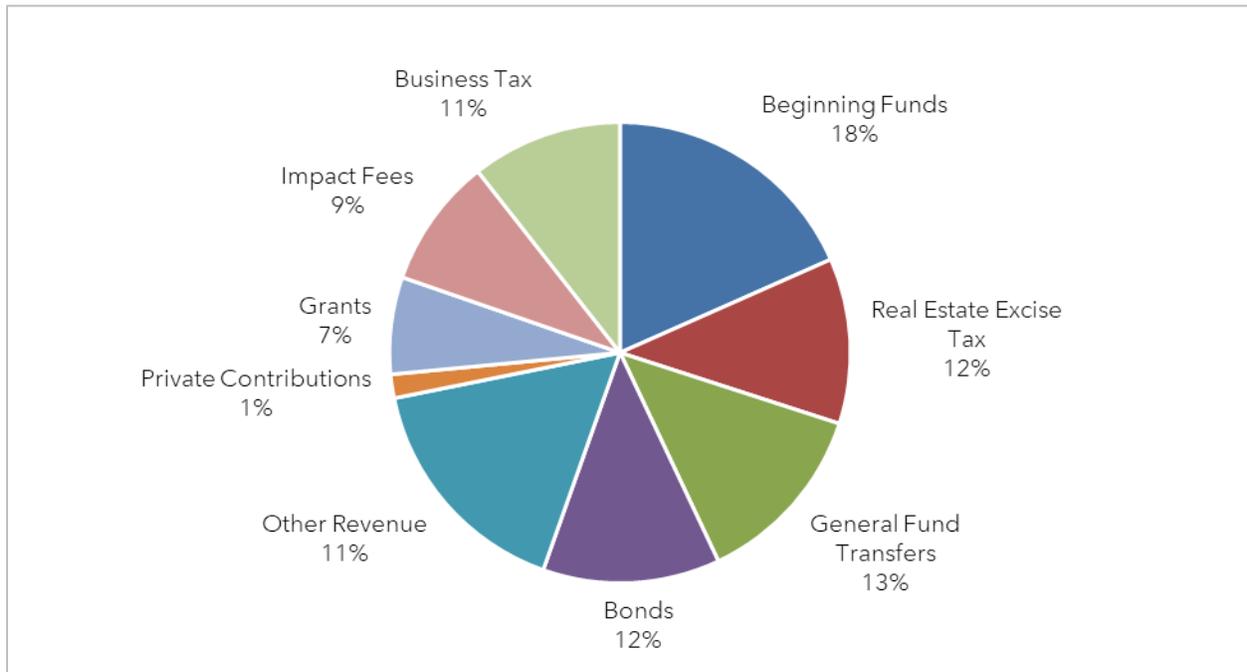
Capital Investment Program

In the 2021-2022 Budget, Redmond seeks to take the next step towards the City's long-range vision articulated in the Capital Investment Strategy (CIS) and its alignment with the 2030 Comprehensive Plan and the Community Strategic Plan. A key strategy of these plans is to direct the City's public infrastructure investment in ways that will facilitate continued private redevelopment of Redmond's urban centers of Downtown and Overlake. While there are infrastructure and capital needs beyond the urban centers, capital projects are prioritized in much the same way as operational offers. By focusing on public projects in its urban centers, the City is taking tangible steps towards realizing its vision for these areas, signaling its commitment to private developers and thereby encouraging them to continue to invest in Redmond while protecting the character of Redmond's established neighborhoods and preserving infrastructure across the City to maintain levels of service and reliability of its capital assets.

Capital Investment Program projects range from major maintenance of streets, sidewalks, utility and building infrastructure improvements to mobility enhancements in the urban centers. These projects are funded through a variety of revenue sources, both public and private.

Beginning fund balances, Real Estate Excise Tax (REET), impact fees, grants, business tax and transfers made from the General Fund are the major revenues that make-up a significant portion of the \$113.1 million of 2021-2022 general CIP revenues. Other CIP revenues include interfund transfers and reimbursements from Fire District 34.

2021-2022 GENERAL CIP REVENUES (\$113.1 MILLION)



Real Estate Excise Tax (REET)

REET is a 0.5% tax on the sale of real estate inside Redmond city limits and is restricted to expenditures on capital investments. REET collections have grown steadily since the significant decline in 2009. Estimates in the 2021-2022 Budget project this revenue will decrease from \$5.0 million to \$4.0 million per year.

Business Tax (BTTI)

The City assesses an annual \$117 per full-time employee fee to businesses operating in Redmond, \$67 of which is dedicated to transportation and transportation demand management investments. A decline in these revenues is expected due to businesses closing during COVID-19. No fee increases are anticipated in 2021 and 2022 although it is indexed to inflation in most years. The long-term growth in revenue is projected to be approximately 1.3%, commensurate with projected employment growth in the City.

General Fund Contributions

Per City policy, 5% of General Fund operating revenues (less development revenues and significant one-time collections) is transferred into the City's Capital Investment Program. In addition, annual transfers of sales tax on construction totaling \$1.3 million supports debt service on the City Hall building, as well as \$300,000 per year for pavement management projects.

Impact Fees

The City collects impact fees from developers for transportation, fire and parks. These impact fees are restricted to capacity building projects that mitigate the impacts of growth in the community. In 2016

these fees were increased to align with the estimated costs of new or expanded transportation, fire and parks infrastructure that users of the development will utilize.

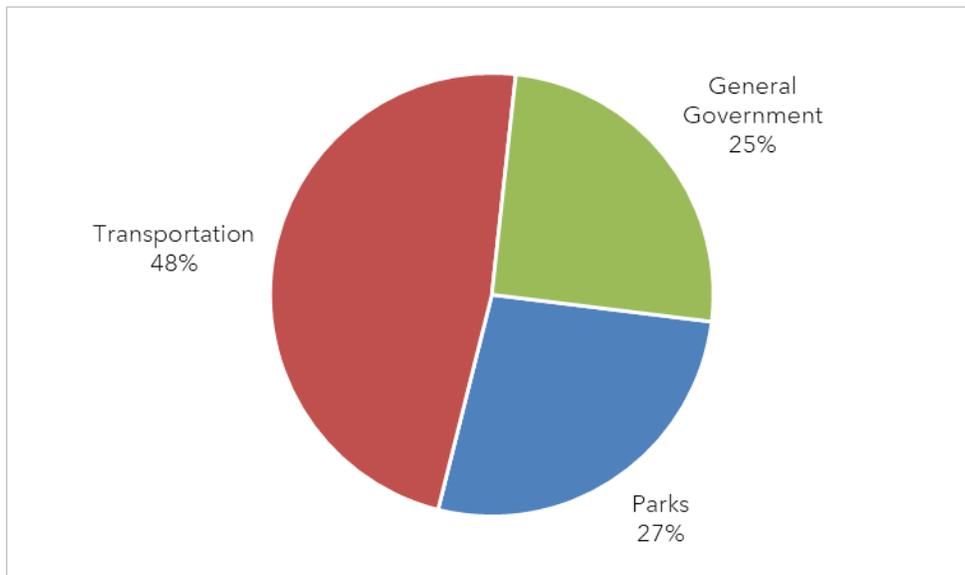
CIP Revenues (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Real Estate Excise Tax	5,404	5,430	5,921	4,000	4,100	4,100
Business Tax	6,160	10,388	10,605	5,604	5,096	5,159
General Fund Transfer	5,357	5,189	4,046	6,546	3,535	3,408
Impact Fees	4,150	9,198	5,376	1,642	4,246	3,725
Total	21,071	30,205	25,948	17,792	16,977	16,392

Note: General Fund Transfer includes General Revenues, sales tax on construction, and pavement management project funding.

Capital Improvement Program Expenditures

A significant portion of the biennial CIP budget has been dedicated to projects in the two urban centers, such as the Senior and Community Center rebuild, the Connecting Washington project and multimodal transportation projects in preparation for the arrival of light rail. The CIP also keeps with the theme of “taking care of what we have” by investing in overlays and major repairs of streets and sidewalks as well as building upgrades identified in the Facilities Strategic Management Plan. Expenditures by functional allocation are shown on the following page.

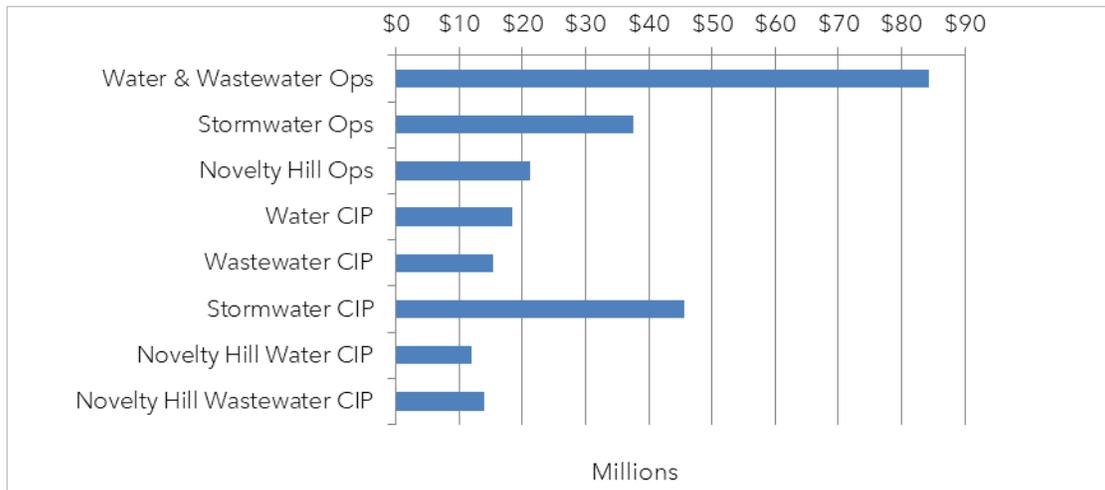
2021-2022 CIP EXPENDITURES BY FUNCTIONAL AREA (\$79 MILLION)



Enterprise Funds

Money to support City-owned water, wastewater and stormwater utilities are organized into eight enterprise funds. Utility operations and capital investments within the City of Redmond are funded from a combined water and wastewater operating fund, a stormwater utility operating fund and three capital investments funds, one for each of the three utilities. The City of Redmond also provides water and wastewater services to Novelty Hill which are organized into a combined operating fund and a capital investment fund for each utility. Budgeted revenues and expenditures for these funds are summarized in the next section and discussed in greater detail in later sections of this document.

ENTERPRISE/UTILITY FUNDS (\$248.7 MILLION)



Utility Revenues

Water, wastewater and stormwater fees fund most costs associated with providing these services to the community. Other sources include development related revenues, grants and interest earnings. Total utility revenues, including the Novelty Hill Service Area but excluding beginning fund balances and transfers between utility funds, are expected to decrease by 8.7% from a budgeted \$136.7 million in 2019-2020 to \$124.7 million in 2021-2022, highlighted by a decline in water sales to commercial customers prompted by the drop in economic activity following the onset of the COVID-19 pandemic. The utility funds also received significant one-time revenues in the form of facility and connection charges in 2019-2020. Recognizing the financial difficulties that the recession has placed on the community, no rate increases are proposed in this budget for both in-City and Novelty Hill customers, residential and commercial alike.

Utility Revenues (\$ in thousands)	Actual			Estimate	Forecast	
	2017	2018	2019	2020	2021	2022
Water & Wastewater	40,063	40,070	38,495	36,513	35,968	37,012
Stormwater	16,375	16,601	15,217	14,367	14,166	14,320
Novelty Hill Service Area	7,446	8,363	7,817	7,266	7,793	7,750
Total	63,884	65,034	61,529	58,146	57,927	59,082
Note: Excludes fund balances						

Utility Expenditures

The total expenditure budget for all eight enterprise funds equals \$150.2 million (excluding ending fund balance and transfers between utility funds). Of this amount, \$129.7 million is dedicated to operations. These expenditures include \$356,000 in new investments in environmental sustainability and carbon footprint reduction as well as \$200,000 for asset management planning in the Novelty Hill service area. In order to match declining revenues, reductions of \$3.0 million were made in the utility operating funds. These measures include delaying planning efforts, focusing maintenance and repairs to where they are most needed and reducing vegetation management at utility facilities. Other program changes were made to focus on environmental sustainability and to right size services including the elimination of the Fats, Oils, and Grease (FOG) Program and the Private Stormwater System Program. The Source Control Program Administrator 1.00 FTE that supported the FOG program was reallocated to a Traffic Signals Program Administrator 1.00 FTE to address safety concerns and the Stormwater Inspector 1.00 FTE was eliminated.

The remaining \$168.1 million is earmarked for capital investments. Notable projects planned in these expenditures include the NE 40th Street Stormwater Trunk Extension, the relocation of Evans Creek, as well as improvements to several water booster and wastewater pump stations throughout the City. More information on these and other capital investments in the City's utilities are discussed in the Capital Investment Program section.

Road to Recovery

The 2021-2022 Budget incorporates many difficult decisions made in response to the economic downturn ascribable to the ongoing COVID-19 pandemic. While recognizing their impacts, the reductions proposed in this budget are not as far-reaching as those that occurred following the 2007-2009 Great Recession thanks to growth in property tax revenues driven by new construction and reserve policies that have kept the Redmond in a resilient financial position.

As new developments are completed, including the extension of East Link to downtown and the redevelopment of the Microsoft campus, the City can look forward to increased revenues spurred by growth in property values, jobs in the community and the opportunities for economic development that will place Redmond in a strong position for recovery.

2021-2022 Preliminary Budget

City of Redmond

Fund No.	Fund	2019-2020 Estimate	2021-2022 Budget	Budget to Budget Difference	Percent Change
100	General Fund	\$197,887,171	\$201,732,921	\$3,845,750	2%
General Fund Sub-Funds					
011	Arts Activity	761,039	679,044	(81,995)	-11%
012	Parks Maintenance & Operations	3,480,619	3,636,220	155,602	4%
013	Community Events	782,108	762,363	(19,745)	-3%
019	Human Services	2,932,122	2,779,457	(152,665)	-5%
020	Fire Equipment Reserves	3,567,003	4,430,207	863,204	24%
021	Operating Reserves	8,089,824	8,029,824	(60,000)	-1%
027	Capital Equipment Replacement Reserve	6,314,880	4,853,833	(1,461,047)	-23%
030	Business Tax	12,737,216	11,849,645	(887,571)	-7%
031	Real Property ¹	6,061,850	1,055,114	(5,006,736)	-83%
035	Public Safety Levy ²	15,869,774	15,717,546	(152,228)	-1%
037	Parks Levy	1,263,937	1,200,074	(63,863)	-5%
095	Parks Maintenance Projects	4,232,592	1,839,253	(2,393,339)	-57%
096	Transportation Maintenance Projects	23,735,054	14,988,555	(8,746,499)	-37%
099	General Government Maintenance Projects	18,894,481	18,292,452	(602,029)	-3%
Subtotal - General Fund Sub-Funds		108,722,499	90,113,587	(18,608,912)	-17%
Grand Total General Fund		306,609,669	291,846,508	(14,763,161)	-5%
Special Revenue Funds					
110	Recreation Activity	3,241,728	4,207,550	965,822	30%
115	Development Review ³	17,693,702	19,581,584	1,887,882	11%
117	Cable Access	558,044	66,982	(491,062)	-88%
118	Operating Grants	3,359,639	2,360,334	(999,305)	-30%
122	Advanced Life Support (ALS)	16,532,755	19,695,613	3,162,858	19%
124	Aid Car Donation	453,700	615,903	162,203	36%
125	Real Estate Excise Tax (REET)	21,261,822	23,121,488	1,859,666	9%
126	Drug Enforcement	144,542	117,601	(26,941)	-19%
131	Tourism (Hotel/Motel Tax)	1,826,670	2,090,906	264,236	14%
140	Solid Waste/Recycling	3,114,692	3,291,433	176,741	6%
Subtotal - Special Revenue Funds		68,187,293	75,149,394	6,962,101	10%
Debt Service Funds					
233	Debt Service Fund ⁴	11,156,071	11,599,033	442,962	4%
Subtotal - Debt Service Funds		11,156,071	11,599,033	442,962	4%

Fund No.	Fund	2019-2020 Estimate	2021-2022 Budget	Budget to Budget Difference	Percent Change
Capital Investment Program (CIP) Funds					
315	Parks CIP	19,321,647	22,153,018	2,831,371	15%
316	Transportation CIP	37,455,253	47,582,673	10,127,420	27%
319	General Government CIP	6,504,513	8,224,108	1,719,595	26%
Subtotal - CIP Funds		63,281,413	77,959,799	14,678,386	23%
Community Facilities District (CFD) Funds					
361	CFD 2014-1 ^b	22,186,227	7,631,421	(14,554,806)	-66%
362	CFD 2016-1 ^c	16,879,786	10,751,459	(6,128,327)	-36%
Subtotal - CFD Funds		\$39,066,013	\$18,382,880	(\$20,683,133)	-53%
Enterprise Funds (Utilities)					
401	Water/Wastewater Operating	\$83,891,075	\$84,418,594	\$527,519	1%
402	Novelty Hill Operating	19,544,485	21,339,048	1,794,563	9%
403	Water CIP	24,962,722	18,394,238	(6,568,484)	-26%
404	Wastewater CIP	22,270,033	15,453,667	(6,816,366)	-31%
405	Stormwater Operating	33,861,529	37,572,031	3,710,502	11%
406	Stormwater CIP	42,187,646	45,594,836	3,407,190	8%
407	Novelty Hill Water CIP	11,534,798	11,893,066	358,268	3%
408	Novelty Hill Wastewater CIP	12,716,323	14,021,357	1,305,034	10%
Subtotal - Enterprise Funds		250,968,612	248,686,837	(2,281,775)	-1%
Internal Service Funds					
501	Fleet Maintenance	8,803,814	9,933,236	1,129,422	13%
510	Insurance Claims & Reserves	3,492,987	3,714,231	221,244	6%
511	Medical Self Insurance	36,342,602	34,128,975	(2,213,627)	-6%
512	Workers' Compensation	3,866,720	4,802,738	936,018	24%
520	Information Technology	19,762,160	22,953,404	3,191,244	16%
Subtotal - Internal Service Funds		72,268,284	75,532,584	3,264,300	5%
Final Budget - All Funds		\$811,537,356	\$799,157,035	(\$12,380,321)	-1.5%

Footnotes:

1. Fund 031 was created to manage and direct unencumbered proceeds from the sale of real property.
2. Fund 035 is comprised of the Police Levy Fund and Fire Levy Fund.
3. Fund 115 was reactivated due to Development Agreements established in 2014.
4. Fund 233 accounts for debt obligations for the City Hall building and Bear Creek Parkway and Couplet Conversion project.
5. Fund 361 was established July 15, 2014 by Council Resolution No. 1411 to fund improvements at the Overlake Transit Station.
6. Fund 362 was established July 21, 2016 by Council Resolution No. 1453 to fund multimodal improvements, intersection improvements and the NE 40th Street Trunkline project.

ALL FUNDS SUMMARY

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$51,181,663	\$54,757,799	\$54,625,655	\$59,398,130	\$4,772,475	9%
Sales Tax	66,303,412	61,603,136	61,460,267	59,727,891	(1,732,376)	-3%
Utility Taxes	21,011,814	23,782,952	20,060,247	20,541,230	480,983	2%
Other Taxes	28,250,460	22,354,388	26,951,884	18,976,615	(7,975,269)	-30%
Total Taxes	166,747,349	162,498,275	163,098,053	158,643,866	(4,454,187)	-3%
Licenses & Permits	31,542,899	40,888,993	41,329,142	34,105,068	(7,224,074)	-17%
Intergovernmental	25,684,188	34,595,626	32,137,762	23,102,645	(9,035,117)	-28%
Charges for Services	225,465,142	234,613,994	218,026,504	233,988,807	15,962,303	7%
Fines & Forfeits	1,326,009	1,417,019	927,296	1,207,891	280,595	30%
Interest	6,397,683	4,306,264	8,933,424	5,214,970	(3,718,454)	-42%
Other Revenue	27,548,197	14,815,331	30,311,580	15,269,795	(15,041,785)	-50%
Non-Revenue	106,406,438	88,868,876	74,951,106	91,678,148	16,727,042	22%
TOTAL REVENUE	591,117,905	582,004,377	569,714,867	563,211,190	(6,503,677)	-1%
EXPENDITURES						
Salaries & Wages	122,401,146	137,170,363	131,574,770	139,964,206	8,389,435	6%
Overtime	6,722,515	5,440,361	6,873,659	5,793,354	(1,080,305)	-16%
Supplemental Help	2,929,852	2,758,615	1,852,381	1,242,345	(610,036)	-33%
Other Compensation	505,638	406,502	461,682	298,700	(162,982)	-35%
Personnel Benefits	75,463,867	78,343,144	84,680,750	83,202,370	(1,478,381)	-2%
Supplies	8,359,946	9,686,907	20,248,181	8,015,926	(12,232,256)	-60%
Professional Services	37,627,829	24,211,293	28,341,330	26,067,300	(2,274,029)	-8%
Communication	1,300,512	1,551,655	1,332,689	1,437,941	105,251	8%
Training	880,631	1,636,486	847,356	1,418,107	570,751	67%
Advertising	278,258	333,008	273,017	232,639	(40,377)	-15%
Rentals	907,490	1,431,340	1,258,289	1,372,673	114,384	9%
Insurance	2,117,434	2,149,959	2,190,041	2,401,847	211,806	10%
Utilities	6,985,451	7,201,656	4,977,111	6,960,789	1,983,677	40%
Repairs & Maintenance	14,967,800	31,457,892	28,897,411	22,229,704	(6,667,707)	-23%
Other Services & Charges	28,937,905	26,907,918	48,229,053	32,363,548	(15,865,506)	-33%
Intergovernmental	45,464,207	46,332,730	13,264,678	44,103,130	30,838,452	232%
Capital	58,689,834	133,723,261	81,623,919	92,392,711	10,768,792	13%
Interfund Payments	26,856,393	29,896,012	26,936,600	30,230,021	3,293,421	12%
Debt Service	23,826,520	17,340,552	17,088,939	17,405,410	316,471	2%
Transfers Out	101,920,409	88,117,667	74,639,655	86,857,162	12,217,507	16%
TOTAL EXPENDITURES	567,143,638	646,097,320	575,591,512	603,989,882	28,398,369	5%
NET CHANGES	23,974,267	(64,092,943)	(5,876,645)	(40,778,692)	(34,902,046)	594%
FUND BALANCE JANUARY 1	198,643,453	240,972,753	241,822,489	235,945,844	(5,876,645)	-2%
FUND BALANCE DECEMBER 31	\$222,617,720	\$176,879,811	\$235,945,843	\$195,167,153	(\$40,778,691)	-17%

Fund Notes:

Descriptions of all budgeted funds can be found in the following pages.

STAFFING AUTHORIZATIONS

FULL-TIME EQUIVALENTS (FTEs)

CITY OF REDMOND

	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget	2021-2022 Budget	Budget to Budget Difference
GENERAL FUND AND SUB-FUNDS					
Executive/Legal ^{1,3}	18.75	21.25	20.25	22.25	2.00
Finance & Information Services	29.00	0.00	0.00	0.00	0.00
Finance ¹	0.00	26.00	33.57	33.57	0.00
Fire ^{1,5}	132.50	135.00	134.00	132.00	(2.00)
Human Resources ⁵	11.54	12.00	12.33	13.00	0.67
Parks & Recreation ^{1,4,5}	37.85	49.86	52.84	47.21	(5.63)
Planning & Community Development ^{1,4}	72.89	75.33	73.95	73.65	(0.30)
Police ^{1,5}	129.41	129.42	128.92	126.92	(2.00)
Public Works ^{1,4,5}	61.40	50.00	47.37	45.27	(2.10)
Technology & Information Services ¹	0.00	4.00	4.00	4.00	0.00
Arts Activity ⁵	1.00	1.00	1.00	1.01	0.01
Community Events ^{4,5}	1.00	1.00	2.00	1.50	(0.50)
Parks Maintenance & Operations	10.01	11.01	11.01	12.00	0.99
GENERAL FUND AND SUB-FUNDS TOTAL	505.35	515.87	521.24	512.38	(8.86)
OTHER FUNDS					
Recreation Activity ^{4,5}	11.16	10.16	5.50	1.00	(4.50)
Development Agreements ⁶	6.00	37.50	32.31	30.31	(2.00)
Operating Grants ¹	5.00	6.00	3.00	2.30	(0.70)
Advanced Life Support ¹	31.00	31.00	32.00	32.00	0.00
Solid Waste & Recycling ^{4,5}	3.63	3.80	4.09	2.79	(1.30)
Water & Wastewater ^{4,5}	38.82	41.20	39.60	38.49	(1.11)
Stormwater Management ⁵	26.93	27.24	26.38	26.99	0.61
Fleet Maintenance ¹	7.08	7.33	7.30	7.40	0.10
Worker's Compensation Insurance	0.00	0.00	0.00	0.00	0.00
Information Technology ^{1,5}	27.00	25.00	33.00	32.00	(1.00)
OTHER FUND TOTAL	156.62	189.23	183.18	173.28	(9.90)
TOTAL ALL FUNDS	661.97	705.10	704.42	685.66	(18.76)
SUPPLEMENTAL FTEs ⁶	54.93	47.50	45.08	15.72	(29.36)

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).



Redmond
WASHINGTON

This page intentionally left blank

BUDGET BY PRIORITIES

PROCESS OVERVIEW

Budget Process Overview

2021-2022 Preliminary Budget



The Budget Process Overview discusses the City’s method for creating biennial budgets informed by input from the community, City Council, City leadership and staff. The current method was first implemented for the 2009-2010 biennial budget, and while striving for continuous improvement, the process has evolved over the past decade as outlined in this document. The overview begins with an explanation of why this method was selected, which is followed by a walkthrough of key inputs utilized in developing the budget and a detailed description of the process and adoption of the biennial budget.

Note that COVID-19 had a large impact on how the City interacts with civic and staff results teams and as such, the results teams’ responsibilities were modified for the 2021-2022 budget to fit the process’s timeline while keeping involved community members and city staff safe.

Budgeting by Priorities

Challenged to provide a variety of services to a wide range of customers, the City opted to change its traditional budgeting method to a dynamic process that focuses budget decisions on community priorities. Budgeting by priorities (BP) is based on the relationship between available funding and outcomes the community desires, increases transparency into how government policies translate into spending and focuses more on the outcomes of a funded program, service or activity rather than the inputs. This contrasts with the traditional method of budgeting which simply adds or subtracts a percentage to the prior period’s budget without assessing if current services result in the outcomes the community expects.



While BP requires substantial outreach and involvement, data collection, reporting, planning and strategic decisions, these additional efforts allow the City to:

- Better align the budget with community priorities;
- Measure progress towards outcomes;
- Get the best value for each tax dollar;
- Foster continuous improvement and learning; and
- Build regional partnerships and cooperation.

Budget Process, Strategies and Philosophy

The Budget by Priorities process requires additional resources to successfully navigate the development of a budget that aligns with current community priorities and the long-term vision for

the City. Community input is at the root of the BP process and strategies the City uses to create its budget. Despite impacts from COVID-19, the City was able to obtain information from residential and business community members through a variety of media. While information-gathering through these media was accomplished with minor changes for this budget, other parts of the BP process changed considerably due to effects of the pandemic. This section gives detail about the BP process, strategies and philosophy, spanning topics from budget strategies to creation of budget offers.

Long-Range Financial Strategy

The long-range financial strategy is the framework the City of Redmond uses to align financial capacity with long-term service objectives. It encourages a deeper understanding of the City of Redmond service commitments to our community members and our plan to meet those commitments in a sustainable and responsible manner.

The long-range financial strategy provides insights into future financial capacity so that strategies can be developed to achieve long-term sustainability considering Redmond's service outcomes and financial challenges. As discussed previously in the Budget Process Overview, the City shifted the way we think about the budget. This shift moved us from a process that focuses on incremental cost to one that focuses on results.

Revenue Philosophy

Coupled with the Long-Range Financial Strategy is Redmond's revenue philosophy outlined below:

- Assess and maintain fair, equitable and stable sources of revenue;
- Prioritize less volatile revenue sources over those more sensitive to changes in the economic climate, such as sales tax and sales tax on construction;
- Consider the "total" tax bill when increasing rates;
- Protect limits to taxation for residents and businesses; and
- Seek voter approval when a proposed tax increase is above historical rates.

Following this revenue philosophy allows the City to safeguard from unexpected revenue shortages and mitigate their impacts when they occur. It also ensures that residents and businesses receive city services at a fair rate and are not surprised by unexpected tax bills.

Price of Government

The "Price of Government" is a measure of the cost of all government services citywide. It answers the question: How much does the Redmond community pay to the City in total? It is comprehensive and includes nearly all revenues generated by city taxes and programs; all city taxes, property taxes, special assessments, fees and charges are included. The measure serves as a financial index for the cost of public services in Redmond.

The annual receipts collected by the City are considered to represent the aggregate cost that Redmond taxpayers pay for public services. The "Price of Government" measures that cost for each fiscal year relative to city residents' personal income. The Long-Range Financial Strategy currently sets the Price of Government at 5.0% to 5.5% of aggregate personal income, exclusive of revenues that are one-time in nature.

Community Engagement and Involvement

To initiate the BP process in 2008 an independent firm held four focus groups with Redmond residents to determine community priorities. The focus group participants were chosen at random based on gender, age and location of residence. Following the focus group discussions, the City held a community workshop for all community members to give further input and comment on the focus groups' identified priorities. Throughout 2019 and 2020 an additional four focus groups consisting of residents and business representatives were assembled by an independent firm to help the City understand evolving community needs and inform an update, to improve the priorities to reflect how the community now identifies them.

Based on community input the following list shows the city's updated priorities along with an accompanying value statement for each:

- **Healthy and Sustainable:** We value a healthy environment that supports an active community.
- **Safe and Resilient:** We value a thriving community where all people feel safe.
- **Strategic and Responsive:** We value a city that is welcoming, service oriented and fiscally responsible.
- **Vibrant and Connected:** We value a well-planned community that provides a sense of place.

As community engagement is a large part of the budget process, the City typically sends out a statistically valid survey of residents and businesses to gauge the effectiveness of City services. Due to forecasted revenue constraints as a result of COVID-19, the City also surveyed the community to understand which of the budget priorities were most important to them, as well as where they would rank the programs that support those budget priorities. This survey helped the City to understand how to allocate dollars across the budget priorities as well as what possible program reductions the community can tolerate, if reductions are necessary.

Results Teams

Each biennium two results teams help to inform the budget process, the Staff Results Team and the Civic Results Team. The Staff Results Team is made up of one representative from each department in the City, for a total of nine members, in order to gain a broad perspective of City Operations and how the budget will impact services provided by each department. These staff went through training to help them view the budget through the eyes of community members and give their feedback through that lens.

For the 2021-2022 budget process the Staff Results Team's role was to provide feedback on the importance of each budget priority and the programs that support those priorities. They were asked to complete a survey related to the prioritization of city services and budget priorities, after which they held a group discussion to speak about their survey responses. The survey mimicked what was sent to the Redmond community at large as well as the Civic Results Team and focus groups. This team's work helped the City to understand how the community is affected by each budget priority with the added input of how possible reductions in budget would impact the effectiveness of city services to the community.

The Civic Results Team is made up of 28 representatives from the Redmond Community. For this budget cycle the Civic Results Team was asked a number of questions about the direction of Redmond, current needs of the community, how COVID-19 has impacted them and how the City should adapt to budgetary constraints caused by the pandemic. They were also asked to rank the importance of City services and how budget reductions should impact those services. The team gave feedback which helped the City understand how short-term cuts could affect long-term priorities. They were asked to make difficult decisions on programs they would cut if there was a revenue shortfall and speak to the impact of those cuts.

Performance Measurement

As part of the accountability for the performance element of the City's budget process, a Performance Indicator Dashboard was developed in 2011; City Council and City leadership has continued to review this Dashboard used for budget guidance. In 2014, the City merged the Dashboard with its Community Indicators as both sought to present measures of outcomes for the community. Logic models, an additional performance component, were added to the budget process in 2014. Each budget offer included a logic model which described how the programs or services contributed to one of the City's key performance indicator dashboard measures.

In 2017 a team was convened to again review and update the dashboard indicators. Each existing dashboard indicator was evaluated to determine whether its effectiveness in analyzing the success of programs and the impact on outcomes sought by the community were appropriate for each of the budget priorities. The team also worked to identify indicators that needed to be added to more accurately gauge performance, the updated dashboard indicators were reviewed with Council as part of the 2017-2018 budget process.

Updated Materials for 2021-2022 Process

In past budgets, logic models were required for each budget offer; these models showed the relationship between programs and measures within the offer and the outcome supported by the offer. In order to present the offers and measures that support each priority more clearly and uniformly, logic models were replaced by a priority-wide document showing the relationship between every offer in a priority, the measures for each offer and how those measures feed into dashboard indicators and outcomes for the priority.

Budget Offers

A budget offer is a proposal by City staff in response to an Outcome Map that indicates how programs will meet the desired outcomes of the budget priority, how much it will cost and how the success of programs will be measured.

Offers can be for an existing program, new programs or improvements to existing programs. Innovation, process improvement, consolidation of services and cross-departmental collaboration are encouraged in the development of budget offers. Each offer was required to contain the following information:

- **Summary of the Offer:** Clear and concise description of program the offer provides;

- **Performance Measures:** Describes short and long-term benefits of an investment, consequences if not funded and measures to gauge success of the identified outcomes. Each budget offer contains at least two program measure and one dashboard indicator to show progress in addressing the associated budget priority;
- **Baseline Program Description:** Gives greater detail about each program and the services contained in the offer;
- **Above Baseline Requests:** Provides evidence to support higher funding levels for new programs or already-existing programs and gives a short explanation of how greater funding would affect services contained in the offer;
- **Below Baseline Reductions:** Provides options for lower funding levels and gives a brief explanation of how reduced funding would affect programs in the offer. All offers are required to provide this information for a 5% and 8% reduction in funding.

All City operating funds are included in budget offers: The General Fund, Utility Funds, Special Revenue Funds and Internal Service Funds. Therefore, all city programs and services, outside of the Capital Investment Program (CIP), receive the same level of scrutiny, regardless of the funding source. Due to their complex nature, CIP funds follow a different but similarly rigorous budgeting process, outlined below in the Capital Investment Strategy section.

Capital Investment Strategy

In 2015 it was determined that the use of the City's adopted Vision Blueprint: Redmond's Capital Investment Strategy (CIS) could provide the alignment needed for the Capital Investment Program (CIP) and the budget process. The CIS looks at near-term investments that cover the same six-year timeframe as the City's Capital Investment Program, and also provides a mid and long-term outlook into Redmond's capital needs to advance the City vision.

The goal of the CIS is to provide a framework that aligns the City's capital activities with Redmond's 2030 Comprehensive Plan and spans all four areas of the City's investments including: preservation and maintenance; resolution of existing deficiencies; keeping up with growth consistent with current levels of service and enhancing community character with projects that enable community building and support economic vitality. Since CIS adoption in 2011 the goal has been to update the strategy every two years. Beginning with the 2017-2018 budget process staff has worked to revise the timing of the update of the first six-years of the CIS to align with the budget process schedule. In addition, project prioritization became a requirement of the update process.

In order to establish a method for project prioritization, staff started with the development of Thematic Strategies that focus on the key desired outcomes of capital investments for the next six years; these Thematic Strategies are reviewed and updated each biennium. The Thematic Strategies developed for the 2021-2026 CIP are as follows:

- Infrastructure preservation and replacement;
- Invest and upgrade facilities and infrastructure to improve reliability and resiliency;
- Invest in the extension and integration of light rail, as well as other projects that leverage light rail investments;
- Continue investing in Overlake;
- Maintain Downtown as a vibrant urban center;

- Neighborhood investments, including Marymoor Village;
- Continue to invest in preservation, restoration and enhancement of natural areas; and
- Continue investments in key opportunity projects that support economic and community vitality.

A foundational component of the process are the Principles to describe qualities that lead to improved effectiveness and results to the CIS and the CIP, as outlined below:

- Develop and implement a six-year Capital Investment Program that results from proactive project prioritization and alignment of delivery commitments with our funding and resource capacity;
- Provide good stewardship of existing City infrastructure to ensure that these assets are well-maintained and reliable;
- Use functional plans and Redmond's Capital Investment Strategy as the primary source of planned capital investments;
- Continue to strategically leverage funds and capital investment opportunities working in partnership with other agencies and the private sector when consistent with the capital investment priorities of the City;
- Develop innovative strategies to fund infrastructure and strategically use all available resources; and
- Maintain an impact fee system to ensure that growth pays a proportionate share of the cost of capital facilities related to new development.

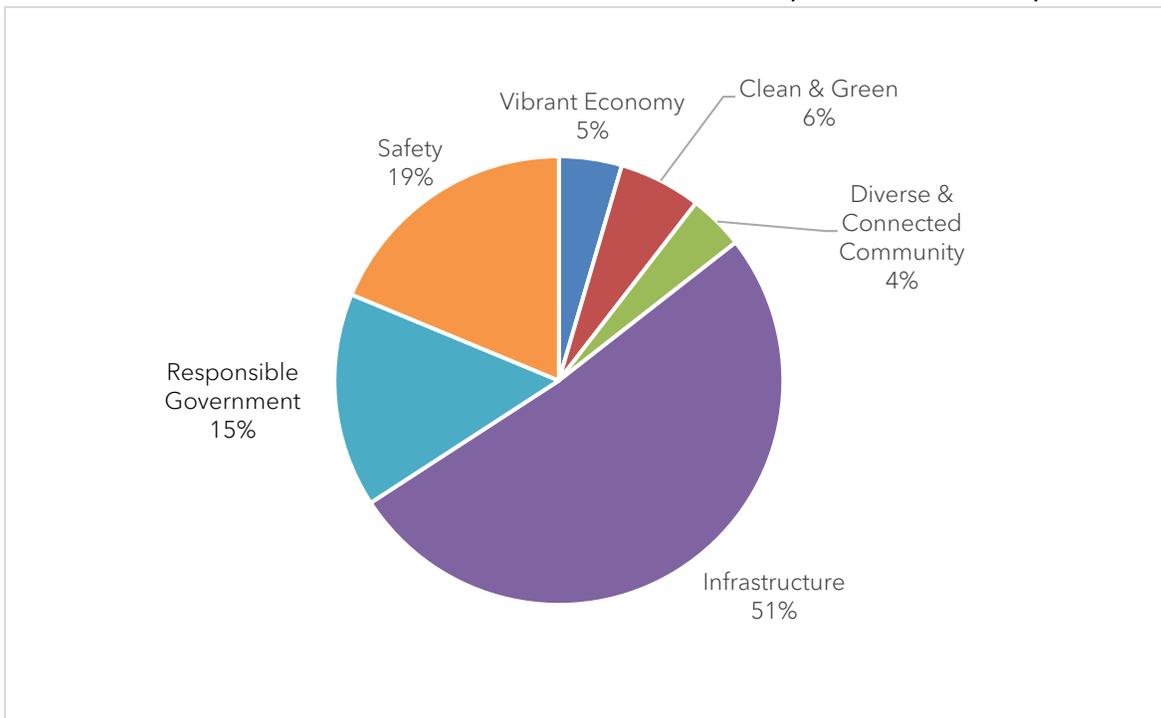
Each functional area (transportation, parks, general government and utilities) then submitted proposed projects for the next six-year period. The team ranked the projects against set criteria to determine a projects importance and urgency to develop a prioritized six-year citywide CIP. Through the application of the Thematic Strategies, Principles and Criteria staff presented a proposed 2021-2026 Capital Investment Program for consideration in the budget process. Due to the impacts of the COVID-19 pandemic, the revenue forecast for the 2021-2026 CIP was reduced and the proposed projects were reprioritized. The second prioritization focused on the City's ability to maintain critical infrastructure, meet obligations required for light rail and on investments that improve safety for the community and staff.

Recommended Budget

When final revenue forecasts for the 2021-2022 biennium were completed in August 2020, the Mayor worked for several weeks with the Directors Team to review budget offers and make adjustments to address revenue shortfalls from COVID-19, ensure synchronicity with strategic initiatives and make other vital refinements. The pandemic caused a challenging gap in funding and making decisions that reduced funding proved difficult; however, input from the Community Strategic Plan, results teams and community surveys provided essential information to advise the decision-making process. The Mayor and Department Directors finalized decisions necessary to present a budget to Council that is structurally balanced and responds to the outcomes sought for each community priority. The

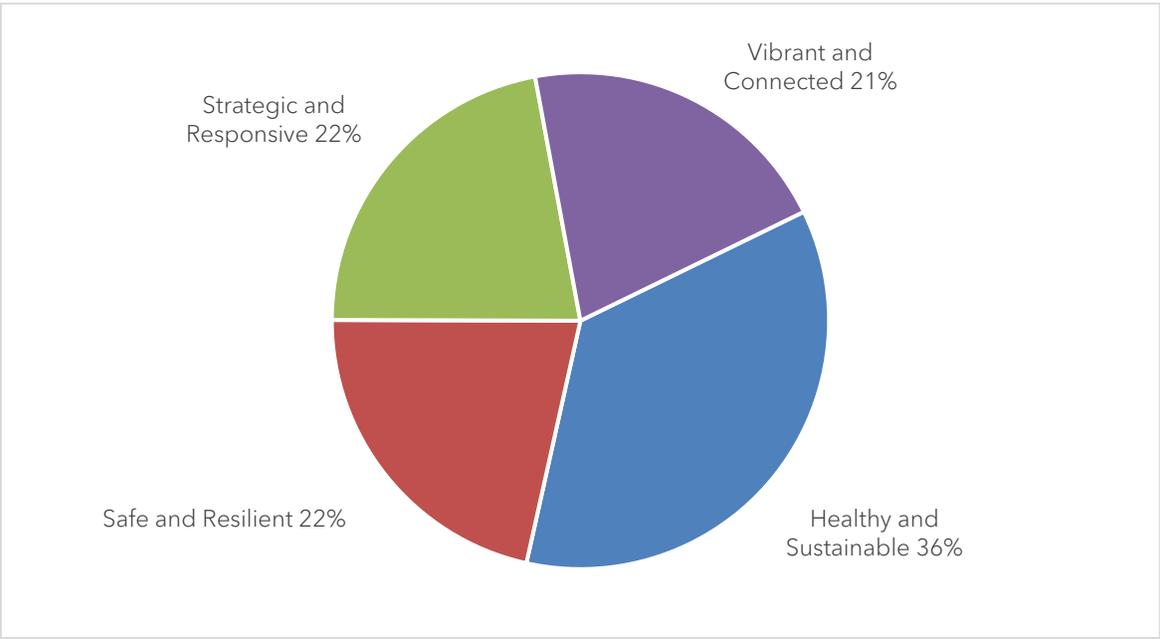
charts below show a comparison between the 2019-2020 budget and the 2021-2022 in terms of funding allocation for each priority¹.

ADOPTED 2019-2020 BUDGET BY PRIORITY (\$797.7 MILLION)



¹ As noted earlier in this document, the budget priorities were updated from the 2019-2020 budget to the 2021-2022 budget.

PROPOSED 2021-2022 BUDGET BY PRIORITY (\$799.2 MILLION)



Conclusion

The BP process has served Redmond well as a way to identify city programs that are most valuable to residents of Redmond. Through ongoing engagement with residents and businesses, the City is able to understand what the community values and how the City can improve programs and services it provides. While selected processes in this budget cycle were modified due to COVID-19, much of the work performed in the past, combined with engagement during this process allowed the City to create a budget that reflects the needs of the community while adjusting for impacts of the pandemic. The process described in the Budget Process Overview details all of the steps taken from community engagement to the Mayor’s recommended budget; next, the Mayor’s recommended budget will go to City Council for review and approval.

HEALTHY AND SUSTAINABLE

OUTCOME MAP
BUDGET OFFER SUMMARY
BUDGET OFFERS



Healthy and Sustainable

We value a healthy environment that supports an active community

Outcomes	Environmental preservation responsibly balanced with growth	Climate action goals achieved through green practices and policies	Places and programs that support an active and involved community
Dashboard Indicators	<ul style="list-style-type: none"> • Percentage of total Redmond land area covered by tree foliage • Percentage of drinking water quality tests that meet compliance regulations • Freshwater Water Quality Index 	<ul style="list-style-type: none"> • City of Redmond community-wide greenhouse gas emissions (metric tons) 	<ul style="list-style-type: none"> • Recreation expenditures per capita • Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office
Objectives	<p>Objective 1: Use the City's environmental and park plans to guide strategic investments and partnerships that support a healthy and sustainable environment and community</p> <p>Objective 2: Provide engagement, education and outreach opportunities to promote actions that preserve the natural environment</p> <p>Objective 3: Measure performance to improve service delivery and program effectiveness</p> <p>Objective 4: Support efforts that improve the sustainability of natural resources and the community's ability to connect with the natural environment</p> <p>Objective 5: Maintain Redmond's quality of life and healthy local ecosystem through compliance to local, state and federal environmental regulations</p> <p>Objective 6: Inspect, clean and maintain infrastructure to prevent pollutants from entering streams and groundwater</p> <p>Objective 7: Provide activities, recreation and spaces to gather and celebrate our diverse community and learn with each other</p>		

Measures	Actual			Target		
	2017	2018	2019	2020	2021	2022
Percentage of total Redmond land area covered by tree foliage	38.11%	38.11%	38.11%	37.88%	37.80%	37.80%
Number of acres enrolled in active management for restoration	396	407	408	408	425	436
Number of trees planted on City land	3,444	3,087	3,430	1,245	15,953	1,375
Percentage of drinking water quality tests that meet compliance regulations	100%	100%	100%	100%	100%	100%
Percentage of groundwater monitoring wells that meet quality standards	44%	45%	65%	57%	57%	57%
Percentage of high-risk sites provided with technical assistance	100%	100%	100%	100%	100%	100%
Percentage of water assets that meet level of service standards	N/A	N/A	N/A	80%	80%	80%
Maintenance Report Card: Number of water main breaks per 100 miles	2.42	3.03	1.21	<3	<3	<3
Freshwater Water Quality Index	32	38.7	38.6	80	80	80
Percentage of stormwater assets that meet level of service standards	N/A	N/A	85.6%	80%	80%	80%
Percentage of wastewater assets that meet level of service standards	N/A	N/A	97.7%	80%	80%	80%
Percentage of the City with adequate stormwater flow control	22%	25%	25.1%	26.1%	27.1%	28.1%
Maintenance Report Card: Number of sanitary sewer overflows	1	1	0	0	0	0
City of Redmond community-wide greenhouse gas emissions (metric tons)	907,748	N/A	N/A	875,000	N/A	850,000
Percentage of community-wide waste diverted from the landfill	45%	46%	46.5%	47%	48%	49%
Number of business and multi-family complexes participating in organics recycling	243	186	201	180	200	200
City of Redmond government operations greenhouse gas emissions (metric tons)	7,743	N/A	N/A	6,032	6,000	5,700
Number of community members reached through outreach and engagement efforts (New)	N/A	N/A	N/A	250	500	1,000
Recreation expenditures per capita	\$76.37	\$75.79	\$75.25	\$73.10	\$39.14	\$42.48
Number of people served through recreation activities	14,863	14,938	16,065	7,500	10,000	15,000
Number of hours indoor and outdoor facilities are scheduled for use	45,420	57,732	67,324	10,000	50,000	70,000
Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office	46%	46%	46%	47%	48%	48%
Percentage of Parks assets that meet level of service standards (New)	N/A	N/A	N/A	N/A	80%	100%
Average number of maintenance hours per active community park	4,905	4,283	4,859	3,900	3,900	3,900



Healthy & Sustainable

2021-2022 Preliminary Budget

Budget Offer Summary

Page #	Budget Offer #	Budget Offer Title	Lead Department	Budget Offer Total
57	000219	Urban Forestry	Parks	\$1,207,002
60	000215	Ground and Surface Water Management	Public Works	5,228,063
63	000211	Safe and Reliable Drinking Water	Public Works	31,908,593
67	000214	Stormwater Management	Public Works	15,648,036
70	000278	Wastewater Management	Public Works	44,380,943
73	000216	Solid Waste Management	Public Works	1,606,124
75	000220	Environmental Sustainability	Executive	1,275,955
79	000217	Community Recreation	Parks	5,756,215
84	000247	Parks, Trails, and Open Space	Parks	11,396,515
			Total	\$118,407,445



Redmond
WASHINGTON

This page intentionally left blank

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000219

Urban Forestry

Trees in Redmond contribute to the City's overall identity, encourage opportunities for community engagement and provide environmental benefits. Planting, maintenance and restoration of urban forests on public property, community involvement and support, along with encouraging participation from private property owners in the growth and long-term care of this valued resource are all necessary to maintain and grow Redmond's urban forest. The Tree Canopy Strategic Plan highlights the social, environmental and economic benefits trees provide and sets a goal of 40% canopy cover. The urban forest includes street trees, forested natural areas, parks and trees within landscapes of businesses and homes.

Performance Measures:

Outcome: Environmental preservation responsibly balanced with growth

- Dashboard Indicator: Percentage of total Redmond land area covered by tree foliage
- Program Measure: Number of acres enrolled in active management for restoration
- Program Measure: Number of trees planted on City land

Baseline Program Description:

Strategic Planning: Supports the goals outlined in the Community Strategic Plan, Tree Canopy Strategic Plan, Green Redmond 20-Year Forest Management Plan and the Environmental Strategies Action Plan.

Regional Coordination: Aligns efforts with regional work including King County's One Million Trees initiative, the King County Cities Climate Collaboration (K4C) and the Land Conservation Initiative to improve forest health and carbon sequestration.

Air Quality and Carbon Footprint: Supports proactive environmental standards through maintenance that encourage healthy street trees, functioning natural landscapes and effective ecosystems under guidelines that limit the use of chemicals and support the healthy growth of plant materials.

Land Stewardship: Restores habitat along stream corridors and manages nearly 8,000 street trees, guided by a comprehensive street tree inventory which is regularly updated to reflect current conditions and maintenance activities.

Community Involvement: Contributes to the success of the Green Redmond Partnership, whose focus is the restoration of 1,035 acres of forested parkland and has brought nearly 400 acres into active management since 2009 with 3,438 hours volunteer work in 2019.

Natural Resource Conservation: Moderates stormwater, cools water temperature for fish and wildlife and contributes to an integrated approach to the management of natural resources.

Hazardous Tree Mitigation: Allows a proactive approach to identifying and addressing high-risk trees in high-use public parks or rights-of-way that have potential to cause harm to people or property.

Above Baseline Requests:

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000219

Urban Forestry

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Green Redmond Partnership Program

- **Description:** Reduce Green Redmond Partnership funding for contract services to recruit and support volunteers.
- **Amount:** \$50,000
- **Service Impact:** Fewer volunteer hours and slower progress toward bringing forested parkland into active management.

Street Tree Replacement

- **Description:** Eliminate the replacement of street trees removed due to health or vehicle damage.
- **Amount:** \$30,000
- **Service Impact:** Missing street trees affecting the continuity of tree plantings along streets and may impact the canopy over time.

8% Below Baseline

Hazardous Tree Removal

- **Description:** Reduce funding for hazardous tree removal.
- **Amount:** \$25,515
- **Service Impact:** Fewer hazardous trees would be removed and associated risks and liability would increase.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Green Redmond Partnership Program - \$50,000
- Street Tree Replacement - \$30,000

Budget Offer Summary

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000219

Urban Forestry

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$383,803.36	\$402,295.71	\$786,099.06
Ongoing-Others	\$199,556.59	\$221,346.36	\$420,902.95
One-Time-Others	\$0.00	\$0.00	\$0.00
Total	\$583,359.95	\$623,642.07	\$1,207,002.01

	FTE Year1	FTE Year2
FTEs	3.20	3.20

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000215

Ground & Surface Water Mgmt

The City protects the overall health of the drinking water aquifer, streams, Sammamish River and Lake Sammamish. Protection is provided through programs that reduce pollutants before they reach the drinking water aquifer, manage pollution in the environment and restore and maintain the health of streams. The objectives are to prevent pollution from being released, monitor environmental changes and maintain and enhance the health of the environment.

Performance Measures:

Outcome: Environmental preservation responsibly balanced with growth

- Dashboard Indicator: Percentage of drinking water quality tests that meet compliance regulations
- Program Measure: Percentage of groundwater monitoring wells that meet quality standards
- Program Measure: Percentage of high-risk sites provided with technical assistance

Baseline Program Description:

Pollution Prevention: Focuses on inspection, outreach, technical assistance and spill response and prevention programs in commercial and multi-family developments as well as technical assistance for hazardous material storage and reduction practices.

Groundwater Monitoring: Protects the drinking water aquifer by providing early warning of potential water supply contamination.

Stream and Buffer Enhancement: Maintains 100 acres of restoration sites that are critical to the long-term success and health of stream and vegetated areas which provide environmental value over time.

Regional and Community Partnerships: Focuses on regional drinking water supply sustainability, salmon recovery, stream pollution clean-up, and improving the performance of low impact development techniques.

Planning Efforts: Implements Comprehensive Plan policies, municipal stormwater permit requirements, zoning and municipal code changes, critical areas policy changes and implementation of the long-range stream recovery plan.

Above Baseline Requests:

There are no above baseline requests for this budget offer.

Below Baseline Reductions:

5% Below Baseline

Volunteer Planting

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000215

Ground & Surface Water Mgmt

- **Description:** Eliminate volunteer planting events that are used as a method to increase plantings along creeks at a relatively low cost with a high long-term environmental benefit.
- **Amount:** \$65,000
- **Service Impact:** Reduction in long-term tree canopy goals, aquatic and riparian environmental benefits and community opportunity to participate in restoration activities.

Watershed Management Planning

- **Description:** Reduce consultant support for watershed planning which identifies priority capital projects to improve water quality and increase the area of healthy aquatic habitat.
- **Amount:** \$75,000
- **Service Impact:** Watershed planning efforts would be limited to one basin and staff would have limited time to identify priority capital projects in other basins for inclusion in the Capital Investment Program.

Regulatory Environmental Monitoring

- **Description:** Eliminate consultant support for invasive species mapping, vegetation monitoring, recommended adaptive management actions, log and channel stability, photo points and fish passage assessment which are permit required activities.
- **Amount:** \$110,000
- **Service Impact:** Staff would conduct the permit required work and reduce their time spent on other areas including field investigations and assessments, capital project development and critical areas review and policy review and updates.

8% Below Baseline

Post-Project Environmental Monitoring

- **Description:** Reduce monitoring of stream restoration projects that include plantings to improve habitat conditions that must be maintained for several years beyond project completion to ensure the long-term survival of the plantings and the associated environmental benefits.
- **Amount:** \$193,000
- **Service Impact:** Maintenance would be eliminated for 100 acres of stream restoration projects by terminating a contract with the Washington Conservation Corp (WCC).

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Volunteer Planting - \$65,000
- Watershed Management Planning - \$75,000
- Regulatory Environmental Monitoring - \$110,000
- Post-Project Environmental Monitoring - \$193,000

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000215

Ground & Surface Water Mgmt

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,376,769.31	\$1,450,107.99	\$2,826,877.30
Ongoing-Others	\$1,133,100.15	\$1,268,085.29	\$2,401,185.44
Total	\$2,509,869.46	\$2,718,193.28	\$5,228,062.74

	FTE Year1	FTE Year2
FTEs	10.05	10.05

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000211

Safe & Reliable Drinking Water

Providing clean, safe, and reliable drinking water is a top City priority. To provide this service to the community, Redmond manages a water supply that comes from municipal supply wells and from water purchased through Cascade Water Alliance. City programs protect this valuable resource and ensure Redmond's drinking water system is reliable and distributes drinking water that meets or exceeds the Environmental Protection Agency and Washington State Department of Health drinking water regulations.

Performance Measures:

Outcome: Environmental preservation responsibly balanced with growth

- Dashboard Indicator: Percentage of drinking water quality tests that meet compliance regulations
- Program Measure: Percentage of water assets that meet level of service standards
- Program Measure: Maintenance Report Card-Number of water main breaks per 100 miles

Baseline Program Description:

System and Strategic Planning: Ensures the system provides the required quality and quantity of drinking water and fire flows as well as identifies appropriate water sources, treatment requirements, and storage and distribution facilities for current customers and future growth.

Regional Coordination: Engages in long-range water supply planning with Cascade Water Alliance, as well as neighboring cities and water districts.

Operation: Maximizes total supply well production to reduce the cost of purchasing water through Cascade Water Alliance and contributes to the regional supply.

Maintenance: Includes system testing, drinking water quality testing and the maintenance and repair of 4,100 fire hydrants, over 330 miles of water mains, pressure-reducing valve stations, valves and service meters.

Capital Investment Planning: Identifies capital projects through system planning for growth, asset management data and operation and maintenance activities.

Customer Service: Generates billings, resolves service issues and collections, maintains customer accounts and provides information to customers.

Emergency Response: Responds to emergencies such as main breaks, infrastructure damage, service outages and telemetry alarms 24/7 to protect the public, the environment, and the City's infrastructure.

Above Baseline Requests:

Novelty Hill Strategic Asset Management Plan (SAMP) Development

- **Description:** Consultant support to develop a Strategic Asset Management Plan (SAMP) for all priority water and wastewater assets in the Novelty Hill service area.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000211

Safe & Reliable Drinking Water

- **Amount:** \$200,000 one-time
- **Service Impact:** A SAMP provides clear and concise documentation about the required maintenance and capital activities and associated funding strategies to meet desired outcomes for each asset class such as pump stations, lift stations, hydrants and valves. This would serve as a pilot for developing SAMPs for assets citywide and represents the next step in developing an asset management program.

Below Baseline Reductions:

5% Below Baseline

Rate Studies:

- **Description:** Reduce consultant support for studies that are conducted to ensure utility rates are fair and equitable.
- **Amount:** \$90,000
- **Service Impact:** Financial analysis to assess alternative rate structures to address the potential rate impacts of increased water reuse methods may be delayed.

Supply Well Treatment

- **Description:** Cost savings for treatment supplies not needed by Well #4 due to anticipated impacts of temporary construction dewatering in 2021-2022.
- **Amount:** \$80,000
- **Service Impact:** None. Well #4 will be turned off except during summer and treatment supplies will not be needed.

Emergency Drinking Water Quality Testing

- **Description:** Eliminate ongoing funding for emergency testing that is rare, of the drinking water supply and use operating reserves in the event testing is needed.
- **Amount:** \$50,000
- **Service Impact:** None, if emergency drinking water quality testing is required the funding would come from operating reserves.

Water Facilities Vegetation Maintenance

- **Description:** Elimination of one seasonal staff.
- **Amount:** \$52,000
- **Service Impact:** Decreases vegetation management at supply well houses and water towers, which may result in increased complaints.

Water System Comprehensive Planning and Engineering Assessment

- **Description:** Eliminate consultant support for services including water system modeling expertise needed to support system planning efforts. Water planning and assessment identifies system deficiencies, identifies priority capital projects and improves the maintenance and operation programs.
- **Amount:** \$452,000
- **Service Impact:** Staff will complete sections of the Plan that do not require modeling expertise and will have limited availability to provide engineering support to other areas including condition assessment,

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000211

Safe & Reliable Drinking Water

technology review, and maintenance and operations analysis.

8% Below Baseline

Senior GIS Analyst .50 FTE

- **Description:** Eliminate Senior GIS Analyst 0.50 FTE.
- **Amount:** \$143,000
- **Service Impact:** Reduces GIS support for operations and engineering staff including eliminating support for the design of new or updated data collection procedures, geospatial data analysis, water system modeling and data management.

Environmental Scientist 1.00 FTE

- **Description:** Eliminate Environmental Scientist 1.00 FTE.
- **Amount:** \$200,000
- **Service Impact:** Eliminates the Groundwater Protection Incentive Program which would reduce collection of groundwater level and water quality data to assess if temporary construction dewatering or other activities could potentially impact the quantity and quality of drinking water served to customers.

Budget Offer Changes:

Above Baseline Additions - Funded

- Novelty Hill Strategic Asset Management Plan (SAMP) Development - \$200,000 one-time
- Water System Comprehensive Planning - \$100,000 one-time

Below Baseline Reductions - Not Funded

- Rate Studies - \$90,000
- Supply Well Treatment - \$80,000
- Emergency Drinking Water Quality Testing - \$50,000
- Water Facilities Vegetation Maintenance - \$52,000
- Water System Comprehensive Planning and Engineering Assessment - \$452,000
- Bank Fees - \$130,000

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,759,390.61	\$2,884,319.62	\$5,643,710.23
Ongoing-Others	\$13,074,918.13	\$13,106,586.59	\$26,181,504.73
One-Time-Sal/Ben	(\$56,889.00)	(\$59,733.00)	(\$116,622.00)
One-Time-Others	\$150,000.00	\$50,000.00	\$200,000.00
Total	\$15,927,419.74	\$15,981,173.21	\$31,908,592.95

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000211

Safe & Reliable Drinking Water

	FTE Year1	FTE Year2
FTEs	22.25	22.25

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000214

Stormwater Management

Redmond provides sustainable and efficient stormwater management to support urban streams, clean drinking water and a healthy environment. Each year, 11 billion gallons of rain fall on the City which can result in flooding and increased pollutants in stormwater that can be harmful to the drinking water supply and the environment. A properly managed stormwater system prevents flooding, removes pollutants, and infiltrates clean water into the ground, all of which are required by regulations meant to protect people and the environment.

Performance Measures:

Outcome: Environmental preservation responsibly balanced with growth

- Dashboard Indicator: Freshwater Water Quality Index
- Program Measure: Percentage of stormwater assets that meet level of service standards
- Program Measure: Percentage of the City with adequate stormwater flow control

Baseline Program Description:

System and Strategic Planning: Performs system and policy analysis for Capital Investment Program projects and private development projects that perform construction near City stormwater assets or construct new City stormwater assets with a focus on regional facilities that support growth in urban centers.

Watershed Management: Plans long-term urban stream recovery so that stormwater system and in-stream projects and investments maximize the health of streams in the community.

Regional Coordination: Collaborates to attain grants for capital projects and environmental studies that inform the future of stormwater management.

Operation and Maintenance: Inspects 220 vaults, 84 ponds and 110 biofiltration swales, 11,434 catch basins, 189 miles of pipe and 100 miles of streams annually as required by the State of Washington and works to minimize flooding erosion and habitat issues.

Capital Investment Planning: Identifies capital projects through strategic planning, asset management and operation and maintenance activities.

Customer Service: Generates billings, resolves service issues and ensures collections, maintains customer accounts and provides information to customers.

Emergency Response: Responds to emergencies such as flooding and cleaning up spills that can harm the environment.

Above Baseline Requests:

Senior Engineer 0.50 FTE

- **Description:** Increase an existing Senior Engineer Limited Term Duration 0.50 FTE to 1.00 FTE to

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000214

Stormwater Management

provide additional support to keep pace with other priority work.

- **Amount:** \$190,268 one-time
- **Service Impact:** Without this position, critical work may be delayed.

Below Baseline Reductions:

5% Below Baseline

Rate Studies

- **Description:** Reduce consultant support for studies that are conducted to ensure utility rates are fair and equitable.
- **Amount:** \$60,000
- **Service Impact:** Financial analysis to assess alternative rate structures or policies may be delayed.

Emergency Spill Response

- **Description:** Eliminate ongoing funding for emergency spill responses that are rare and use operating reserves if a spill occurs.
- **Amount:** \$23,000
- **Service Impact:** None, if an emergency spill response is required funding would come from operating reserves.

Stormwater Facilities Vegetation Maintenance

- **Description:** Reduce professional services and two seasonal staff.
- **Amount:** \$132,000
- **Service Impact:** Decreased vegetation maintenance of stormwater facilities such as rain gardens and ponds which may increase complaints.

Stormwater Inspector 1.00 FTE

- **Description:** Eliminate the Stormwater Inspector 1.00 FTE dedicated to private stormwater drainage inspection conducted to ensure that the installed systems are performing as designed and the associated environmental benefits continue to occur.
- **Amount:** \$233,000
- **Service Impact:** Private drainage inspections would only be conducted for facilities constructed after 2012 as required by federal and state regulations instead of inspecting all private stormwater systems.

Post-Project Environmental Monitoring

- **Description:** Reduce monitoring of stream restoration projects that include plantings to improve habitat conditions that must be maintained for several years beyond project completion to ensure long-term survival of the plantings and the associated environmental benefits.
- **Amount:** \$253,000
- **Service Impact:** Maintenance would be eliminated for 100 acres of stream restoration projects by terminating a contract with the Washington Conservation Corps (WCC). Without the maintenance conducted by the WCC crews, existing stream restoration projects will become overgrown and will require more time, effort and funding in the future to recapture the original function of these projects.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000214

Stormwater Management

8% Below Baseline

Stormwater Comprehensive Planning and Engineering Assessment

- **Description:** Reduce consultant support for planning and engineering assessment.
- **Amount:** \$280,000
- **Service Impact:** Staff will continue to be focused on watershed planning work, but it will be limited to one watershed, and the review and assessment of potential downstream system impacts of private development projects. Staff support for asset management analysis and field investigations to identify and priority projects to include in the Capital Investment Program will be limited.

Budget Offer Changes:

Above Baseline Additions - Funded

- Stormwater Comprehensive Planning - \$120,000 one-time

Below Baseline Reductions - Not Funded

- Stormwater Inspector 1.00 FTE - \$233,000
- Rate Studies - \$60,000
- Emergency Spill Response - \$23,000
- Stormwater Facilities Vegetation Maintenance - \$34,608
- Post-Project Environmental Monitoring - \$253,000
- Stormwater Comprehensive Planning and Engineering Assessment - \$280,000
- Bank Fees - \$110,000
- Supplemental Staff - Engineering - \$107,000

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,530,775.61	\$2,620,096.38	\$5,150,872.00
Ongoing-Others	\$5,180,939.66	\$5,196,223.98	\$10,377,163.64
One-Time-Others	\$60,000.00	\$60,000.00	\$120,000.00
Total	\$7,771,715.27	\$7,876,320.36	\$15,648,035.64

	FTE Year1	FTE Year2
FTEs	21.41	21.41

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000278

Wastewater Management

Redmond manages the wastewater system to serve existing and future customers. The City's wastewater utility provides a reliable system for the collection and conveyance of wastewater from utility customers to treatment provided by King County Wastewater Division. The wastewater system is maintained to protect the public and the environment from raw sewage and pathogens through compliance with state and federal laws.

Performance Measures:

Outcome: Environmental preservation responsibly balanced with growth

- Dashboard Indicator: Freshwater Water Quality Index
- Program Measure: Percentage of wastewater assets that meet level of service standards
- Program Measure: Maintenance Report Card - Number of sanitary sewer overflows

Baseline Program Description:

System and Strategic Planning: Ensures the wastewater system meets level of service standards, the collection and treatment of wastewater complies with local, state and federal health and environmental regulations and the system supports current customers and future growth.

Regional Coordination: Engages in long-range planning for wastewater treatment at a regional level through the King County Wastewater Division, as well as neighboring cities and sewer districts.

Operation and Maintenance: Performs inspections, maintenance and cleaning of over 230 miles of pipes, 7,336 manholes, 15 miles of easements and the daily operation of 22 lift stations.

Source Control Program: Works with commercial customers to reduce fats, oils, grease and toxic chemicals from entering the system which can cause backups or damage the wastewater system.

Capital Investment Planning: Identifies capital projects through system planning, asset management data analysis and operation and maintenance activities.

Customer Service: Generates billings, resolves service issues, ensures collections, maintains customer accounts and provides information to customers.

Emergency Response: Responds to emergencies such as sewer overflows, infrastructure damage and telemetry alarms 24/7 to protect the public, the environment, and the City's infrastructure.

Above Baseline Requests:

Lift Station Bypass Plan Equipment

- **Description:** Purchase trailer mounted pumps and piping to bypass sewage in the event of a lift station failure.
- **Amount:** \$375,000 one-time

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000278

Wastewater Management

- **Service Impact:** Use of the lift station bypass equipment will prevent sewage overflow by allowing wastewater operations to professionally manage a lift station failure.

Below Baseline Reductions:

5% Below Baseline

Rate Studies

- **Description:** Reduce consultant support for rates studies that are conducted to ensure that utility rates are fair and equitable.
- **Amount:** \$90,000
- **Service Impact:** Financial analysis to assess alternative rate structures or policies may be delayed.

Vegetation Maintenance and Management

- **Description:** Eliminate two seasonal staff.
- **Amount:** \$105,000
- **Service Impact:** Decreases vegetation management at lift stations which may result in increased complaints.

Fats, Oils and Grease (FOG) Source Control Program and Source Control Administrator 1.00 FTE

- **Description:** Eliminate the proactive portion of the FOG program eliminating the Source Control Administrator 1.00 FTE and operating costs.
- **Amount:** \$236,000
- **Service Impact:** Minimal education, outreach and business inspection would continue.

8% Below Baseline

Senior GIS Analyst 0.50 FTE

- **Description:** Eliminate Senior GIS Analyst 0.50 FTE.
- **Amount:** \$143,000
- **Service Impact:** Reduces GIS support for operations and engineering staff including eliminating support for the design of new or updated data collection procedures, geospatial data analysis, water system modeling and data management. Long-term efforts such as the Wastewater System Plan and Capital Investment Program planning as well as short-term efforts like support for operations, capital projects in design or construction or the completion of revisions to standard details and design requirements will be limited.

Wastewater System Comprehensive Planning and Engineering Assessment

- **Description:** Reduce consultant support for the Wastewater System Comprehensive Plan which identifies system deficiencies, recommends priority capital projects and provides direction to the maintenance and operation program to address system conditions.
- **Amount:** \$108,000
- **Service Impact:** Staff will be focused on conducting in-house analysis to assess potential system impacts from individual capital investment projects and private development projects and provide

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000278

Wastewater Management

minimal effort to conducting asset management analysis to identify the highest priority capital projects and operation program improvements, as a result.

Budget Offer Changes:

Above Baseline Additions - Funded

- Wastewater System Comprehensive Planning - \$100,000 one-time

Below Baseline Reductions - Not Funded

- Rate Studies - \$90,000
- Vegetation Maintenance and Management - \$105,000
- Fats, Oils, and Grease (FOG) Source Control Program - \$15,500
- Source Control Administrator 1.00 FTE repurposed to Program Administrator 1.00 FTE in Street and Traffic Safety offer 000222 - \$221,216
- Wastewater System Comprehensive Planning and Engineering Assessment - \$108,000
- Bank Fees - \$130,000

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,952,296.09	\$2,038,510.42	\$3,990,806.51
Ongoing-Others	\$19,821,207.51	\$20,388,928.81	\$40,210,136.32
One-Time-Others	\$140,000.00	\$40,000.00	\$180,000.00
Total	\$21,913,503.60	\$22,467,439.23	\$44,380,942.83

	FTE Year1	FTE Year2
FTEs	16.17	16.17

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000216

Solid Waste Management

Redmond participates in a regional strategy to “Reduce, Reuse, and Recycle,” and strives to achieve a high waste diversion rate by implementing innovative and strategic programs that are cost-effective. This approach allows the City to provide garbage, recycling, and compost collection services through a contract with Waste Management at reasonable cost to residents and businesses. This partnership also supports the City’s participation in comprehensive planning for the regional solid waste management system effort led by King County.

Performance Measures:

Outcome: Climate action goals achieved through green practices and policies

- Dashboard Indicator: City of Redmond community-wide greenhouse gas emissions (metric tons)
- Program Measure: Percentage of community-wide waste diverted from the landfill
- Program Measure: Number of business and multi-family complexes participating in organics recycling

Baseline Program Description:

Solid Waste Contract Management: Manages the City’s contract with Waste Management to collect garbage, recycling (paper, plastics, glass, metal, etc.) and organics.

Community Recycling Events: Provides opportunities for residential materials that are to be recycled or disposed of at City-sponsored collection events.

Education and Outreach: Provides community-based social marketing outreach to change behavior in order to increase waste diversion, reduce contamination in recycling and promote waste reduction.

City Facilities Waste Reduction: Reduces the City’s carbon footprint and waste stream by applying best management practices for garbage, recycling and compost.

Regional Coordination: Participates in regional advisory committees related to operation of its transfer stations, solid waste comprehensive planning, the Cedar Hills landfill and solid waste programs.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% and 8% Below Baseline

Community Recycling Events including Program Administrator 1.00 FTE

- **Description:** Eliminate the community recycling events including Program Administrator 1.00 FTE.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PUBLIC WORKS

Id: 000216

Solid Waste Management

- **Amount:** \$428,893
- **Service Impact:** The 2019 King County Comprehensive Solid Waste Management Plan encourages cities to phase out City-sponsored recycling events and reallocating available grant funding to other waste reduction and recycling actions. In 2020, the community has found alternatives to City-sponsored recycling events due to COVID-19 related event cancellations. The timing is right to eliminate this program and reallocate funding to support other City and regional initiatives such as solid waste and recycling actions within the Environmental Sustainability Action Plan. Grant funding could also be reallocated to support ongoing City programs such as City facilities waste reduction, battery recycling program and the commercial organics program.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Community Recycling Events - \$125,479
- Program Administrator 1.00 FTE repurposed to Program Administrator 1.00 FTE in Environmental Sustainability offer 000220 - \$303,414.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$379,276.21	\$398,707.65	\$777,983.86
Ongoing-Others	\$411,837.00	\$416,303.00	\$828,140.00
Total	\$791,113.21	\$815,010.65	\$1,606,123.86

	FTE Year1	FTE Year2
FTEs	2.79	2.79

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: EXECUTIVE

Id: 000220

Environmental Sustainability

Effective stewardship of Redmond's natural environment and fostering Redmond's green, environmentally conscious character improves the community's quality of life and desirability now and in the future. Consistent with the 2014 Climate Action Implementation Plan and the 2020 Environmental Sustainability Action Plan, the City is continuing its environmental leadership to create a more sustainable and climate-resilient Redmond and reduce greenhouse gas emissions from City operations and the community. This includes the coordination, development and implementation of policies, programs and projects that promote energy efficiency, increase adoption of renewable energy, conserve water, increase recycling rates, expand the tree canopy, preserve open spaces, improve habitat and increase clean mobility options.

Performance Measures:

Outcome: Climate action goals achieved through green practices and policies

- Dashboard Indicator: City of Redmond community-wide greenhouse gas emissions (metric tons)
- Program Measure: City of Redmond government operations greenhouse gas emissions (metric tons)
- Program Measure: Number of community members reached through outreach and engagement efforts (New)

Baseline Program Description:

Sustainability Plan Activation and Cross-department Collaboration: Coordinates and implements actions that support the goals and targets outlined in the City's Environmental Sustainability Action Plan.

Monitoring and Reporting: Tracks and reports on key sustainability performance metrics from city operations and the broader Redmond community.

Sustainability Innovations: Responds to grants and other funding opportunities to obtain resources for energy efficiency, resiliency and sustainability innovations.

Coordinated Communications: Collaborates and coordinates messaging around environmentally oriented programs.

Regional Collaboration: Collaborates with the King County-Cities Climate Collaboration (K4C) to seek regional and state solutions to address greenhouse gas emission reduction.

Community Involvement: Develops programs and opportunities to engage businesses and the public on key sustainability initiatives.

Above Baseline Requests:

Program Administrator 1.00 FTE

- **Description:** Program Administrator 1.00 FTE to work directly with the Environmental Sustainability Program Manager to deliver solid waste and recycling initiatives.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: EXECUTIVE

Id: 000220

Environmental Sustainability

- **Amount:** \$285,854 ongoing
- **Service Impact:** The Program Administrator would directly manage consultant contracts to achieve sustainability initiatives to develop comprehensive policies around Construction & Demolition (C&D) recycling and recovery for the City and prohibit disposal of recoverable C&D materials. The C&D program would require projects meeting certain size thresholds within the City to separate, track and recycle construction and demolition debris from construction projects to meet Community Strategic Plan, Sustainability Plan and Utilities Strategic Plan objectives related to waste diversion and ultimately to support King County's Zero Waste of Resources Initiative. This position would also lead the creation and implementation of a Green Purchasing Program for the City as well as work directly with the Sustainability Manager to ensure each program meets the City's Environmental Sustainability Plan objectives.

Senior Engineer 1.00 FTE

- **Description:** Senior Engineer 1.00 FTE to work directly with the Environmental Sustainability Program Manager to implement stormwater and natural resources initiatives.
- **Amount:** \$350,595 ongoing
- **Service Impact:** The Senior Engineer would directly manage consultant contracts, complete studies, implement restoration projects and develop comprehensive policies around resiliency and habitat enhancements in support of the Sustainability Plan.

Construction and Demolition (C&D) Debris Recycling Program

- **Description:** Consultant support for C&D program development to be managed by the Sustainability Program Administrator described above.
- **Amount:** \$200,000 one-time
- **Service Impact:** Develop comprehensive policies around C&D recycling and recovery for the City and prohibit disposal of recoverable C&D materials.

Green Purchasing Program Development & City Waste Diversion Efforts

- **Description:** Consultant support for the Green Purchasing Program and waste diversion efforts in city activities to be managed by the Sustainability Program Administrator described above.
- **Amount:** \$52,700 one-time
- **Service Impact:** Development of a Green Purchasing Program to develop and enforce green city purchasing procedures and policies, including green cleaning materials. It also includes the evaluation and implementation of opportunities to increase waste diversion efforts for City facilities and events.

Climate Change and Stormwater Facility Design

- **Description:** Design services for the creation of new standards for water and drainage systems done in partnership with King County.
- **Amount:** \$200,000 one-time
- **Service Impact:** Evaluate climate impacts on rainfall volumes and variation and associated impacts to City infrastructure. New standards for would allow for improved resilience in water and drainage systems and help identify sites vulnerable to flooding.

Climate Equity Vulnerability Assessment

- **Description:** Climate vulnerability assessment to evaluate climate impacts and identify populations and communities within Redmond that may be vulnerable to the impacts of climate change.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: EXECUTIVE

Id: 000220

Environmental Sustainability

- **Amount:** \$125,000 one-time
- **Service Impact:** The vulnerability assessment would build on the City's existing equity and inclusion work and serve as the foundation for future climate equity programming.

Green Building Technical Support

- **Description:** Allows the City to obtain advice on green building-related code enhancement opportunities.
- **Amount:** \$25,000 one-time
- **Service Impact:** To support the Environmental Sustainability Plan which identifies building code updates to increase the efficiency of buildings, increase electric vehicle opportunities and facilitate renewable energy development as additional analysis is necessary to support the recommended changes.

Fish Passage Improvements

- **Description:** Maintenance and professional services to remove barriers to fish migration and prevent the creation of new barriers.
- **Amount:** \$600,000 one-time
- **Service Impact:** Support existing stormwater programming and catalyze progress towards Sustainability Plan goals.

Urban Biodiversity Mapping

- **Description:** Inventory and map urban biodiversity to support the prioritization of enhancements, protection and reconnection opportunities.
- **Amount:** \$75,000 one-time
- **Service Impact:** The request is a foundational action to support implementation of the City's Sustainability Plan.

Neighborhood Matching Grants Enhancements

- **Description:** Expands the Neighborhood Matching Grants program.
- **Amount:** \$25,000 one-time
- **Service Impact:** Funds additional improvements to natural systems and stormwater infrastructure.

Education and Outreach

- **Description:** Expands education and outreach opportunities to community members by offering sustainability workshops and other educational workshops in partnership with regional organizations.
- **Amount:** \$20,000 ongoing
- **Service Impact:** Efforts would increase understanding of waste reduction concepts and support greater participation in existing City waste programs.

Below Baseline Reductions:

5% Below Baseline

Action Plan Outreach Campaigns

- **Description:** Minimize promotion and activation of Environmental Sustainability Action Plan outreach

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: EXECUTIVE

Id: 000220

Environmental Sustainability

campaigns.

- **Amount:** \$18,454
- **Service Impact:** Less engagement and slower progress towards Environmental Sustainability Action Plan goals.

8% Below Baseline

Technical Data Analysis for Monitoring and Measurement

- **Description:** Limit technical data analysis obtained for ongoing monitoring and measurement activities.
- **Amount:** \$11,070
- **Service Impact:** Delays data availability for decision making about policy and program implementation.

Budget Offer Changes:

Above Baseline Additions - Funded

- Program Administrator 1.00 FTE repurposed from Program Administrator 1.00 FTE in Solid Waste Management offer 000216 - \$285,854 ongoing
- Construction and Demolition (C&D) Debris Recycling Program - \$200,000 one-time
- Green Purchasing Program Development & City Waste Diversion Efforts - \$52,700 one-time
- Climate Equity Vulnerability Assessment - \$125,000 one-time
- Green Building Technical Support - \$25,000 one-time
- Education and Outreach - \$20,000 ongoing
- Carbon Footprint Reduction/Tree Canopy Expansion - \$150,000 ongoing

Below Baseline Reductions - Not Funded

There are no baseline budget reductions recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$262,299.89	\$275,793.90	\$538,093.79
Ongoing-Others	\$167,500.00	\$167,661.00	\$335,161.00
One-Time-Others	\$201,350.00	\$201,350.00	\$402,700.00
Total	\$631,149.89	\$644,804.90	\$1,275,954.79

	FTE Year1	FTE Year2
FTEs	2.00	2.00

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000217

Community Recreation

Recreation creates community by offering programs and spaces that invite everyone to play, explore and learn while forging relationships with neighbors and instilling community pride. Recreation programs supported by community partnerships and the financial stewardship of the cost of service model create opportunities for a diverse community to cultivate healthy living through fitness classes, learn through art, develop skills through youth sports, socialize through senior activities, foster leadership through teen-led programs and connect through volunteerism. From preschool at Farrel-McWhirter Park to youth basketball for school-age kids and senior interest groups at the Redmond Community Center, our welcoming spaces bring generations together and encourage our community members to live healthy and vibrant lives.

Performance Measures:

Outcome: Places and programs that support an active and involved community

- Dashboard Indicator: Recreation expenditures per capita
- Program Measure: Number of people served through recreation activities
- Program Measure: Number of hours indoor and outdoor facilities are scheduled for use

Baseline Program Description

Programs: Provides community members of all ages with numerous diverse and accessible activities such as sports, camps, equestrian, art and activities for people with various levels of ability.

People: Connects community members through community centers stakeholder groups, volunteer opportunities and activities for all ages, including farm, environmental and sports programs.

Places: Maintains inclusive and friendly spaces for gatherings and community building including the Redmond Community Center at Marymoor Village, Teen Center, Old Redmond Schoolhouse, senior services at City Hall Bytes Café, the beach at Idylwood Park and the farm at Farrel-McWhirter Park as well as the scheduling of City parks, including sports fields, picnic shelters and cabins.

Service: Maintains the City's customer service philosophy and works in collaboration with City leadership to establish trainings and processes to support the City's commitment to service consistency at all facilities.

Above Baseline Requests:

Additional Rental Locations

- **Description:** Expand use and public availability of Redmond City Hall and the Old Redmond Schoolhouse (ORSH). In order to offer evening and weekend use of these spaces, additional funding is requested to organize and staff a rental program at these sites.
- **Amount:** \$95,660 ongoing
- **Service Impact:** Providing additional spaces and options for community use would enhance community connections and help close the current gap between public use requests and current limited inventory. Opening these spaces for rentals would provide an additional 832 hours of community facility use

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000217

Community Recreation

annually (1,664 hours for the biennium).

Below Baseline Reductions:

5% Below Baseline

Arts Program

- **Description:** Reduce professional services funding for arts recreation programs.
- **Amount:** \$80,000
- **Service Impact:** None

Equestrian Program

- **Description:** Reduce supplemental staff expenses in the equestrian program.
- **Amount:** \$50,000
- **Service Impact:** The equestrian program will offer fewer courses.

ePact Program

- **Description:** Cancel agreement with ePact software that allows for secure online transmission of waivers from off-site locations.
- **Amount:** \$38,000
- **Service Impact:** Costs could be incurred and efficiency lost in printing and managing paper waivers at all sites.

ActiveNet Connect Mobile App

- **Description:** Cancel mobile app services for Parks and Recreation registration software.
- **Amount:** \$7,200
- **Service Impact:** None. ActiveNet Connect was approved in the previous budget cycle. Due to limited functionality, the Connect app was not implemented and the ongoing expense can be reduced.

iPad Data Plans

- **Description:** Reduce the use of iPads at parks to register participants for activities and services.
- **Amount:** \$6,400
- **Service Impact:** Impacts registrations at events as well as programs at Grass Lawn, Farrel-McWhirter and Anderson Parks. Registrations could no longer be processed or maintained remotely from these locations.

Mail Services

- **Description:** Reduce city mail services from five days a week to four days a week.
- **Amount:** \$48,800
- **Service Impact:** Organization-wide impact as the service provides mail pick-up and delivery between the post office and all departments and City facilities.

Marketing Printing

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000217

Community Recreation

- **Description:** Reduce the printing budget for marketing and look instead to digital and online marketing tactics to allow us to pivot to targeted marketing with better results.
- **Amount:** \$30,000
- **Service Impact:** Potential impacts to the printing and production of the activity guide.

Flex Fit Program

- **Description:** Reduce the variety and time slots of Flex Fit classes.
- **Amount:** \$20,000
- **Service Impact:** Customers who enjoy the freedom of attending a variety of classes with a flexible schedule and utilize our drop-in exercise equipment would be impacted.

Adaptive Recreation Trips Program

- **Description:** Cancellation of farm and nature adaptive recreation trips and outings.
- **Amount:** \$7,136
- **Service Impact:** Partnership with an outside organization to provide services to minimize impact on service delivery would be sought.

Old Firehouse Hours of Operation

- **Description:** Adjust closing time of Old Firehouse from 9:30 p.m. to 8 p.m. on Tuesday through Thursday evenings, reducing supplemental employee hours.
- **Amount:** \$10,000
- **Service Impact:** A reduction of hours would affect teen center recreation and rental participants.

Community Center Hours of Operation

- **Description:** Reduce supplemental staff support at the Redmond Community Center at Marymoor Village by reducing operating hours by one hour per weekday (open at 7 a.m. instead of 6 a.m.), reducing Saturday hours to 8 a.m. to 1 p.m. and closing on Sundays.
- **Amount:** \$20,000
- **Service Impact:** Rentals would still be accommodated on weekends as needed and full-time staff would support most operations during the week. Service decreases to community and rental groups could be impacted by higher fees when the building opens.

Idylwood Park Lifeguards

- **Description:** Cancel the lifeguard program at Idylwood Park.
- **Amount:** \$143,412
- **Service Impact:** Possible impacts to community safety.

Arts Program Coordinator - Supplemental

- **Description:** Eliminate supplemental arts coordinator position.
- **Amount:** \$50,000
- **Service Impact:** Reduce programming for recreational arts classes and camps and shift some art programming to remaining program staff.

8% Below Baseline

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000217

Community Recreation

Program Aide 0.63 FTE - Trips and Tours Program

- **Description:** Eliminate Program Aide 0.63 FTE.
- **Amount:** \$84,689
- **Service Impact:** Alternative options would be considered, such as contracted services for transportation program services at full cost recovery or utilizing a Program Coordinator position to serve as a driver on occasion with reduced offerings.

Fitness Program Coordinator 1.00 FTE

- **Description:** Eliminate Fitness Program Coordinator 1.00 FTE.
- **Amount:** \$252,853
- **Service Impact:** Eliminates fitness camp and fitness class programming.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Arts Program Professional Services - \$80,000
- ePact Program - \$38,000
- ActiveNet Connect Mobile App - \$7,200
- iPad Data Plans - \$6,400
- Mail Services - \$48,800
- Marketing Printing - \$30,000
- Flex Fit Program - \$20,000
- Adaptive Recreation Trips Program - \$7,136
- Old Firehouse Hours of Operation - \$10,000
- Community Center Hours of Operation - \$20,000
- Marketing Program - \$147,945
- Senior Center Program - \$179,347
- Teen Center Admin - \$103,088
- Adaptive Program - \$120,564
- Outdoors Program - \$660,934
- Equestrian Program - \$17,862
- Sports Program - \$629,862
- Fitness Programs - \$449,408
- Clay Studio Program - \$236,066
- Arts Program - \$147,603
- Recreation Administration - \$128,408
- Equestrian Program Supplemental Staff - \$50,000
- Idylwood Park Lifeguards - \$143,412
- Arts Program Coordinator Supplemental - \$50,000
- Program Aide 0.63 FTE - \$84,689
- Fitness Program Coordinator 1.00 FTE - \$252,854
- Department Administrative Coordinator 0.75 FTE - \$180,793

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000217

Community Recreation

- Program Coordinator 0.50 FTE for 2021 - \$61,178
- Guest Services Program Assistant 1.00 FTE - \$148,092
- Sports Program Assistant 1.00 FTE - \$166,753
- Guest Services Program Assistant 1.00 FTE - \$194,641
- Teen Center Program Coordinator 1.00 FTE - \$201,487
- Customer Service Program Coordinator 1.00 FTE - \$255,003
- Senior Center Program Coordinator 1.00 FTE - \$266,915

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,230,081.10	\$2,403,461.05	\$4,633,542.15
Ongoing-Others	\$509,909.00	\$612,764.00	\$1,122,673.00
Total	\$2,739,990.10	\$3,016,225.05	\$5,756,215.15

	FTE Year1	FTE Year2
FTEs	15.75	15.75

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000247

Parks, Trails and Open Space

Well-planned and properly maintained City parks and trails result in safe, clean and inviting outdoor spaces that meet the needs and expectations of diverse Redmond residents, visitors and the business community. Providing and planning for sustainable park spaces, improved rights-of-way and beautification areas allows for recreation, arts and cultural experiences and is foundational to building a high quality of life in Redmond. While providing a great public benefit, managing parks, preserving open spaces and providing connecting trails also contribute to significant environmental benefits.

Performance Measures:

Outcome: Places and programs that support an active and involved community

- Dashboard Indicator: Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office
- Program Measure: Percentage of assets that meet level of service standards (New)
- Program Measure: Average number of maintenance hours per active community park

Baseline Program Description:

Amenities and Infrastructure: Provides the planning, care and upkeep of park amenities to ensure safe, well-maintained, comfortable and accessible structures.

Community Involvement: Encourages resident engagement by providing volunteer opportunities for community members to contribute to the maintenance and improvement of park spaces.

Community Health: Supports creating and maintaining park spaces that offer opportunities for community members to improve their physical and mental wellbeing.

Asset Longevity: Supports preventive maintenance programs that maximize the life span of park assets and infrastructure.

Environmental Stewardship: Maintains and manages parks and trails to allow for active and passive recreation while utilizing environmentally focused best management practices for pesticide reduction, water conservation, energy conservation, tree canopy and wildlife habitat enhancement.

Park Planning: Plans for design and implementation of parks and trails projects to meet the current and future needs of the community as identified in the PARCC (Parks, Arts, Recreation, Culture, Conservation) Plan, Redmond's Comprehensive Plan and the Washington Growth Management Act (GMA) for parks and recreation.

Above Baseline Requests:

PARCC Plan Update

- **Description:** The PARCC Plan is the functional plan for the Parks and Recreation Department and

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000247

Parks, Trails and Open Space

serves as its strategic plan. Staff is proposing to work with a consultant to update and refine the existing PARCC plan including community engagement, updating maps and refining current service delivery.

- **Amount:** \$126,000 one-time
- **Service Impact:** An updated PARCC plan is required for obtaining grants from the Washington State Recreation and Conservation Office (RCO). The plan must be updated in the 2021-2022 biennium in order to meet the March 2023 deadline for RCO eligibility. It is also required for compliance in Redmond's comprehensive plan and serves as the department strategic plan.

Below Baseline Reductions:

5% Below Baseline

Advertising

- **Description:** Align the budget with current Operations Division advertising needs.
- **Amount:** \$12,000
- **Service Impact:** None.

Solid Waste Disposal

- **Description:** Align the budget with current Operations Division solid waste disposal needs.
- **Amount:** \$5,000
- **Service Impact:** None.

Equipment Rentals

- **Description:** Align the budget with current Operations Division rental equipment needs.
- **Amount:** \$15,000
- **Service Impact:** None.

Passive Areas Mowing Service

- **Description:** Eliminate or reduce the mowing maintenance for parks and passive areas with less public use.
- **Amount:** \$23,000
- **Service Impact:** The aesthetic appeal of these areas would be negatively affected resulting in decreased customer satisfaction.

Turf Fertilization

- **Description:** Reduce one of two fertilization applications per year for turf areas in parks.
- **Amount:** \$28,000
- **Service Impact:** The long-term health of turf would be diminished resulting in more weeds and bare areas.

Community Parks Irrigation

- **Description:** Reduce irrigation of community parks to only trees and shrubs as needed to ensure survivability.

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000247

Parks, Trails and Open Space

- **Amount:** \$70,000
- **Service Impact:** Some lawn areas would go into dormancy during the summer months.

Neighborhood Parks Trash Receptacle Removal

- **Description:** Eliminate all trash receptacles in the 21 neighborhood parks.
- **Amount:** \$60,000
- **Service Impact:** Park visitors would be required to pack all trash out and an increase to litter in parks may result.

Landscaped Right-of-Way Areas

- **Description:** Reduce maintenance levels at selected right-of-way areas. Liability maintenance and irrigation would continue at these sites.
- **Amount:** \$392,544
- **Service Impact:** The aesthetic appeal of these areas would be negatively affected by excessive weeds, litter, and overgrown plants resulting in decreased customer satisfaction.

Park Security Patrols and Lock-Up

- **Description:** Eliminate evening lock-up and security patrols which are provided at selected parks.
- **Amount:** \$75,000
- **Service Impact:** Elimination of this service would result in parks and fields being unsecured during nighttime hours.

8% Below Baseline

Pest Control

- **Description:** Eliminate all rodent control at selected parks.
- **Amount:** \$9,500
- **Service Impact:** There would be increased rodent populations in impacted parks and park facilities.

Supplemental Employees

- **Description:** Reduce supplemental employee hours by 52%.
- **Amount:** \$299,454
- **Service Impact:** Negatively impacts service delivery in the following areas: Mowing and turf maintenance, facilities support, trail maintenance and brush control, preventive maintenance and facility repair, shrub bed maintenance, irrigation maintenance, urban forestry and athletic field maintenance.

Budget Offer Changes:

Above Baseline Additions - Funded

- PARCC Plan Update - \$126,000 one-time

Below Baseline Reductions - Not Funded

- Advertising - \$12,000

Budgeting by Priorities

Budget offer

Healthy and Sustainable

Department Name: PARKS

Id: 000247

Parks, Trails and Open Space

- Solid Waste Disposal - \$5,000
- Equipment Rentals - \$15,000
- Passive Areas Mowing Service - \$23,000
- Turf Fertilization - \$28,000
- Community Parks Irrigation - \$70,000
- Landscaped Right-of-Way Areas - \$392,544
- Supplemental Employees - \$299,454
- Department Administrative Coordinator 0.25 FTE - \$60,264

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,657,990.98	\$3,846,818.45	\$7,504,809.44
Ongoing-Others	\$1,790,312.50	\$1,975,392.70	\$3,765,705.20
One-Time-Others	\$63,000.00	\$63,000.00	\$126,000.00
Total	\$5,511,303.48	\$5,885,211.15	\$11,396,514.64

	FTE Year1	FTE Year2
FTEs	29.63	29.63



Redmond
WASHINGTON

This page intentionally left blank

SAFE AND RESILIENT

OUTCOME MAP
BUDGET OFFER SUMMARY
BUDGET OFFERS



Safe and Resilient

We value a thriving community where all people feel safe

Outcomes	<p>Effective emergency prevention strategies</p>	<p>Well-executed emergency responses</p>	<p>Comprehensive investigations that provide appropriate resolutions</p>
Dashboard Indicators	<ul style="list-style-type: none"> • Fire Protection Class rating • Fatal and serious injuries per year on all roads per 1,000 residents • Building code effectiveness grading schedule 	<ul style="list-style-type: none"> • Violent and property crimes per year per 1,000 residents • Percentage of fires confined to object or room of origin • Cardiac arrest survival rate 	<ul style="list-style-type: none"> • Police case clearance rates are equal to or more than the Washington State average
Objectives	<p>Objective 1: Use the City's Police, Fire, Comprehensive Emergency Management, Transportation Management Plans and the City's Comprehensive Plan to guide programs and develop partnerships</p> <p>Objective 2: Develop programs and seek opportunities to partner and collaborate with the public in creating a trusting, self-reliant and safety-conscious community</p> <p>Objective 3: Measure performance to improve service delivery and program effectiveness</p> <p>Objective 4: Provide Public Safety programs that educate for and emphasize crime deterrence and prevention of fire, infrastructural and medical emergencies</p> <p>Objective 5: Properly train and equip personnel dedicated to responding to emergencies</p> <p>Objective 6: Ensure that the Redmond Municipal Code, and Standards and Specifications required by development or public projects is updated as needed</p> <p>Objective 7: Invest in infrastructure preservation and replacement across the City to maintain the current level of service, reliability and safety of capital assets and provide timely and cost-effective replacement</p>		

Measures	Actual			Target		
	2017	2018	2019	2020	2021	2022
Fire Protection Class Rating	3	3	3	3	3	3
Fire code violation Clearance Rate	83%	85%	96%	85%	85%	85%
Percentage of fire systems with current test reports	54%	82%	73%	75%	75%	75%
Fatal and serious injuries per year on all roads per 1,000 residents	0.11	0.24	0.11	0.00	0.00	0.00
Accident rate on all roads per 1,000 residents	14.2	13.8	11.4	<30	<30	<30
Number of actionable complaints about street flooding incidents resulting from leaves blocking catch basins	4	1	3	0	0	0
Building code effectiveness grading schedule	2	2	2	2	2	2
Percentage of inspections completed within 24 hours	99%	99%	99%	100%	100%	100%
Percentage of cases resolved through forced compliance	0%	0%	0%	5%	5%	5%
Violent and property crimes per year per 1,000 residents	50.6	44.3	44.0	44.0	44.0	43.0
Response time from police dispatch to arrival on scene (minutes)	5.79	5.98	5.83	5.75	5.25	5.00
Average number of seconds to answer 911 calls	4.9	4.8	4.7	<10	<10	<10
Percentage of officers that have met training requirements	100%	100%	100%	100%	100%	100%
Percentage of fires confined to object or room of origin	92%	83%	70.5%	70%	70%	70%
Percentage of response time from dispatch to arrival on scene for fire suppression calls in an urban setting	83%	88%	85%	90%	90%	90%
Percentage of time fire stations respond to calls within their service area	79%	85.4%	84.3%	90%	90%	90%
Cardiac arrest survival rate	54%	56%	59%	60%	60%	60%
Percentage of response time from dispatch to arrival on scene for emergency medical services calls in an urban setting	83%	85%	84%	90%	90%	90%
Percentage of time that daily minimum staffing requirement is met	100%	100%	100%	100%	100%	100%
Police case clearance rates are equal to or more than the Washington State average	RPD: 32.9% WA: 28.0%	RPD: 23.6% WA: 29.0%	RPD: 32.4% WA: 29.3%	33%	34%	34%
Number of criminal cases per prosecutor	445	320	418	376	400	400
Percentage of cases assigned to public defender (New)	N/A	N/A	N/A	N/A	96%	96%
Number of cases per investigator	14.4	17.1	21.2	25.0	35.0	40.0
Percentage of cases assigned to legal advocate (New)	N/A	N/A	N/A	TBD	TBD	TBD



Safe & Resilient

2021-2022 Preliminary Budget

Budget Offer Summary

Page #	Budget Offer #	Budget Offer Name	Lead Department	Budget Offer Total
93	000221	Fire Prevention Services	Fire	\$2,000,700
96	000222	Street and Traffic Safety	Public Works	11,930,689
100	000223	Construction Inspection	Planning	6,958,973
104	000226	Police Dispatch and Support	Police	8,972,325
107	000224	Police Patrol and Response	Police	23,480,571
109	000227	Fire Support Services	Fire	7,039,138
112	000229	Fire and Medical Operations	Fire	54,868,639
115	000228	Criminal Justice	Executive	4,153,318
118	000225	Criminal Investigation	Police	4,379,653
			Total	\$123,784,007



Redmond
WASHINGTON

This page intentionally left blank

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000221

Fire Prevention Services

Fire Prevention helps establish the foundation for a safe community by decreasing community risk and encouraging a proactive approach to life safety. We inspect buildings for fire code compliance while striving to educate and partner with building owners and businesses on safe practices. These partnerships work to reduce the severity and frequency of fires and other emergency incidents and protect and maintain the value of our economic resources and investments.

Performance Measures:

Outcome: Effective emergency prevention strategies

- Dashboard Indicator: Fire Protection Class Rating
- Program Measure: Fire Code Violation Clearance Rate
- Program Measure: Percentage of fire systems with current test reports

Baseline Program Description:

Fire and Life Safety Inspections: Inspects businesses annually that require fire code permits to be issued for high-risk activities.

Fire Investigations and On-Call Fire Suppression Support: Responds 24/7 to investigate and determine the origin and cause of fires within the City.

System Reliability Program: Ensures that required fire protection systems such as fire sprinkler, fire alarm, smoke control and other building systems are maintained in accordance with adopted codes.

Fire Alarm Operational Permitting: Issues required certifications for fire alarm systems through an online receiving, review, tracking and permitting program for engineered fire protection systems requiring annual test reports.

Special Events: Conducts reviews and inspections in order to process permit applications associated with City-sponsored events, temporary uses of tents, discharges of fireworks and removals of underground fuel storage tanks.

Preventable Alarm Program: Encourages building owners to reduce false alarms through proper maintenance and repair of their systems.

Above Baseline Requests:

Program Coordinator 1.00 FTE

- **Description:** A Program Coordinator 1.00 FTE dedicated to the Fire System Reliability Program.
- **Amount:** \$267,997 ongoing and \$12,426 one-time
- **Service Impact:** Occupants and residents of buildings that contain fire alarms, fire sprinklers and other engineered fire systems will benefit from this dedicated coordinator assisting the building owners and

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000221

Fire Prevention Services

contractors in tracking and enforcing that inspections, maintenance and repairs required by the Code are being performed on these life safety systems. Properly functioning systems have a direct impact on the level of safety provided to the occupants of buildings in the City of Redmond. Using a standardized and existing method of certification and fee collection for 1,622 fire alarm systems will simplify the current process for building owners and contractors while providing an ongoing estimated revenue of \$149,500 annually. Current follow up is performed by existing inspection staff who are only able to keep up with high priority deficiencies.

Below Baseline Reductions:

5% Below Baseline

Delay Deputy Fire Marshal Hiring

- **Description:** Delay Deputy Fire Marshal hiring by 27 weeks.
- **Amount:** \$97,090
- **Service Impact:** By delaying the filling of an existing Deputy Fire Marshal position, the City's fire prevention services will not be able to inspect every building in the City in a three-year period. The opportunity to routinely inspect, identify and correct violations in 400 occupied multifamily, residential and commercial buildings each year will also be eliminated.

8% Below Baseline

Delay Deputy Fire Marshal Hiring - Additional

- **Description:** Delay Deputy Fire Marshal hiring by an additional 17 weeks.
- **Amount:** \$61,131
- **Service Impact:** The impact of this reduction is the same as described in 5% Below Baseline reductions above but would extend for a longer period.

Budget Offer Changes:

Above Baseline Additions - Funded

- Program Coordinator 1.00 FTE - \$267,997 ongoing and \$12,426 one-time

Below Baseline Reductions - Not Funded

- Deputy Fire Marshal 0.50 FTE - \$178,380

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$960,076.18	\$985,968.08	\$1,946,044.26
Ongoing-Others	\$21,115.00	\$21,115.00	\$42,230.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000221

Fire Prevention Services

Expenditure summary

	Year 1	Year 2	Total
One-Time-Others	\$12,426.00	\$0.00	\$12,426.00
Total	\$993,617.18	\$1,007,083.08	\$2,000,700.26

	FTE Year1	FTE Year2
FTEs	6.00	6.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PUBLIC WORKS

Id: 000222

Street and Traffic Safety

Maintaining Redmond's streets helps ensure that investments made into our roadway infrastructure system are preserved and maintained to keep all modes of travel moving safely and efficiently within the City. Traffic operations manages the transportation network and responds to resident concerns regarding traffic safety and other issues related to improving safety on all streets. The work performed is imperative to the safety of all drivers, passengers and pedestrians within Redmond, including first responders who rely on safe street conditions in emergency response situations.

Performance Measures:

Outcome: Effective emergency prevention strategies

- Dashboard Indicator: Fatal and serious injuries per year on all roads per 1,000 residents
- Program Measure: Accident rate on all roads per 1,000 residents
- Program Measure: Number of actionable complaints about street flooding incidents resulting from leaves blocking catch basins

Baseline Program Description:

Signal Operations and Maintenance: Maintains all traffic signals including flashing beacons and school zone flashers.

Traffic Signal System: Coordinates and maintains Redmond's computer-based traffic signal control system which monitors traffic conditions and system performance.

Communication and Illumination: Maintains City-owned streetlights and regulates timings of streetlight illumination for safety and energy savings.

Safety and Maintenance Programs: Plans and develops projects for safety and maintenance programs such as bridge maintenance, pavement management, street channelization, Americans with Disabilities Act compliance and street lighting.

Traveled Way: Maintains and repairs guardrails, handrails, curbs, medians, potholes and minor asphalt repairs to provide safe and reliable roadway infrastructure.

Sidewalks: Ensures safe walkable routes for pedestrians by ramping and grinding sidewalks to reduce trip hazards and maintain ADA compliance, clearing surface debris and cutting back vegetation to maintain access.

Special Purpose Pathways: Maintains access and clearance on neighborhood pathways.

Street Signs: Cleans, straightens and ensures sight line clearance is maintained to provide a safe street network.

Traffic Markings: Maintains long line painting, crosswalk, stop bars and pavement legend maintenance.

Snow and Ice: Conducts snow and ice response to mitigate the conditions during a storm event.

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PUBLIC WORKS

Id: 000222

Street and Traffic Safety

Street Cleaning: Sweeps City streets to reduce flooding to keep them safe while also removing pollutants that can be harmful to water quality.

Vegetation Management: Maintains vegetation in the right-of-way by mowing, brush trimming, hazardous tree removal and application of herbicides to noxious weeds to comply with state and federal regulations.

Above Baseline Requests:

Crack Seal Equipment

- **Description:** Purchase crack seal equipment to preserve roadways and slow the rate of deterioration that result in high cost rebuilds.
- **Amount:** \$80,000 one-time
- **Service Impact:** The request would extend the life of the roadway network not targeted for capital pavement projects, primarily neighborhood streets. Cracks allow water to penetrate pavement and when the water freezes, it creates potholes and other damage. Industry evaluations have calculated that crack sealing extends the life of a roadway up to eight years.

Program Administrator 1.00 FTE

- **Description:** A Program Administrator 1.00 FTE to support the Traffic Operations Safety and Engineering Division with existing and growing infrastructure such as the addition of light rail and Smart Cities systems. Examples of growth include the traffic management system and an increase since 2006 in pedestrian flashers (400%), the streetlight system (100%), signal maintenance (20%) and traffic cameras (from 1 to 69).
- **Amount:** \$288,338 ongoing
- **Service Impact:** Increased staffing levels would support existing infrastructure and growth.

Below Baseline Reductions:

5% Below Baseline

Supplemental Staff

- **Description:** Eliminate supplemental staff in the Maintenance and Operations Center (MOC) Street Division.
- **Amount:** \$192,000
- **Service Impact:** Litter control, curb painting, island painting, raised pavement markings, traffic sign maintenance, mowing in right-of-way, special purpose pathways and traffic control services would be reduced. Sidewalk maintenance and C-Curb replacement would not be performed. This may increase complaint calls to customer service and negatively impact aesthetics and user experience.

Street Sweeper Rental

- **Description:** Eliminate rental of a third street sweeper in the MOC Street Division during the fall season that aids in leaf removal citywide.
- **Amount:** \$44,000
- **Service Impact:** Leaf and debris removal from City streets would take longer to complete without this

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PUBLIC WORKS

Id: 000222

Street and Traffic Safety

backup to the two City-owned sweepers during peak leaf season.

Reduction in Garbage

- **Description:** Reduction in garbage related to eliminating rental of the street sweeper.
- **Amount:** \$5,433
- **Service Impact:** Reduces the amount of debris disposed of due to the elimination of a third rental sweeper.

Supplemental Staff

- **Description:** Eliminate supplemental staff in Traffic Operations Safety Engineering Division.
- **Amount:** \$61,760
- **Service Impact:** Delays in developing and completing ADA ramp projects, responding to community complaints regarding neighborhood safety, completing private development plan reviews, completing temporary traffic control plans to approve right-of-way use permits and decreased visibility of signal displays and effectiveness of streetlights. Existing staff would need to do these tasks, and this would impact service levels.

Professional Services

- **Description:** Reduce professional services in Traffic Safety Operations Division.
- **Amount:** \$85,000
- **Service Impact:** Professional services assist with targeted safety projects, engineering standards for traffic safety, pedestrian safety improvements and provide other services beyond the expertise of City staff. Further impacts include delays in developing and completing ADA ramp projects, acting on community complaints regarding safety concerns, completing pavement preservation projects, completing CIP plan reviews and completing temporary traffic control plans to approve right-of-way permits.

Outside Repair and Maintenance

- **Description:** Reduce outside repair and maintenance in Traffic Operations Safety Engineering Division that repairs or replaces traffic signals, streetlights and other devices damaged by weather events, vandalism and vehicular crashes.
- **Amount:** \$50,000
- **Service Impact:** Delays in repairing traffic signal systems, streetlights and flashers thereby increasing risk to drivers, pedestrians and bicyclists.

Overtime

- **Description:** Reduce overtime in the Traffic Operations Safety Engineering Division.
- **Amount:** \$25,000
- **Service Impact:** Delays to drivers from lanes being closed to complete repairs during normal business hours, increased risk to staff not being able to work in off-hours and some after-hour repairs may need to wait until the next day.

8% Below Baseline

Eliminate a Street Sweeper

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PUBLIC WORKS

Id: 000222

Street and Traffic Safety

- **Description:** Eliminate a street sweeper from the City's fleet.
- **Amount:** \$208,095
- **Service Impact:** Elimination of a sweeper would increase delays in responding to emergency spills. Sweeping in downtown would be reduced from weekly to bi-weekly. Sweeping bike lanes and arterials would be reduced from bi-weekly to quarterly. Neighborhood sweeping would go from quarterly to twice a year. There would be an increased risk of flooding from blocked catch basins and debris in bike lanes.

Outside Repair & Maintenance - Additional

- **Description:** Reduce outside repair and maintenance in Traffic Operations Safety and Engineering Division.
- **Amount:** \$69,365
- **Service Impact:** Delays in repairing traffic signal systems, streetlights and flashers.

Budget Offer Changes:

Above Baseline Additions - Funded

- Crack Seal Equipment - \$80,000 one-time
- Program Administrator 1.00 FTE, repurposed from Source Control Program Administrator 1.00 FTE in Wastewater Management offer 000278 - \$288,338 ongoing

Below Baseline Reductions - Not Funded

- Supplemental Staff - MOC Streets Division - \$192,000
- Street Sweeper Rental - \$44,000
- Garbage - \$5,433
- Supplemental Staff - Traffic Operations Safety Engineering Division - \$61,760
- Professional Services - \$85,000
- Outside Repair and Maintenance - \$50,000
- Overtime - \$25,000

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,100,134.78	\$3,255,121.09	\$6,355,255.87
Ongoing-Others	\$2,576,951.00	\$2,918,482.00	\$5,495,433.00
One-Time-Others	\$80,000.00	\$0.00	\$80,000.00
Total	\$5,757,085.78	\$6,173,603.09	\$11,930,688.87

	FTE Year1	FTE Year2
FTEs	23.02	23.02

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PLANNING

Id: 000223

Construction Inspection

Construction and building inspectors ensure that construction meets building codes and ordinances, zoning regulations and contract specifications. The construction inspection team is comprised of highly trained, certified and professional code enforcement, building, fire and construction inspectors. They are responsible for ensuring life safety, public health and infrastructure and environmental protection by ensuring that construction meets codified requirements.

Performance Measures:

Outcome: Effective emergency prevention strategies

- Dashboard Indicator: Building code effectiveness grading schedule
- Program Measure: Percentage of inspections completed within 24 hours
- Program Measure: Percentage of cases resolved through forced compliance

Baseline Program Description:

Construction Inspections: Examines highways, streets, bridges, utility systems and other structures to ensure code compliance.

Building Inspections: Inspects buildings, garages, electrical, heating, ventilation, air conditioning and plumbing systems to ensure code compliance.

Plan Review: Reviews plans to ensure local, county, state and federal codes are applied correctly.

Business Partnerships: Forms critical partnerships with developers, engineers, architects, designers, contractors and businesses and property owners to accomplish the goals of the development community and to meet safety objectives.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Building Inspection - Building Inspector

- **Description:** Delay in hiring a Building Inspector until 2022.
- **Amount:** \$130,775
- **Service Impact:** The reduction would increase turnaround times of from 24 hours to 48 hours for inspection requests and code case complaints as they would now be supporting a contact. The City would fail to provide inspection requests within 24 hours more than 28% of the time. Working staff may

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PLANNING

Id: 000223

Construction Inspection

request overtime or carry inspections over, extending turnaround times by up to two business days. This would increase overtime costs to keep managing inspections.

Fire Prevention - Deputy Fire Marshal

- **Description:** Delay in hiring a Deputy Fire Marshal until April 30, 2021.
- **Amount:** \$48,545
- **Service Impact:** Currently, inspections are completed within two business days of the request 95% of the time. With this delay in hiring, the ability to provide timely inspections would decline, construction timelines would lengthen, development costs would increase and implementing required safety system results would be delayed.

Building Inspection - Building Inspector

- **Description:** Delay in hiring a Building Inspector until June 30, 2021.
- **Amount:** \$81,203
- **Service Impact:** The reduction would result in extended plan review times for permits resulting in extension of construction timelines and the postponement of new projects. This would create increased costs that would then be passed to the homeowners, developers, contractors and ultimately owners of new commercial and residential buildings. Organized training events may be missed.

Development Engineering - Construction Inspector

- **Description:** Delay in hiring a Construction Inspector until July 31, 2021.
- **Amount:** \$83,503
- **Service Impact:** The reduction would increase turnaround times and overtime costs to keep construction projects moving forward.

Code Enforcement - Code Enforcement 0.10 FTE

- **Description:** Reduction of Code Enforcement Officer FTE by 0.10 FTE.
- **Amount:** \$25,993
- **Service Impact:** Reducing hours of one Code Enforcement Officer to 0.90 FTE would increase response times to the complaints by 10%.

8% Below Baseline

Building Inspection - Building Inspector - Additional

- **Description:** Delay in hiring a Building Inspector until July 31, 2022.
- **Amount:** \$68,661
- **Service Impact:** The reduction would impact the inspections and code enforcement services by increasing the turnaround time by 72 hours. The City would fail to provide inspection requests within 24 hours more than 35% of the time. Current staff may be required to work overtime or carry inspections over, extending turnaround times by up to three business days.

Fire Prevention - Deputy Fire Marshal - Additional

- **Description:** Delay in hiring a Deputy Fire Marshal until May 31, 2021.
- **Amount:** \$29,126
- **Service Impact:** Currently, inspections are completed within two business days of the request 95% of

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PLANNING

Id: 000223

Construction Inspection

the time. With this delay in hiring, the ability to provide timely inspections would decline, construction timelines with lengthen, development costs would increase and implementing required safety system results would delay.

Building Inspection - Building Inspector - Additional

- **Description:** Delay in hiring Building Inspector until June 30, 2021.
- **Amount:** \$61,948
- **Service Impact:** The reduction would result in extended plan review times for permits resulting in extension of construction timelines and the postponement of new projects. This would create increased costs that would then be passed to the homeowners, developers, contractors and ultimately owners of new commercial and residential buildings. Organized training events may be missed.

Development Engineering - Construction Inspector - Additional

- **Description:** Delay in hiring Construction Inspector until October 31, 2021.
- **Amount:** \$54,305
- **Service Impact:** The reduction would increase turnaround times and overtime costs to keep construction projects moving forward.

Code Enforcement - Code Enforcement 0.05 FTE - Additional

- **Description:** Additional reduction in Code Enforcement Officer FTE by 0.05 FTE.
- **Amount:** \$15,596
- **Service Impact:** Reducing hours of one Code Enforcement Officer to 0.85 FTE would increase response times to complaints by 15%.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Building Inspector 1.00 FTE - \$188,302
- Deputy Fire Marshal 0.25 FTE - \$89,190

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,205,955.65	\$3,383,760.50	\$6,589,716.15
Ongoing-Others	\$163,172.46	\$206,084.74	\$369,257.20
Total	\$3,369,128.11	\$3,589,845.24	\$6,958,973.35

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: PLANNING

Id: 000223

Construction Inspection

	FTE Year1	FTE Year2
FTEs	22.40	22.40

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000226

Police Dispatch and Support

The support function of the Police Department supplements commissioned staff efforts and provides logistics and services from answering initial 911 calls to case filing. Support services are an integral part of a comprehensive law enforcement services model because they contribute to the City's ability to quickly respond to and recover from emergencies. The support division helps to maintain the safety of the Redmond community both in emergency situations through timely dispatch of first responders and by contributing to future protection of persons and property through careful evidence processing and effective records management.

Performance Measures:

Outcome: Well-executed emergency responses

- Dashboard Indicator: Violent and property crimes per year per 1,000 residents
- Program Measure: Response time from police dispatch to arrival on scene (minutes)
- Program Measure: Average number of seconds to answer 911 calls

Baseline Program Description:

Communications (911 Center): Receives, screens and prioritizes calls for service and orchestrating the appropriate response.

Records: Maintains records, processes documents and communicates with the public by processing case reports and citations, preparing court documents and responding to records requests.

Property and Evidence: Manages physical and digital property storage.

Recruitment and Training: Recruits, selects, trains and keeps record of all commissioned and non-commissioned positions according to state laws and civil service rules.

Peer Support: Provides in-house mental health support to first responders.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Administrative Specialist 1.00 FTE

- **Description:** Eliminate Administrative Specialist 1.00 FTE which was to be reclassified as a records position to deal with increasing workload in this area.

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000226

Police Dispatch and Support

- **Amount:** \$217,628
- **Service Impact:** Eliminating this position would result in backlogs for community services and internal partners.

Program Coordinator 1.00 FTE

- **Description:** Eliminate Program Coordinator 1.00 FTE which oversees volunteers for the department, including the records team.
- **Amount:** \$213,786
- **Service Impact:** Eliminating this position would shift the workload to the sergeant who oversees the Outreach division.

Administrative Specialist 1.00 FTE

- **Description:** Eliminate Administrative Specialist 1.00 FTE which supports hiring and training.
- **Amount:** \$204,171
- **Service Impact:** Eliminating this position would shift all administrative duties to command staff officers.

8% Below Baseline

Peer Support Program

- **Description:** Eliminate the peer support program which promotes healthy employees and fills a vital mental health need for first responders.
- **Amount:** \$100,000
- **Service Impact:** Eliminating the peer support program would result in the transfer of responsibility for administering the peer support team from a mental health professional to police officers. It would also result in a loss of internal mental health support for officers, requiring them to seek those services on their own.

Property/Evidence Technician 1.00 FTE

- **Description:** Eliminate Property/Evidence Technician 1.00 FTE which is responsible for the curation of all physical and digital evidence for the department.
- **Amount:** \$201,718
- **Service Impact:** Eliminating this position would reduce the Evidence division to only 1.00 FTE, increasing workload, creating backlogs with evidence processing and destruction and reducing the overall capabilities of the records and evidence unit.

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000226

Police Dispatch and Support

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,716,985.64	\$3,891,638.75	\$7,608,624.38
Ongoing-Others	\$663,532.00	\$700,169.00	\$1,363,701.00
Total	\$4,380,517.64	\$4,591,807.75	\$8,972,325.38

	FTE Year1	FTE Year2
FTEs	32.00	32.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000224

Police Patrol and Response

The Police Department responds to calls for service generated by those who are residing in, doing business in, or visiting the City of Redmond. Police services take place on a 24-hour basis, seven days a week, with six patrol teams, a traffic unit, a K-9 unit and a bike team. The Police Department provides law enforcement services in a manner that reflects the department's core values of respect, professionalism, dedication and leadership with the aim of reducing the crime rate and improving crime solvability rates within the City.

Performance Measures:

Outcome: Well-executed emergency responses

- Dashboard Indicator: Violent and property crimes per year per 1,000 residents
- Program Measure: Response time from police dispatch to arrival on scene (minutes)
- Program Measure: Percentage of officers that have met training requirements

Baseline Program Description:

Patrol Division: Provides primary police presence in the City, responds to 911 calls and emergencies in progress, works closely with neighboring agencies, social services, private industries and the public as part of a collaborative effort in building community partnerships to develop proactive strategies to lower the crime rate and solve neighborhood problems.

Bike Team: Allows the department to respond quickly and with agility to issues in the Downtown area and takes an active role in public outreach and working with Redmond's homeless community.

K-9 Unit: Locates suspects, evidence and narcotics.

Traffic Unit: Responds to and investigates motor vehicle collisions to restore the flow of vehicular traffic and conducts directed enforcement in areas of the City with high collision rates or traffic complaints.

Crowd Demonstration Unit: Deploys to riots and demonstrations to help facilitate events and keep the peace. This team is trained in crowd demonstration management and assists other agencies in riot control.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Police Officers 5.00 FTEs

- **Description:** Eliminate Police Officer 5.00 FTEs.

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000224

Police Patrol and Response

- **Amount:** \$1,484,255
- **Service Impact:** Department specialty units would not be maintained. Units being considered for elimination under the 5% reduction include the traffic or bicycle team. It is important to note that these reductions would also be taken at a time when more police officers are needed in order to appropriately staff the City given the imminent arrival of light rail.

8% Below Baseline

Police Sergeant 1.00 FTE

- **Description:** Eliminate a Police Sergeant 1.00 FTE which has historically been dedicated to a property crime reduction team.
- **Amount:** \$340,966
- **Service Impact:** The reduction would prevent the creation of a new specialty unit to replace the disbanded property crime reduction team.

Police Officer 1.00 FTE

- **Description:** Eliminate a Police Officer 1.00 FTE.
- **Amount:** \$296,851
- **Service Impact:** Further limit the number of officers that Redmond can deploy to meet operational needs.

Budget Offer Changes:

Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Baseline Reductions - Not Funded

- Police Sergeant 1.00 FTE - \$340,966
- Police Officer 1.00 FTE repurposed to Program Manager 1.00 FTE in the Diversity, Equity and Inclusion offer #000323 - \$296,851

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$10,835,335.16	\$11,160,115.01	\$21,995,450.17
Ongoing-Others	\$608,677.00	\$876,444.00	\$1,485,121.00
Total	\$11,444,012.16	\$12,036,559.01	\$23,480,571.17

	FTE Year1	FTE Year2
FTEs	72.00	72.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000227

Fire Support Services

Fire and Medical Support provides the leadership and vision necessary to effectively and efficiently manage and train fire and emergency medical services personnel. It encompasses administrative functions within the Fire Department including recruitment/hiring, training, promotional processes, internal quality assurance, data collection and analysis, planning and the oversight of resource allocation necessary to promptly respond to emergencies with a cohesive strategy.

Performance Measures:

Outcome: Well-executed emergency responses

- Dashboard Indicator: Percentage of fires confined to object or room of origin
- Program Measure: Percentage of response time from dispatch to arrival on scene for fire suppression calls in an urban setting
- Program Measure: Percentage of time fire stations respond to calls within their service area

Baseline Program Description:

Organizational Leadership & Readiness: Facilitates effective and efficient operations that contribute to meeting daily service commitments and achieving a constant state of readiness that keeps up with ever-changing requirements for training, equipment, codes and standards.

Strategic Planning: Develops and maintains plans to achieve long-term goals identified in the City's Fire Master Plan.

Personnel Development: Recruits, hires, trains and develops future leaders and retains a diverse workforce as well as provides educational opportunities to foster employee development in the many specialties within fire and emergency medical services.

Data Collection & Analysis: Analyzes service demand data, call data, response times, and business performance metrics to inform strategic planning and support ongoing operations.

Interlocal Agreement Management: Coordinates and administers various interlocal agreements with partner agencies including:

- **King County Fire District 34** contracts with the City of Redmond for fire and emergency medical services.
- **King County Medic One/Emergency Medical Services** partnership supported by the King County Medic One levy helps offset the City's costs of providing Basic Life Support services within the City of Redmond/Fire District 34 service area and fully funds Advanced Life Support services in the Redmond Medic One region.
- **Northeast King County Regional Public Safety Communications Agency (NORCOM)** provides dispatch and communications services for the City's fire and emergency medical services.
- **Northeast King County Automatic Aid** agreements are in place with neighboring agencies to ensure timely and sufficient deployment of the closest available resource regardless of an incident's jurisdictional boundary.

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000227

Fire Support Services

- **East Metro Training Group** consolidates training efforts through standardized training and response protocols to ensure safe and efficient emergency scene operations across automatic aid partner agencies.
- **Zone 1 Eastside Hazardous Materials Team** spreads the cost of training and providing response resources to hazardous materials incidents through a regional partnership with surrounding fire agencies.

Above Baseline Requests:

Overtime for Hazardous Materials (HazMat) Training

- **Description:** Increased costs associated with training new HazMat team members in accordance with Washington Administrative Code (WAC) requirements.
- **Amount:** \$72,010 ongoing
- **Service Impact:** Hazardous Materials Response Team members will receive training that will allow them to operate more safely and ensure legal compliance during Zone 1 HazMat incidents.

Overtime for Maintaining Technical Rescue Certifications

- **Description:** Provides off-duty training time for all rescue technicians to maintain compliance with NFPA Standard 1006 which details job performance requirements for all technical rescue disciplines.
- **Amount:** \$65,280 ongoing
- **Service Impact:** Rescue technicians will be better able to meet requirements that have increased substantially in recent years, taking more hours of crew time than they have available given other competing priorities.

Below Baseline Reductions:

5% Below Baseline

Medical Services Officer 1.00 FTE

- **Description:** Eliminate Medical Services Officer 1.00 FTE.
- **Amount:** \$410,489
- **Service Impact:** The loss of this position will undo improvements made in consistent operations and communications across shifts and with fire departments in the Northeast King County Consortium. It also provides oversight for Mobile Integrated Health and quality assurance of EMS training and response for all Consortium partners.

8% Below Baseline

Administrative Assistant 0.50 FTE

- **Description:** Reduce an Administrative Assistant 1.00 FTE to 0.50 FTE.
- **Amount:** \$82,312
- **Service Impact:** Constrains the ability to support recordkeeping, personnel, and procurement activities as well as address basic customer service needs.

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000227

Fire Support Services

Budget Offer Changes:

Above Baseline Additions - Funded

- Overtime for HazMat Training - \$72,010 ongoing
- Overtime for Maintaining Technical Rescue Certifications - \$65,280 ongoing

Below Baseline Reductions - Not Funded

There are no baseline budget reductions recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,066,718.61	\$3,148,166.56	\$6,214,885.17
Ongoing-Others	\$410,504.00	\$413,749.00	\$824,253.00
One-Time-Others	\$0.00	\$0.00	\$0.00
Total	\$3,477,222.61	\$3,561,915.56	\$7,039,138.17

	FTE Year1	FTE Year2
FTEs	13.00	13.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000229

Fire and Medical Operations

The Redmond Fire Department provides timely, appropriate, and effective emergency response to all hazards to fulfill the community's basic safety expectations. Calls for service must be responded to quickly to minimize loss of life and property and impact to the environment, which requires a constant state of readiness. Readiness is achieved through meeting daily minimum staffing levels and resource requirements necessary to comply with established standards that ensure essential services and emergency responses are delivered.

Performance Measures:

Outcome: Well-executed emergency responses

- Dashboard Indicator: Cardiac arrest survival rate
- Program Measure: Percentage of response time from dispatch to arrival on scene for emergency medical service calls in an urban setting
- Program Measure: Percentage of time that the daily minimum staffing requirement is met

Baseline Program Description:

Fire Suppression: Provides structural, vehicle and wildland-urban interface firefighting.

Emergency Medical Services: Responds to calls for service through cross-trained firefighters as emergency medical technicians to provide Basic Life Support services and paramedics to provide Advanced Life Support care for serious and life-threatening emergencies.

Mobile Integrated Health: Connects the community with appropriate resources that would support them long-term, thus reducing emergency responses to non-emergency 911 medical calls and improving patient treatment plans.

Technical Rescue Response: Provides the capability to respond to and plan for dangerous rescue situations such as: surface water rescue, confined space entrapment, motor vehicle and machinery extrication, trench, structural collapse and rope rescue.

Hazardous Materials Response: Provides the capability to respond to incidents involving the release of dangerous chemicals including pipeline, vehicle, and industrial accidents, spills, leaks, fires, and explosions that endanger civilians, responders, property and the environment.

Emergency Management: Leads the community in developing accessible readiness, response and recovery programs to minimize damage and expedite recovery from all disasters.

Community Services: Provides visible and accessible medical aid during large City-sponsored events and public safety education to schools and community groups.

Above Baseline Requests:

Bunker Gear Advanced Inspection and Carcinogen Exposure Reduction

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000229

Fire and Medical Operations

- **Description:** Advanced cleaning and inspection services for bunker gear and the purchase of a second vapor barrier flash hood for all firefighters.
- **Amount:** \$60,800 ongoing
- **Service Impact:** Helps achieve compliance with National Fire Protection Association (NFPA) Standard 1851 and identify damages to bunker gear sooner when they are small, resulting in lower repair costs. Vapor barrier flash hoods—a new carcinogen exposure reduction technology—would reduce long-term health impacts to employees.

Personal Protective Equipment for Wildland Firefighting

- **Description:** Personal protective equipment specific to wildland firefighting for six personnel who would receive training specific to this specialty.
- **Amount:** \$21,000 one-time
- **Service Impact:** Allows development of internal training expertise and would reduce long-term spending on outside training.

Below Baseline Reductions:

5% Below Baseline

Engine Out-of-Service - 9.00 FTEs

- **Description:** Reduces line staff by 9.00 FTEs, including one Captain, two Lieutenants, three Driver/Engineers and three Firefighters, placing the engine based at Fire Station 11 out of service.
- **Amount:** \$3,064,395
- **Service Impact:** Such a reduction would generate an increase in response times, thereby reducing compliance with Department standards and increasing Redmond's dependency on surrounding fire departments. The result would be an increased risk for fires to burn beyond their room of origin and cause additional damage.

8% Below Baseline

Aid Car Out-of-Service - 6.00 FTEs

- **Description:** Reduces line staff by 6.00 Firefighter FTEs, placing the aid unit at Fire Station 11 out of service. If taken together with the Engine Out-of-Service reduction above, the engine reduction would shift to Fire Station 12.
- **Amount:** \$1,543,982
- **Service Impact:** Reducing our response capacity to this degree would negatively impact unit reliability and response times further, with an emphasis on patient outcomes and survivability.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: FIRE

Id: 000229

Fire and Medical Operations

- Emergency Management Program Coordinator 1.00 FTE - \$267,211

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$24,624,057.27	\$25,281,638.99	\$49,905,696.26
Ongoing-Others	\$2,449,901.00	\$2,505,042.00	\$4,954,943.00
Ongoing-	\$4,000.00	\$4,000.00	\$8,000.00
One-Time-Sal/Ben	\$0.00	\$0.00	\$0.00
Total	\$27,077,958.27	\$27,790,680.99	\$54,868,639.26

	FTE Year1	FTE Year2
FTEs	138.00	138.00

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: EXECUTIVE

Id: 000228

Criminal Justice

Criminal Justice services provide for a safe environment through code and law enforcement and ensure public safety information and services are widely accessible. State law requires that each city is responsible for the prosecution of misdemeanor and gross misdemeanor offenses committed by adults in its respective jurisdiction and the incarceration of those ordered by a judge to serve a jail sentence. Providing these services ensures the City meets its legal requirements of timely and cost-effective prosecution and public defense as well as appropriate detention facilities and services for offenders.

Performance Measures:

Outcome: Comprehensive investigations that provide appropriate resolutions

- Dashboard Indicator: Police case clearance rates are equal to or more than the Washington State average
- Program Measure: Number of criminal cases per prosecutor
- Program Measure: Percentage of cases assigned to public defender (New)

Baseline Program Description:

Prosecutorial Services: Reviews police reports to make charging decisions and prosecute criminal misdemeanor cases in King County District Court; represents the City in criminal misdemeanor hearings and trials, contested traffic hearings, appeals and code enforcement violations in court.

Public Defense: Meets the constitutional and statutory requirements for representation by counsel in criminal cases through contracts that provide public defense services, the provision of a screener to determine eligibility for public defense, conflict defense when required and language interpretation services.

Jail Services: Provides transportation, detention, medical and other services for defendants who are incarcerated as a result of a conviction or guilty plea in City criminal misdemeanor cases, through contracts with jail facilities in the area.

Video Court: Allows first appearances, bail hearings, and other in-custody matters, to be conducted via video conferencing in King County District Court to reduce transportation costs and increase safety.

Community Court: Prosecution and public defense participate in this King County District Court alternative problem-solving court that differs from traditional court in that it seeks to identify and address the underlying challenges of court participants that may contribute to further criminal activity, such as providing access to needed social and health services.

Above Baseline Requests:

South Correctional Entity (SCORE) Jail Beds

- **Description:** Purchase additional jail beds at the reserved nightly rate.
- **Amount:** \$235,000 ongoing

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: EXECUTIVE

Id: 000228

Criminal Justice

- **Service Impact:** The request will ensure that budgeted jail costs will be able to meet the increasing forecasted demands of our growing city.

Below Baseline Reductions:

5% Below Baseline

Deputy Prosecuting Attorney 0.50 FTE

- **Description:** Eliminate the Deputy Prosecuting Attorney 0.50 FTE.
- **Amount:** \$160,000
- **Service Impact:** The reduction will eliminate a position established through a Lean process improvement in 2017, negating these efficiencies and negatively impacting the quality of service provided by the Prosecutor's Office. The need found during the Lean process has only grown given increasing demands in case work.

South Correctional Entity (SCORE) Jail Bed Reduction

- **Description:** Reduce funding for reserved jail beds by 352 bed-nights.
- **Amount:** \$45,024
- **Service Impact:** If the City elects to take this reduction and these beds are needed as forecasted, they will need to be purchased at a non-reserved rate of \$184 per night, equating to an overbudget cost of \$64,678.

8% Below Baseline

Deputy Prosecuting Attorney 0.50 FTE in 2022 - Additional

- **Description:** Reduce the 1.00 FTE Deputy Prosecuting Attorney position to 0.50 FTE in 2022.
- **Amount:** \$77,000
- **Service Impact:** Operations would function at minimum capacity with risk to meeting legal deadlines, creating case filing numbers and the ability to appear consistently at all court hearings such as traffic court. Additionally, officer training and legal updates will be eliminated.

Jail Bed Reduction - Additional

- **Description:** Additional reduction for reserved jail beds by 336 bed-nights.
- **Amount:** \$42,976
- **Service Impact:** If the City needs to purchase these beds at the non-reserved rate, this will create \$61,824 in unbudgeted costs of \$184 per night at current rates.

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: EXECUTIVE

Id: 000228

Criminal Justice

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$610,774.39	\$643,098.48	\$1,253,872.87
Ongoing-Others	\$1,439,565.00	\$1,459,880.00	\$2,899,445.00
Total	\$2,050,339.39	\$2,102,978.48	\$4,153,317.87

	FTE Year1	FTE Year2
FTEs	4.25	4.25

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000225

Criminal Investigation

The Redmond Police Department is responsible for investigation of criminal persons, property and technology crimes occurring within the City. When the requirements of the investigation exceed the abilities of Patrol, specially trained staff and units are required. The department is also responsible for maintaining commitments to multi-agency and specialized assignments, such as the FBI Joint Terrorism Task Force, the Puget Sound Fraud and ID Theft Task Force, Registered Sex Offender Tracking and the Internet Crimes Against Children Task Force.

Performance Measures:

Outcome: Comprehensive investigations that provide appropriate resolutions

- Dashboard Indicator: Police case clearance rates are equal to or more than the Washington State average
- Program Measure: Number of cases per investigator
- Program Measure: Percentage of cases assigned to legal advocate (New)

Baseline Program Description:

Criminal Investigations: Investigates felony and certain misdemeanor crimes.

Victim Legal Advocacy: Ensures ongoing contact with domestic violence victims to assist them through the court process and advocate for their safety, identify safe housing and ensure independence by interrupting the cycle of violence.

Crime Analysis: Conducts research and analyzes crime statistics for use in planning law enforcement activities and to track crime patterns and trends.

Computer Forensics: Ensures information and evidence can be identified and retrieved from computer and data storage devices.

Special Weapons and Tactics (SWAT): Responds to situations where danger to the public and to Patrol is elevated and where special tactics are likely to be used to resolve the situation. North Sound Metro SWAT Team is assembled from ten local police agencies, including Redmond, and is composed of a group of police officers who have received hundreds of hours of training to deal with high risk felony crimes.

Hostage Negotiations: Communicates with suspects via phone to encourage them to surrender to police in order to avoid the use of force whenever possible while working in tandem with SWAT.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

Budgeting by Priorities

Budget offer

Safe and Resilient

Department Name: POLICE

Id: 000225

Criminal Investigation

5% Below Baseline

Domestic Violence Advocate 1.00 FTE

- **Description:** Eliminate Domestic Violence Advocate 1.00 FTE which supports victims as they navigate their way through court and offers technical support with those who are seeking court orders.
- **Amount:** \$220,289
- **Service Impact:** Victims of domestic violence would need to seek services provided through non-profit organizations and other methods such as the King County court advocate.

8% Below Baseline

Crime Analyst 1.00 FTE

- **Description:** Eliminate Crime Analyst 1.00 FTE which supports the regional automotive theft reduction efforts and serves as a backup to the general Crime Analyst.
- **Amount:** \$252,437
- **Service Impact:** The department would be prevented from having a dedicated analyst who focuses on reducing automotive theft and property crime regionally as we have for the past six years.

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,052,449.89	\$2,122,985.01	\$4,175,434.90
Ongoing-Others	\$89,089.00	\$115,129.00	\$204,218.00
Total	\$2,141,538.89	\$2,238,114.01	\$4,379,652.90

	FTE Year1	FTE Year2
FTEs	14.92	14.92



Redmond
WASHINGTON

This page intentionally left blank

STRATEGIC AND RESPONSIVE

OUTCOME MAP
BUDGET OFFER SUMMARY
BUDGET OFFERS



Strategic and Responsive

We value a City that is welcoming, service oriented and fiscally responsible

Outcomes	Fiscally responsible organization	Welcoming, innovative and continuous-learning culture	Leadership that aligns community needs with strategic planning and City operations	
Dashboard Indicators	<ul style="list-style-type: none"> Bond Rating 	<ul style="list-style-type: none"> Turnover Rate 	<ul style="list-style-type: none"> Community Satisfaction Rating 	<ul style="list-style-type: none"> Trend in Price of Government
Objectives	<p>Objective 1: Use the Long-Term Financial Strategy and the Community Strategic Plan to guide the City in fiscal matters</p> <p>Objective 2: Connect with the local and regional community through broad and inclusive communication and public engagement strategies</p> <p>Objective 3: Measure performance and improve service delivery and program effectiveness</p> <p>Objective 4: Leverage City financial resources with matching grants and partnerships that support and benefit the community</p> <p>Objective 5: Continue to develop strategies that advance the City towards its goals, mission, vision and values</p> <p>Objective 6: Use asset management, performance measurement and data to drive decisions regarding City operations, capital expenditures, policy and strategic initiatives</p> <p>Objective 7: Modernize and maintain key business applications and external facing systems</p>			

Measures	Actual			Target		
	2017	2018	2019	2020	2021	2022
Bond Rating	AAA	AAA	AAA	AAA	AAA	AAA
Number of material misstatements from audits performed	0	0	0	0	0	0
Percentage of month-end closures completed by the 10th working day	100%	100%	100%	100%	100%	100%
Percentage of reserves maintained at policy levels	100%	100%	100%	100%	100%	100%
Percentage of equipment replaced within the appropriate timeframe	N/A	N/A	100%	100%	100%	100%
Turnover Rate	9.32%	11.5%	13.2%	10.8%	11.6%	11.6%
Percentage of new employees retained following their probationary period	86%	90%	94%	97%	90%	90%
Average numbers of days to fill a vacancy	55	63	N/A	55	55	55
Community Satisfaction Rating (New)	N/A	N/A	N/A	N/A	TBD	TBD
Number of staff and members of boards, commissions and committees receiving training on equity or cultural competency (New)	N/A	N/A	274	325	334	411
Percent of members of boards, commissions and committees who identify as part of an under-represented community (New)	N/A	N/A	N/A	N/A	TBD	TBD
Percentage of uptime for community-facing applications and services (New)	N/A	N/A	N/A	99.5%	99.5%	99.5%
Percentage of Service Desk requests closed within 4 hours while maintaining 98% and greater customer satisfaction rating (New)	N/A	N/A	N/A	45%	45%	45%
Percentage of community members engaged with the City through face to face meetings, online platforms and social media	N/A	N/A	N/A	N/A	2% (1,400)	3% (2,100)
Number of residents participating in the annual telephone and online surveys	401	N/A	480	550	1,000	1,200
Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies (New)	N/A	N/A	N/A	N/A	2% (1,400)	3% (2,100)
Percentage of time vehicles and equipment are available as compared to out of service	N/A	N/A	95%	95%	98%	98%
Percentage of light duty alternative fuel vehicles within the City fleet	25%	29%	29%	29%	32%	34%
Trend in Price of Government	5.40%	6.13%	5.81%	5-5.5%	5-5.5%	5-5.5%
Percentage of Community Strategic Plan initiatives that are delivered when planned	N/A	N/A	N/A	25%	60%	70%
Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies (New)	N/A	N/A	N/A	N/A	2% (1,400)	3% (2,100)
Percentage of Ombuds issues that are formally acknowledged, closed and reported within established timeframes	100%	100%	100%	100%	100%	100%
Percentage of agendas that are published three days in advance of Committee of the Whole meetings	100%	100%	100%	100%	100%	100%



Strategic and Responsive

2021-2022 Preliminary Budget

Budget Offer Summary

Page #	Budget Offer #	Budget Offer Title	Lead Department	Budget Offer Total
125	000281	Fiscal Accountability	Finance	\$11,726,314
129	000239	Operating Reserves	Finance	32,815,584
131	000232	Human Resources	Human Resources	7,447,536
134	000323	Diversity, Equity and Inclusion	Executive	465,674
136	000230	Technology Solutions	Technology & Information Services	16,805,054
139	000234	Citywide Communications	Executive	1,541,226
142	000233	Community Outreach and Involvement	Executive	3,294,814
145	000231	Fleet Management	Public Works	6,464,949
148	000237	Executive Leadership	Executive	3,704,548
152	000238	City Council	Executive	421,636
			Total	\$84,687,335



Redmond
WASHINGTON

This page intentionally left blank

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000281

Fiscal Accountability

The Finance Department is charged with the responsibility of safeguarding and managing community resources to ensure that all departments can provide citywide services. As stewards of the community's resources, it is a priority for the Finance Department to maintain sound fiscal practices and protection of assets through effective financial leadership. By providing a citywide support network, the Finance Department promotes fiscal accountability and accurate and transparent reporting of financial information to the community and outside agencies. The policies and regulations that govern fiscal actions and the programs in this offer promote accountability, transparency and continuity of city services.

Performance Measures:

Outcome: Fiscally responsible organization

- Dashboard Indicator: Bond Rating
- Program Measure: Number of material misstatements from audits performed
- Program Measure: Percentage of month-end closures completed by the 10th working day

Baseline Program Description:

Treasury Services: Manages the City's investment portfolio and banking services.

Accounting and Auditing: Performs accurate and timely accounting, reporting, auditing and internal control services.

Payroll: Ensures effective employee customer service through timely, accurate and dependable compensation and benefit services.

Accounts Payable and Purchasing: Provides consolidated payment of City bills and procurement of department resources.

Accounts Receivable: Provides invoicing services for billing external parties in accordance with City agreements.

Financial Planning: Leads the biennial Budgeting by Priorities process, engages in long-range financial forecasting and reviews fiscal conditions.

Risk and Safety: Facilitates a network of safety activities, manages current and potential insurance claims and oversees insurance and other costs for property and liability risks.

Business Systems: Supports the maintenance, replacement and enhancement of the City's financial Enterprise Resource Planning (ERP) systems including payables, receivables, payroll, human resources, accounting, budgeting and records management.

Real Property Services: Leads real estate transactions for both acquisition of property and property rights needed to support City projects.

Administration: Leads the Finance team to fulfill its mission to maintain a spirit of excellence and financial

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000281

Fiscal Accountability

integrity in the cultivation of partnerships required to meet shared goals that preserve, enhance and support the community.

Eastside Public Safety Communications Agency (EPSCA): Owns, operates and manages the 800 MHz public safety communications system through a separate legal non-profit organization created by an interlocal agreement.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Virtual Credit Cards

- **Description:** Beginning in 2022, the City would pay some vendors via virtual credit cards.
- **Amount:** \$12,000
- **Service Impact:** The reduction would increase the City's quarterly rebate by approximately 2% to 3%.

Remote Check Printing

- **Description:** Beginning in 2022, the City would utilize remote check printing.
- **Amount:** \$3,200
- **Service Impact:** The change would reduce expenditures, free up staff time and increase staff capacity.

Professional Services for EPSCA

- **Description:** Reduce EPSCA professional services.
- **Amount:** \$27,000
- **Service Impact:** The reduction would lessen the City's ability to seek outside assistance for ad hoc projects as needs arise.

Professional Services for Process Improvements

- **Description:** Eliminate a portion of the Financial Planning Division's professional services.
- **Amount:** \$150,000
- **Service Impact:** The reduction would eliminate process improvement projects for the Maintenance and Operations Center that would support needed improvements or modernization of business practices before a Master Plan is developed for the campus.

Professional Services for Real Property Division

- **Description:** Eliminate supplemental or contracted assistance for Real Property transactions.
- **Amount:** \$120,000
- **Service Impact:** The reduction would require certain work to be performed in-house which may delay CIP projects and other real estate transactions.

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000281

Fiscal Accountability

Senior Financial Analyst 0.40 FTE Funding Change

- **Description:** Charge Senior Financial Analyst 0.40 FTE to the Capital Investment Program.
- **Amount:** \$123,704
- **Service Impact:** The funding change would right-size the amount of staff time charged to the Capital Investment Program based on projected workload.

8% Below Baseline

Financial Analyst 0.20 FTE Funding Change

- **Description:** Charge Financial Analyst 0.20 FTE to the Capital Investment Program.
- **Amount:** \$52,918
- **Service Impact:** The funding change would right-size the amount of staff time charged to the Capital Investment Program based on projected workload.

Capital and Grant Analyst 0.40 FTE Funding Changing

- **Description:** Charge Capital and Grant Analyst 0.40 FTE to the Capital Investment Program.
- **Amount:** \$103,142
- **Service Impact:** The funding change would right size the expected amount of staff time charged to the Capital Investment Program based on projected workload.

Real Property Manager 1.00 FTE

- **Description:** Eliminate the Real Property Manager 1.00 FTE.
- **Amount:** \$274,948
- **Service Impact:** Eliminating the position would cause a significant delay to Capital Investment Program projects and other real estate transactions.

Budget Offer Changes:

Above Baseline Additions - Funded

- Public Safety Levy Consultant - \$150,000 one-time

Below Baseline Reductions - Not Funded

- Virtual Credit Cards - \$12,000
- Remote Check Printing - \$3,200
- Professional Services for EPSCA - \$27,000
- Professional Services for Process Improvements - \$150,000
- Professional Services for Real Property Division - \$120,000
- Staff Funding Change - \$279,764

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000281

Fiscal Accountability

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,964,452.84	\$4,140,595.29	\$8,105,048.13
Ongoing-Others	\$1,730,183.00	\$1,741,083.00	\$3,471,266.00
One-Time-Others	\$150,000.00	\$0.00	\$150,000.00
Total	\$5,844,635.84	\$5,881,678.29	\$11,726,314.13

	FTE Year1	FTE Year2
FTEs	29.16	29.16

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000239

Operating Reserves

In accordance with the City's Fiscal Policies, reserve funds are set aside to provide sufficient cash flow to meet the City of Redmond's daily needs and support an appropriate level of City services in the event of an economic downturn or a significant, one-time catastrophic event. Redmond also holds various replacement funds specific to the replacement of equipment at the end of its useful life and contingencies related to medical costs for retired members of Law Enforcement Officers' and Fire Fighters' Plan 1 (LEOFF 1). Holding reserves to mitigate unknown future service impacts is a long-standing policy of the City and has served Redmond well during times of economic stress. Additionally, the City is obligated to maintain all its assets at a level that enables staff to provide excellent customer service, protects the City's capital investments and minimizes future maintenance and replacement costs.

Performance Measures:

Outcome: Fiscally responsible organization

- Dashboard Indicator: Bond Rating
- Program Measure: Percentage of reserves maintained at policy levels
- Program Measure: Percentage of equipment replaced within the appropriate timeframe

Baseline Program Description:

General Fund Operating Reserves: Maintains 8.5% of General Fund operating revenues, approximately \$6.8 million, as outlined in the City's Fiscal Policies.

Economic Contingency: Maintains 4% of General Fund operating revenues, approximately \$3.5 million, as cited in the City's Fiscal Policies.

Salary & Benefit Contingency and LEOFF 1 Reserves: Sets aside approximately \$3.6 million to mitigate increases in the City's union contracts above estimated projections and held to offset the City's liability to pay for lifetime medical costs for retired members of LEOFF 1.

Capital Equipment Replacement: Reserves approximately \$4.8 million for the replacement of equipment at the end of its useful life.

Utility Reserves: Reserves of approximately \$13.6 million are maintained to provide sufficient cash flow to meet daily financial needs, meet requirements of revenue bond issuances and meet reserve requirements for the utility funds.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: FINANCE

Id: 000239

Operating Reserves

There are no below baseline reductions for this offer.

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
One-Time-Others	\$1,738,939.00	\$1,433,886.00	\$3,172,825.00
One-Time-	\$1,500,000.00	\$28,142,759.00	\$29,642,759.00
Total	\$3,238,939.00	\$29,576,645.00	\$32,815,584.00

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: HUMAN RESOURCES

Id: 000232

Human Resources

The Human Resources Department seeks to maximize the City's investment in people by promoting a culture that represents City values and by aligning our workforce to best meet desired citywide outcomes. The Department provides services and programs focused on improving the employee experience in order to attract and retain high-performing staff at all levels of the organization. These services are designed to ensure diversity, maintain legal compliance as well as emphasize and develop the traits, characteristics and leadership skills needed to reinforce City values and implement the high-performing work culture that Redmond is cultivating.

Performance Measures:

Outcome: Welcoming, innovative and continuous-learning culture

- Dashboard Indicator: Turnover Rate
- Program Measure: Percentage of new employees retained following their probationary period
- Program Measure: Average number of days to fill a vacancy

Baseline Program Description:

Recruitment and Selection: Oversees and guides the recruitment process, candidate selection, onboarding and orientation of new employees.

Compensation: Maintains job classifications, manages compensation plans and performs labor market studies and job analysis.

Benefits and Wellness: Provides managed healthcare using a self-insured medical, dental and vision plan along with benefits for employee wellness, life insurance, disability, retirement planning and other voluntary products while ensuring compliance with state and federal regulations.

Training: Manages training as mandated for legal compliance and effectiveness of supervisory skill set and compliance trainings for all City staff.

Employee and Labor Relations: Guides the City's relations with the non-represented and represented employee groups in six bargaining units, including research and evaluation of bargaining proposals, management and labor agreement negotiations and implements results and resolution of grievances.

Policy Administration: Ensures the creation and implementation of programs, policies and procedures that support and promote effective and accountable leadership by advising the organization on performance management, policy interpretation and legal compliance.

Workers' Compensation: Tracks claims and manages program-related costs and records and ensures legal compliance of this self-insured program.

Safety Program: Provides centralized expertise in safety practices and mandatory safety training to City staff.

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: HUMAN RESOURCES

Id: 000232

Human Resources

Above Baseline Requests:

Human Resources Analyst 0.67 FTE

- **Description:** Increase an existing Human Resources Analyst 0.33 FTE to 1.00 FTE to meet the demands of policy administration and labor relations issues including negotiations, grievances, memoranda and letters-of-agreement and meetings between labor and management.
- **Amount:** \$159,498 ongoing
- **Service Impact:** Provides technical labor and policy support including handling less complex labor and policy issues.

Safety Training

- **Description:** Purchase, create and deliver safety and compliance training for Maintenance and Operations Center and City Hall staff.
- **Amount:** \$28,000 ongoing
- **Service Impact:** Provides workforce with knowledge and skills to perform their work in a way that is safe for them and their coworkers.

Below Baseline Reductions:

5% Below Baseline

Worksite Wellness Program

- **Description:** Reduce the Wellness program from the Medical Self-Insurance Fund by eliminating Reach Your Peak gift cards.
- **Amount:** \$90,000
- **Service Impact:** Eliminate the worksite wellness portion of the program, specifically Reach Your Peak, while maintaining other wellness elements which Human Resources oversees. Impact is minimal as a limited number of staff, approximately 75 to 100 employees per year, participate in the benefit and receive gift cards. There is no service impact to other City departments. This is an employee benefit that would need to be communicated with collective bargaining groups and the City may need to negotiate the effects of the change.

Tuition Reimbursement Program

- **Description:** Reduce the Tuition Reimbursement program by 52%.
- **Amount:** \$105,000
- **Service Impact:** The impact of this reduction is to a small group of staff, approximately 20 to 30 employees per year, who participate in the program. Human Resources would need to revisit the program guidelines due to reduced resources available. There is no service impact to other City departments. The City would need to communicate this change with all collective bargaining groups and negotiate the effects of the change.

8% Below Baseline

Tuition Reimbursement Program - Additional

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: HUMAN RESOURCES

Id: 000232

Human Resources

- **Description:** Eliminate the Tuition Reimbursement Program.
- **Amount:** \$100,000
- **Service Impact:** In addition to the \$105,000 reduction above, the impact of this additional reduction would eliminate the Tuition Reimbursement program. The reduction is to a small group of employees who participate in the program, approximately 20 to 30 per year. There is no service impact to other city departments. The City would need to communicate this change with all collective bargaining groups and negotiate the effects of the change.

Training

- **Description:** Reduce training budget by 30%.
- **Amount:** \$17,000
- **Service Impact:** Increase reliance on in-house personnel to facilitate or utilize more technology for training.

Budget Offer Changes:

Above Baseline Additions - Funded

- Human Resource Analyst 0.67 FTE - \$159,498 ongoing

Below Baseline Reductions - Not Funded

- Worksite Wellness Program - \$90,000
- Tuition Reimbursement Program - \$205,000
- Training - \$17,000

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,973,554.01	\$3,128,750.27	\$6,102,304.28
Ongoing-Others	\$654,377.00	\$690,855.00	\$1,345,232.00
Total	\$3,627,931.01	\$3,819,605.27	\$7,447,536.28

	FTE Year1	FTE Year2
FTEs	13.00	13.00

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000323

Diversity, Equity & Inclusion

The Community Strategic Plan establishes a vision for Redmond in which all members of the community can fully and effectively access City services, influence City policy and direction and feel a sense of belonging and safety. By funding this offer, the City can continue the work to ensure that it delivers services equitably and can adapt to meet the needs of its changing community. The City proposes to create forums for community and staff members to learn, interact and embrace a more inclusive future including the City's relationship with all members of the community.

Performance Measures:

Outcome: Welcoming, innovative, and continuous learning culture

- Dashboard Indicator: Community Satisfaction Rating (New)
- Program Measure: Number of staff and members of boards, commissions, and committees receiving training on equity or cultural competency (New)
- Program Measure: Percentage of members of boards, commissions, and committees who identify as part of an under-represented community (New)

Baseline Program Description:

Regional Coordination & Community Support: Plans and coordinates with area organizations to participate in regional equity and inclusion efforts as well as to promote cultural inclusion events and celebrations organized by diverse community groups here in Redmond.

Accessibility: Allows broader access to City services and public information by promoting infrastructure compliant with the Americans with Disabilities Act (ADA) and by providing a website compliant with accessibility requirements and with multilingual translation options available.

Training: Provides staff with training on equity, inclusion and deconstructing bias to establish a common level of awareness on diversity, equity and inclusion issues and creates opportunities to refresh and deepen connections.

Above Baseline Requests:

Program Manager 1.00 FTE

- **Description:** Create a new Program Manager 1.00 FTE position to manage the City's efforts to promote the vision for diversity, equity and inclusion in the Community Strategic Plan.
- **Amount:** \$315,674 ongoing
- **Service Impact:** Provides dedicated staff support for the City's DEI efforts. To date, this work has been carried out by a workgroup comprised of representatives from all City departments. While this approach has helped to connect work occurring in several departments under a single cohesive umbrella, the position will allow current workgroup members to focus on their efforts as liaisons, resources for their departments and on specific DEI initiatives in which they may have specific experience and motivation to help advance.

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000323

Diversity, Equity & Inclusion

Welcoming Redmond

- **Description:** Renewed funding for citywide efforts to further advance its vision for diversity, equity and inclusion outlined in the Cultural Inclusion section of the Community Strategic Plan.
- **Amount:** \$250,000 ongoing
- **Service Impact:** This request would renew and enhance one-time funding in the 2019-2020 budget to allow the City to continue its current efforts and take additional DEI steps such as establishing a Community Equity Advisory Council and assessing and reviewing recommendations on best practices to recruit and retain a diverse workforce, further educating staff on systemic issues and their importance.

Below Baseline Reductions:

There are no below baseline reductions proposed for this offer.

Budget Offer Changes:

Above Baseline Additions - Funded

- Program Manager 1.00 FTE repurposed from Police Officer 1.00 FTE in Police Patrol and Response offer #000224 - \$315,674 ongoing
- Welcoming Redmond - \$150,000 one-time

Below Baseline Reductions - Not Funded

There are no baseline budget reductions recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$153,813.51	\$161,860.37	\$315,673.88
One-Time-Others	\$75,000.00	\$75,000.00	\$150,000.00
Total	\$228,813.51	\$236,860.37	\$465,673.88

	FTE Year1	FTE Year2
FTEs	1.00	1.00

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: TIS

Id: 000230

Technology Solutions

The Technology and Information Services (TIS) mission is “Together, we empower a connected community.” The Department’s strategic goals focus on customer alignment, making data-driven decisions and embracing service modernization while maintaining a secure technological environment. The range of services supported by this operational offer ensure that TIS can continue to maintain or evolve the wide array of technologies, solutions, systems and services that support the ongoing interactions the City has with its community. TIS is comprised of six teams that manage the lifecycle of all technology-based systems, solutions and services at the City. The technology portfolio comprises physical infrastructure such as datacenter, servers, networking and end-user computing devices as well as software and services hosted on-premises and, increasingly, in the cloud.

Performance Measures:

Outcome: Leadership that aligns community needs with strategic planning and City operations

- Dashboard Indicator: Community Satisfaction Rating (New)
- Program Measure: Percentage of uptime for community-facing applications and services (New)
- Program Measure: Percentage of Service Desk requests closed within 4 hours while maintaining 98% or greater customer satisfaction rating (New)

Baseline Program Description:

Business Solutions: Builds and maintains a portfolio of several hundred enterprise applications and services that are central to the operations of the City’s business processes.

Enterprise Data Management: Focuses on data reporting, integrations and governance relating to City data including Geographic Information Systems (GIS).

Security and Compliance: Oversees information security, information technology policy development and alignment and risk management.

Project and Portfolio Management: Provides consistent tools, methodologies and direct project management support in enterprise project delivery.

Infrastructure Operations: Bears responsibility for the City’s core network, server and telephony platforms.

Customer Care: Acts as the primary front-line support team for issues as well as owning the information technology change management process and vendor contracting.

Above Baseline Requests:

Phone System and Call Plan

- **Description:** Call plan subscription that was established in support of remote working.
- **Amount:** \$254,048 ongoing

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: TIS

Id: 000230

Technology Solutions

- **Service Impact:** The subscription would enable City staff to continue to make and receive phone calls with the City-assigned number from wherever they are on almost any device. The call plan was established in response to COVID-19 and it has proven to be a highly effective communications service that allows retirement of the bulk of on-premises legacy phone system. Included in this request are ongoing biennium offsets of \$34,200 for voice trunk lines and \$54,000 in licenses and maintenance costs. The City can also sell its existing phones for a one-time benefit of \$75,000. Other cost benefits include staff time savings that amount to approximately \$60,000 per year.

Below Baseline Reductions:

5% Below Baseline

Professional Services

- **Description:** Reduce the discretionary professional services budget.
- **Amount:** \$571,510
- **Service Impact:** The reduction would impair the City's ability to maintain the foundational level of service and support across our core IT infrastructure including network, server and database platforms. Professional services are primarily used to supplement the TIS department with specialized one-time services that are not available from in-house skills or that are required to meet the IT infrastructure needs of large business technology projects.

Small Tools, Outside Repairs and Maintenance and Software

- **Description:** Reduce funding for small tools, outside repairs and maintenance and software.
- **Amount:** \$160,354
- **Service Impact:** Small tools and repairs fund the purchase and ongoing subscriptions for a wide variety of specialized tools and services that are heavily used to maintain TIS operations.

Travel and Training Budget

- **Description:** Reduce funding for travel and training.
- **Amount:** \$72,415
- **Service Impact:** Travel and training reductions may lead to issues with staff productivity on operations, in projects and with staff retention. The department typically relies on training to maintain staff knowledge on existing and evolving technology.

Office Supplies, Operating Supplies and Employment Advertising

- **Description:** Reduce funding for office supplies, operating supplies and employment advertising.
- **Amount:** \$12,330
- **Service Impact:** The reduction would mean that no new hardware for TIS staff, such as laptops and peripherals, could be purchased as well as other basic supplies that the department needs to remain functional.

8% Below Baseline

Business Systems Analyst 1.00 FTE and GIS Data Technician 1.00 FTE

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: TIS

Id: 000230

Technology Solutions

- **Description:** Eliminate Business Systems Analyst 1.00 FTE and GIS Data Technician 1.00 FTE.
- **Amount:** \$511,152
- **Service Impact:** The reduction in staffing would impact the ability of the TIS Department to perform its role fully. Work carried out by these positions would be redistributed across the broader TIS team and may impact workload in other departments as well.

Budget Offer Changes:

Above Baseline Additions - Funded

- Microsoft Phone System and Call Plan - \$254,048 ongoing

Below Baseline Reductions - Not Funded

- Professional and Other Services - \$101,965
- Small Tools, Outside Repairs and Maintenance and Software - \$160,354
- Tuition and Travel - \$72,415
- Office Supplies, Operating Supplies and Employment Advertising - \$12,330
- GIS Data Technician 1.00 FTE - \$217,004

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$5,658,901.96	\$5,962,599.13	\$11,621,501.09
Ongoing-Others	\$2,552,867.43	\$2,630,685.47	\$5,183,552.90
Total	\$8,211,769.39	\$8,593,284.59	\$16,805,053.99

	FTE Year1	FTE Year2
FTEs	36.00	36.00

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000234

Citywide Communications

Citywide Communications incorporates the many ways the City of Redmond works to effectively and efficiently inform and communicate with its residents, businesses, stakeholders and staff. The communications team supports this effort by providing centralized resources, support and tools to inform the community about projects, programs, private development, City services and doing business with Redmond. Creating meaningful communications through transparent and consistent communication builds a well-informed and involved community.

Performance Measures:

Outcome: Leadership that aligns community needs with strategic planning and City operations

- Dashboard Indicator: Community Satisfaction Rating (New)
- Program Measure: Percentage of community members engaged with the City through face to face meetings, online platforms and social media
- Program Measure: Number of residents participating in the annual telephone and online surveys

Baseline Program Description:

Copywriting, Graphic Design, Videography and Translation Services: Supports City departments in preparing communications for both external and internal release in formats that are clear and consistent.

Redmond.gov: Serves as the online portal to many City services and hosts information on any number of subjects relevant to community members, businesses and anyone with an interest in the work of Redmond's city government.

Focus Newsletter: Shares information on priority projects and activities in a printed and online format that is distributed to over 30,000 households quarterly.

Email Newsletters: Provides a digital service allowing over 100,000 subscribers the ability to choose topics of interest and receive instant, automated email notifications and updates.

Redmond City Television (RCTV): Serves as a convenient way for residents to receive information about City Council and Commission meetings, projects, services and events as well as highlight the unique character of our community.

Social Media: Maintains an active social media presence and engages in conversations with the community, on Facebook, Twitter, Instagram, YouTube and NextDoor to share information and provide notice of upcoming meetings, events, involvement opportunities and emergency notices on platforms designed for community members to easily share that information within their own networks.

Community Survey: Works with an independent research organization to conduct an annual, multi-modal survey paired with focus groups to understand the thoughts and opinions of the community.

Above Baseline Requests:

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000234

Citywide Communications

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

FOCUS Newsletter

- **Description:** Discontinue production and mailing of the FOCUS newsletter.
- **Amount:** \$47,000
- **Service Impact:** Eliminates the sole direct mail communication to all Redmond residents.

Solid Waste Communications

- **Description:** Reduce community communications regarding solid waste.
- **Amount:** \$10,354
- **Service Impact:** Reduces communications regarding the City's waste diversion programs.

Professional Photography

- **Description:** A reduction in professional services for Communications that includes professional photography for the City website.
- **Amount:** \$55,480
- **Service Impact:** Lessens the amount of funding spent on community photographs used on the City website and in external communications.

8% Below Baseline

Training & Travel

- **Description:** Eliminates the travel and tuition budget for the Communications team.
- **Amount:** \$30,607
- **Service Impact:** Removes funding for optional educational training or seminars and travel for the Communications division.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Solid Waste Communications - \$10,354

Budget Offer Summary

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000234

Citywide Communications

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$603,554.68	\$636,130.64	\$1,239,685.32
Ongoing-Others	\$184,067.00	\$117,474.00	\$301,541.00
Total	\$787,621.68	\$753,604.64	\$1,541,226.32

	FTE Year1	FTE Year2
FTEs	4.50	4.50

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000233

Community Outreach/Involvement

The City of Redmond's decision-making is informed by robust community involvement that meaningfully and effectively engages residents, stakeholders and businesses early and often, focusing on key topics of interest in a manner that is equitable, barrier-free and recognizes the needs and interests of the entire community. These cross-departmental efforts are supported by facilitating a variety of stakeholder volunteer opportunities, providing school resource officers and community outreach services for the police department, hosting online and in-person forums and offering questionnaires and polls via multiple communication platforms for community feedback and learning. Creating meaningful interactions with diversified voices at the table through a broad range of outreach strategies elevates community awareness and better informs City decision-making.

Performance Measures:

Outcome: Welcoming, innovative, and continuous-learning culture

- Dashboard Indicator: Community Satisfaction Rating (New)
- Program Measure: Percentage of community members engaged with the City through face to face meetings, online platforms, and social media
- Program Measure: Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies (New)

Baseline Program Description:

Developing and Supporting Community Involvement Efforts: Provides tools and supports City departments and the community to efficiently and effectively plan and implement meaningful community involvement and channels for feedback.

Stakeholder Recruitment and Facilitation: Promotes opportunities via multiple in-person and online communication platforms and works with consultants or staff to facilitate feedback forums.

Development, Analysis and Oversight of Online and In-Person Feedback Portals: Creates questionnaires and polls utilizing online platforms, analyzes results, creates reports and provides oversight and best practice guidelines to consultants.

Community Relations: Creates meaningful relationships and interactions with residents, schools, students and business owners through transparent communication and outreach.

Consulting: Provides staff and contracted consultants with up-to-date processes, guidelines and best practices for community involvement, feedback opportunities and outreach.

Online and In-Person Forums: Develops and implements online and in-person opportunities for the Redmond community to provide feedback on priority projects, programs and community concerns.

Database Development and Oversight: Utilizes online and in-person options to create voluntary databases to provide updates to the community and target communications to interested groups.

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000233

Community Outreach/Involvement

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Police Program Coordinator 0.50 FTE

- **Description:** Eliminate 0.50 FTE Police Program Coordinator from Community Outreach.
- **Amount:** \$119,097
- **Service Impact:** Lessens the Police Department's ability to provide the current level of community outreach, safety education and development of community relations.

LetsConnect

- **Description:** Cancel the online feedback portal (LetsConnect) subscription.
- **Amount:** \$24,000
- **Service Impact:** Removes the City's ability to provide an online feedback portal.

Outreach & Professional Services

- **Description:** Reduce outreach conducted for Solid Waste and other professional services for Communications.
- **Amount:** \$24,659
- **Service Impact:** Reduces the amount of outreach and education the City provides the community regarding solid waste.

8% Below Baseline

Police Program Coordinator 0.50 FTE - Additional

- **Description:** Discontinue Police Program Coordinator for Community Outreach that was reduced to 0.50 FTE above.
- **Amount:** \$119,097
- **Service Impact:** Lessens the Police Department's ability to provide the current level of community outreach, safety education and development of community relations.

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000233

Community Outreach/Involvement

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,406,997.35	\$1,464,708.83	\$2,871,706.18
Ongoing-Others	\$210,231.00	\$212,876.00	\$423,107.00
Total	\$1,617,228.35	\$1,677,584.83	\$3,294,813.18

	FTE Year1	FTE Year2
FTEs	10.50	10.50

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: PUBLIC WORKS

Id: 000231

Fleet Management

Fleet management provides high quality, cost-effective and sustainable fleet management and maintenance services to departments so they can operate at peak efficiency and readiness to provide citywide services and respond to public safety emergencies. The goal is to achieve a balanced cost-savings approach while working collaboratively with customers to provide them with quality service and safe and appropriate vehicles and equipment.

Performance Measures:

Outcome: Leadership that aligns community needs with strategic planning and City operations

- Dashboard Indicator: Community Satisfaction Rating (New)
- Program Measure: Percentage of time vehicles and equipment are available as compared to out of service
- Program Measure: Percentage of light duty alternative fuel vehicles within the City fleet

Baseline Program Description:

Procurement and Specification Development: Collaborates with departments throughout the acquisition process to determine the most suitable vehicle or equipment to support the work.

Parts Inventory: Manages a parts inventory so that it is readily available for the repair and maintenance of a highly diversified fleet of vehicles and equipment to ensure assets can be redeployed in a timely manner.

Fuel Management: Manages the charging stations and City fuel program, which includes acquisition, availability as well as city, state, federal and local compliance measures at the City's fuel island.

Small Engine Equipment: Provides preventive maintenance and repairs to small engine equipment used by staff, focusing on customer needs, safety and preserving asset life.

Remarketing of Surplus Vehicles and Equipment: Disposes of fleet vehicles that have reached the end of their useful life.

Utilization and Replacement Management: Manages utilization and replacement of vehicles and equipment using a systematic approach focusing on predicting proper asset lifecycles based on asset age, utilization and cost data.

Preventative Maintenance and Repairs: Reduces maintenance costs, repairs and vehicle downtime, to lengthen vehicle lifecycles, increase residual values at the time of disposal and ensure vehicle reliability and readiness.

Above Baseline Requests:

There are no above baseline requests for this offer.

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: PUBLIC WORKS

Id: 000231

Fleet Management

Below Baseline Reductions:

5% Below Baseline

Delay Replacement of Shared Large Bucket Truck

- **Description:** Delay replacement of the City's shared large bucket truck until 2023, originally purchased in 2007 and scheduled for replacement in 2022.
- **Amount:** \$195,605
- **Service Impact:** The primary service impact from the delay would be an increased risk of breakdown due to age and use. The bucket truck serves an emergency response function for several workgroups, including hazardous tree and limb removal and signal head and streetlight repair. If it were to break down, it could result in delays and increased costs associated with renting equipment or contracting outside services to respond to emergencies. Its replacement will be targeted to include more efficient, lower-emissions technology.

Delay Replacement of Stormwater Small Excavator

- **Description:** Delay replacement of the Stormwater Division's small excavator until 2023, originally purchased in 2010 and scheduled for replacement in 2022.
- **Amount:** \$106,683
- **Service Impact:** The primary service impact would be an increased risk of breakdown due to age and use. The excavator is used to perform maintenance and repair work to stormwater infrastructure such as retention ponds and bioswales, pipes, catch basins, and vaults in order to keep them operational and in compliance with the City's National Pollution Discharge Elimination System (NPDES) permit. It is also used for emergency response to remove trees and limbs that fall into the right of way. If this vehicle were to break down, it could result in increased costs associated with renting equipment to perform necessary maintenance or repairs. Its replacement will be targeted to include more efficient, lower-emissions technology.

Fire Fleet Mechanic 1.00 FTE

- **Description:** Eliminate Fire Fleet Mechanic 1.00 FTE.
- **Amount:** \$271,922
- **Service Impact:** A staff elimination would result in the reduced ability for the Fire Apparatus Maintenance shop to keep up with preventative maintenance schedules and resolve vehicle breakdowns.

8% Below Baseline

Delay Replacement of Street Maintenance Dump Truck

- **Description:** Delay replacement of the Street Maintenance Division's five-yard dump truck until 2023, originally purchased in 2007 and scheduled for replacement in 2021.
- **Amount:** \$121,914
- **Service Impact:** The primary service impact would be an increased risk of breakdown due to age and use. The dump truck is used as a one of four snowplows and one of two liquid deicer applicators during winter weather events. It is also used to support the repairs and maintenance of infrastructure, such as roadway pavement and utility assets. If this vehicle were to break down during a winter weather event, citywide plowing operations could be expected to take 25% longer and preventative de-icing operations

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: PUBLIC WORKS

Id: 000231

Fleet Management

would take twice as long, an increase from two to four hours. Its replacement will be targeted to include more efficient, lower-emissions technology.

Delay Replacement of Stormwater Maintenance Dump Truck

- **Description:** Delay replacement of the Stormwater Maintenance Division's five-yard dump truck until 2023, originally purchased in 2007 and scheduled for replacement in 2021.
- **Amount:** \$112,050
- **Service Impact:** The primary service impact would be an increased risk of breakdown due to age and use. The vehicle is used as one of two liquid deicer applicators during winter weather events. It is also used to support the repairs and maintenance of infrastructure, such as retention ponds, bioswales, pipes, and catch basins. If this vehicle were to break down during a winter weather event, citywide preventative de-icing operations would take twice as long, an increase from two to four hours. Its replacement will be targeted to include more efficient, lower-emissions technology.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Fire Fleet Mechanic 1.00 FTE - \$271,922

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,223,200.18	\$1,285,345.93	\$2,508,546.11
Ongoing-Others	\$1,582,097.00	\$2,374,306.00	\$3,956,403.00
Total	\$2,805,297.18	\$3,659,651.93	\$6,464,949.11

	FTE Year1	FTE Year2
FTEs	9.40	9.40

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000237

Executive Leadership

The Executive Office guides the everyday work to transform community priorities into reality by developing the City's vision in collaboration with the City Council and aligning department functions and regional partnerships to that vision. The offer encompasses the City of Redmond's executive leadership and includes city administration, regional policy, analysis, legal management and the City Clerk's Office. These functions serve as the catalyst for the City's vision by guiding the development and implementation of its strategic plan and ensuring City operations meet the needs of the community today and into the future.

Performance Measures:

Outcome: Leadership that aligns community needs with strategic planning and City operations

- Dashboard Indicator: Trend in the Price of Government
- Program Measure: Percentage of Community Strategic Plan initiatives that are delivered when planned
- Program Measure: Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies (New)

Baseline Program Description:

Executive Office: Manages the community's priorities through the development and implementation of the City's vision; advancement of the City's mission, vision and values under Council direction; and ensuring alignment with department functions and operations.

City Operations: Coordinates day-to-day work to support service levels and work plans.

Strategic Planning: Ensures that City operations align with City plans, policies and strategies.

Regional Coordination: Oversees management of the City's collaboration, participation and advocacy efforts in local, regional and state arenas by pursuing policies and programs to ensure community interests and needs are met.

City Clerk: Administers the Council's legislative functions such as citywide records management, retention and public disclosure, the Hearing Examiner contract and election services.

Legal Services: Centralizes the management of contracted legal services used by all City departments to ensure fiscal oversight of legal services.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000237

Executive Leadership

Dues & Memberships

- **Description:** The City's dues and memberships for the Association of Washington Cities (AWC), Leadership Eastside and the Redmond Historical Society.
- **Amount:** \$127,862
- **Service Impact:** Impacts the City's ability to advocate and coordinate at the local, regional and state levels. It would be challenging for the City to maintain crucial connections with partners in the region. The City would need to pay non-member rates for elected officials to participate in AWC conferences. The City would not be able to participate in AWC efforts on legislative issues that impact the City, nor would the City receive AWC newsletters, legislative alerts and communications about AWC changes that affect the community. City of Redmond elected officials would not be eligible for appointment to any boards or committees. In addition, if the City is not a member of AWC, staff would not be eligible to be a member of the National League of Cities (NLC). Furthermore, the City would no longer provide annual public partner support to community organizations, which provide significant Eastside benefit with respect to equity, collaboration and fostering a sense of community.

Mayor's Contingency

- **Description:** Reduce the Mayor's Contingency.
- **Amount:** \$20,000
- **Service Impact:** Diminished City support for community initiatives such as the Redmond Saturday Market.

Hearing Examiner Services

- **Description:** Reduce the City's ability to hold hearings in an offsite location, which is necessary when there is large public interest in a matter.
- **Amount:** \$10,400
- **Service Impact:** Developers may not be able to have a hearing in a timely manner, impacting development schedules.

Lobbyist Professional Services

- **Description:** Reduce professional services for lobbyist services.
- **Amount:** \$6,720
- **Service Impact:** The lobbyist on contract with the City has offered to provide the same level of services for this reduced amount, provided the City makes a good faith effort to reimburse the lobbyist to the extent possible as City revenues increase. The contract would need to be amended to reduce the cost for services for 2021 and 2022, with a provision that allows the City to reimburse the lobbyist to the extent possible.

Supplies, Training and Associated Travel

- **Description:** Reduce supplies, training and travel line items.
- **Amount:** \$22,310
- **Service Impact:** Staff would have limited access to the supplies and training needed to stay up to date in changes in laws and requirements, such as those regarding public records requests and records management.

8% Below Baseline

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000237

Executive Leadership

City Clerk Supplemental Staff

- **Description:** Eliminate supplemental staff in the City Clerk's office.
- **Amount:** \$30,000
- **Service Impact:** The reduction would result in delays in posting documentation including minutes, ordinances, resolutions and interlocal agreements online, resulting in delayed transparency and a possible increase in public records requests. The processing of Clerk's Office public records requests for paper documents would also be delayed.

Dues & Memberships - Additional

- **Description:** The City's dues for the U.S. Conference of Mayors.
- **Amount:** \$20,447
- **Service Impact:** Impacts the City's ability to advocate and coordinate at the local, regional and state levels. It would be challenging for the City to maintain crucial connections with partners in the region. The City would need to pay non-member rates for elected officials to participate in AWC conferences. The City would not be able to participate in AWC efforts on legislative issues that impact the City, nor would the City receive AWC newsletters, legislative alerts and communications about AWC changes that affect the community. City of Redmond elected officials would not be eligible for appointment to any boards or committees. In addition, if the City is not a member of AWC, staff would not be eligible to be a member of the National League of Cities (NLC). Furthermore, the City would no longer provide annual public partner support to community organizations, which provide significant Eastside benefit with respect to equity, collaboration and fostering a sense of community.

Mayor's Contingency - Additional

- **Description:** Additional reduction of the Mayor's Contingency.
- **Amount:** \$10,000
- **Service Impact:** Further diminished City support for community initiatives such as the Redmond Saturday Market.

Hearing Examiner Services - Additional

- **Description:** Additional reduction of Hearing Examiner services which are necessary when there is large public interest in a matter.
- **Amount:** \$10,000
- **Service Impact:** Developers may not be able to have a hearing in a timely manner, impacting the development schedule.

Lobbyist Professional Services - Additional

- **Description:** Additional reduction of professional services for lobbyist services.
- **Amount:** \$4,032
- **Service Impact:** The lobbyist on contract with the City has offered to provide the same level of services for this reduced amount, provided the City makes a good faith effort to reimburse the lobbyist to the extent possible as City revenues increase. The contract would need to be amended to reduce the cost for services for 2021 and 2022, with a provision that allows the City to reimburse the lobbyist to the extent possible.

Supplies, Training and Associated Travel - Additional

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000237

Executive Leadership

- **Description:** Additional reduction of supplies, training and travel line items.
- **Amount:** \$11,640
- **Service Impact:** Staff would have limited access to the supplies and training needed to stay up to date in changes in laws and requirements, such as those regarding public records requests and records management.

General Legal Expenses

- **Description:** Reduce funding for general legal expenses.
- **Amount:** \$26,256
- **Service Impact:** The City would need to impose stricter limits on staff seeking the review of documents and advice from the City Attorney, potentially increasing risk for the City.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Mayor's Contingency - \$30,000
- Hearing Examiner Services - \$20,400
- Supplies, Training & Associated Travel - \$33,950
- General Legal Expenses - \$26,256

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,225,088.51	\$1,284,998.86	\$2,510,087.37
Ongoing-Others	\$600,217.00	\$594,244.00	\$1,194,461.00
One-Time-Sal/Ben	\$0.00	\$0.00	\$0.00
Total	\$1,825,305.51	\$1,879,242.86	\$3,704,548.37

	FTE Year1	FTE Year2
FTEs	8.00	8.00

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000238

City Council

The City of Redmond has a strong Mayor-Council form of government. The seven Council members, representing the community at large, are each elected directly by the people for staggered four-year terms. They are the legislative branch of the City of Redmond, responsible for adopting policy and budgets for the City, representing the City in regional forums and providing the checks and balances necessary to foster responsible and responsive government services. In their role, Council members engage the community on a variety of issues to encourage collaboration and partnerships, reinforce transparency with their constituents, and support community involvement in their government.

Performance Measures:

Outcome: Leadership that aligns community needs with strategic planning and City operations.

- Dashboard Indicator: Trend in Price of Government
- Program Measure: Percentage of Ombuds issues that are formally acknowledged, closed and reported within established timeframes
- Program Measure: Percentage of agendas that are published three days in advance of Committee of the Whole meetings

Baseline Program Description:

Policy: Supports the City's vision by adopting comprehensive policies and budgets that guide City programs and operations, while ensuring fiscal responsibility.

Regional Partnerships: Collaborates with elected officials throughout the region on issues that are important to the Redmond community and the surrounding region.

Community Engagement: Engages the community in various forums to identify issues and seek community input and works with the administration to craft solutions and create a transparent and problem-solving environment for City stakeholders.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Professional Services, Training and Associated Travel

- **Description:** Reduce funds for professional services, training and associated travel.
- **Amount:** \$23,352

Budgeting by Priorities

Budget offer

Strategic and Responsive

Department Name: EXECUTIVE

Id: 000238

City Council

- **Service Impact:** These reductions would reduce funds available for Council retreats, facilitation and resources, impacting Council's ability to collaborate, identify priorities and move work forward. Reductions in training and travel funds would impact Councilmembers' ability to attend conferences, network with peers and partners and keep up to date with information and changes at local, regional, state and national levels.

8% Below Baseline

Council Contingency, Legal, Professional Services, Training and Associated Travel

- **Description:** Additional reductions would be accomplished by reducing funds for the Council contingency, legal services, professional services and training and associated travel.
- **Amount:** \$13,950
- **Service Impact:** These reductions would decrease funds available for Council to support the Community, and there would be less money available for city attorney responses to Councilmember questions. Funds available for Council retreats, facilitation and resources would further be reduced, more extensively impacting Council's ability to collaborate, identify priorities and move work forward. Further reductions in training and travel funds would more significantly impact Councilmembers' ability to attend conferences, network with peers and partners and keep up to date with information and changes at local, regional, state and national levels.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Professional Services, Training and Associated Travel - \$23,352
- Council Contingency, Legal, Professional Services, Training and Associated Travel - \$13,950

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$171,164.60	\$171,905.94	\$343,070.54
Ongoing-Others	\$39,282.50	\$39,282.50	\$78,565.00
Total	\$210,447.10	\$211,188.44	\$421,635.54

	FTE Year1	FTE Year2
FTEs	7.00	7.00



Redmond
WASHINGTON

This page intentionally left blank

VIBRANT AND CONNECTED

OUTCOME MAP
BUDGET OFFER SUMMARY
BUDGET OFFERS



Vibrant and Connected

We value a well-planned and supported community that provides a sense of place

Outcomes	A transportation system that supports multi-modal movement of people and goods	City services and programs that enhance quality of life and community prosperity	City services and future growth facilitated by high-quality public infrastructure and facilities
Dashboard Indicators	<ul style="list-style-type: none"> • Mobility Report Card: Ratio of Redmond’s transportation supply to transportation system demands (i.e. concurrency) 	<ul style="list-style-type: none"> • Number of attendees at City-produced events • Ratio of supply of affordable homes to demand of affordable homes 	<ul style="list-style-type: none"> • Maintenance Report Card: Pavement condition, facility condition, incidence of water main breaks and sewer overflows • Business Longevity: The number of active businesses in Redmond that have held a Redmond business license for seven years or more • Dwelling units in urban centers as percentage of the current comprehensive plan goal
Objectives	<p>Objective 1: Use the City’s Transportation Master Plan, Parks Master Plan, Utilities Strategic Plan and Facilities Master Plan to guide investments for ongoing development and maintenance of the City’s infrastructure and public facilities</p> <p>Objective 2: Plan and produce events and art to connect the community and share a greater understanding of Redmond’s diversity</p> <p>Objective 3: Promote a welcoming community, civic partnerships and volunteer opportunities to address community needs and human services</p> <p>Objective 4: Increase units of housing supply and variety accessible to all income levels that is aligned with anticipated demand</p> <p>Objective 5: Support well-managed public infrastructure, facilities, and technology infrastructure, with long-range planning, asset replacement, maintenance and upkeep to meet level of service expectations</p> <p>Objective 6: Promote the use of alternative modes of transportation and invest in transportation infrastructure and programming that supports a variety of modes and choices</p> <p>Objective 7: Support the development community and local businesses by creating and maintaining an environment that is inviting to do business in</p>		

Measures	Actual			Target		
	2017	2018	2019	2020	2021	2022
Mobility Report Card: Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency)	1.8	1.8	1.5	1.05	1.05	1.05
Percentage of transportation network completed for all travel modes	62.62%	64.75%	69.45%	63%	64%	65%
Percentage of Redmond commute trips using alternative to single occupancy vehicle (SOV)	36.1%	36.1%	37.2%	37%	37%	37%
Number of attendees at City-produced events	32,500	37,000	50,800	2,000	10,000	25,000
Number of special event permits issued to external organizations	32	27	37	1	10	15
Total value of cash and in-kind contributions	\$144,400	\$144,300	\$157,318	\$30,000	\$52,500	\$100,000
Ratio of supply of affordable homes to demand for affordable homes	57%	56%	57%	58%	60%	62%
Percentage of outreach participants who are housed or maintain housing	17.6%	12.8%	18.6%	20%	20%	20%
Percentage of clients making progress toward and/or have achieved goals	58%	59%	77%	50%	50%	50%
Maintenance Report Card						
1) Facility condition (New)	N/A	N/A	N/A	N/A	TBD	TBD
2) Pavement Condition Index	75	74	73	>70	>70	>70
3) Water main breaks (per 100 miles)	2.42	3.03	1.21	<3	<3	<3
4) Sewer overflows	1	1	0	0	0	0
Percentage of staff time spent on preventative vs. reactive maintenance	N/A	N/A	N/A	12.5% P 87.5% R	15% P 85% R	17.5% P 82.5% R
Percentage of work orders addressed within 24 hours	N/A	N/A	N/A	50%	55%	60%
Percentage capital projects bid on schedule	64%	60%	63%	80%	80%	80%
Percentage of capital projects completed at or under budget	100%	79%	78%	80%	80%	80%
Business Longevity: The number of active businesses in Redmond that have held a Redmond business license for seven years or more	1,283	1,326	1,339	Increase	Increase	Increase
Jobs density	5,300	5,773	5,800	Increase	Increase	Increase
Population density	3,824	3,943	4,055	Increase	Increase	Increase
Dwelling units in urban centers as a percentage of the current comprehensive plan goal	55%	59%	63%	66%	71%	75%
Percentage of Building and Fire plan reviews completed within established timeframes	91%	91%	90%	90%	90%	90%
Number of Site Plan Entitlement's multi-family/mixed-use issued by average calendar days	316	254	284	250	250	250



Vibrant & Connected

2021-2022 Preliminary Budget

Budget Offer Summary

Page #	Budget Offer #	Budget Offer Name	Lead Department	Budget Offer Total
159	000343	Mobility of People and Goods	Planning	\$4,155,016
164	000240	Light Rail	Planning	2,679,162
166	000249	Arts and Community Events	Parks	1,229,533
169	000248	Housing and Human Services	Planning	4,418,676
172	000218	Facilities Management	Parks	6,115,511
175	000243	Capital Investment Delivery	Public Works	5,747,302
177	000250	Community and Economic Development	Planning	4,535,222
182	000245	Microsoft Campus Refresh	Planning	7,967,391
184	000244	Development Services	Planning	15,051,075
			Total	\$51,898,888



Redmond
WASHINGTON

This page intentionally left blank

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000343

Mobility of People and Goods

The City strives for safe and efficient travel around Redmond. The City plans and implements connected transportation networks that create economic opportunity while supporting access and connectivity through all modes of travel. Providing strategic planning, project development, analysis and engineering necessary to deliver and sustain a transportation system helps achieve Redmond's vision for vibrant urban centers and connected neighborhoods.

Performance Measures:

Outcome: A transportation system that supports multimodal movement of people and goods

- Dashboard Indicator: Mobility Report Card - Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency)
- Program Measure: Percentage of transportation network completed for all travel modes
- Program Measure: Percentage of Redmond commute trips using alternative to single occupancy vehicle (SOV)

Baseline Program Description:

Regional and Private Partnerships: Leverages regional and private partnerships to build out the transportation system such as those with Sound Transit, Puget Sound Regional Council, Microsoft, King County and Washington State Department of Transportation.

Grants: Secures and administers grants and partnership funds supporting the delivery of the Capital Investment Program (CIP) for new and expanded infrastructure which supports growth.

Capital Investment Program (CIP) Development: Advances planning, studies, engineering and capital project development consistent with the Transportation Master Plan to allow CIP project delivery to be concurrent with growth and align with the City's vision.

Multimodal Transportation: Provides a transportation system that supports safe, efficient and multimodal movement of people and goods by completing missing links and new facilities.

Business Access and Mobility - Commute Trip Reduction (CTR): Provides programming, resources and incentives to give City employees, residents and students options for getting to and from work and school.

Parking Management: Manages the City's parking resources to facilitate the movement of people and goods to ensure access to businesses.

Above Baseline Requests:

Transportation Master Plan

- **Description:** Transportation Master Plan (TMP) update.
- **Amount:** \$50,000 one-time

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000343

Mobility of People and Goods

- **Service Impact:** Due to concurrency with the schedule and transportation needs for the Overlake Neighborhood Plan Update and the upcoming Comprehensive Plan Update most of the TMP consulting work has been delayed until the 2021-2022 biennium and the scope of work needs to be expanded by an additional \$50,000 to provide more detailed transportation analysis necessary for both the citywide State Environmental Protection Act (SEPA) process and the Overlake Planned Action. The SEPA process will directly support the entire TMP effort and the Overlake Planned Action will provide a more detailed transportation analysis in Overlake where the highest level of future City growth is anticipated. The TMP consulting work includes travel forecast modeling, project level operational modeling, project cost estimation and impact fee and concurrency recalibration.

Downtown Parking Enforcement

- **Description:** Increase Downtown parking enforcement.
- **Amount:** \$114,792 ongoing
- **Service Impact:** Based on the Downtown Parking Study and ongoing enforcement records, there is a need to increase the daily hours of enforcement and include some weekend enforcement. The total cost in 2021-2022 for existing parking enforcement service, including campus enforcement will total \$497,182. The new total cost for expanded service for 2021-2022 is \$611,974 for two years. This is an increase of \$114,792 or 23% over the cost for current service. Due to efficiencies in how the contractor provides enforcement the City can provide a 50% increase in weekday hours of enforcement over the current level of service and add weekend service, both of which are not currently provided.

Metro Community Connections

- **Description:** King County Metro (Metro) Community Connections pilot project.
- **Amount:** \$100,000 one-time
- **Service Impact:** Support the partnership with Metro for operating a two-year micro-mobility pilot in advance of Light Rail coming to Redmond in 2023. Metro will fund 75% of the pilot. The Community Connections Pilot will serve Downtown, Southeast Redmond, Bear Creek and portions of Education Hill neighborhoods to make short trip connections, mostly under two miles, to fixed transit and other key destinations, fill mid-day service gaps and offer flexibility to serve a variety of user groups and trip purposes. Metro and the City started planning in 2019 and completed the Stakeholder Working Group process in January 2020. A Community Ride Service with reservation-based flexible service was selected because it can operate anywhere within the specified neighborhood service areas and provide on-demand service. It is important to get this Pilot underway in the 2021-2022 biennium to better prepare Redmond for how the City and Metro can connect all neighborhood areas, such as Idylwood, that are underserved by fixed route transit directly to Light Rail Stations in Overlake, Southeast Redmond and Downtown.

Below Baseline Reductions:

5% Below Baseline

Concurrency Management

- **Description:** Concurrency Management funding is the annual share of maintaining the upgraded Bellevue/Kirkland/Redmond (BKR) traffic model.
- **Amount:** \$26,000
- **Service Impact:** The service impact will be managed due to a renegotiated annual maintenance contract

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000343

Mobility of People and Goods

for traffic model with the City of Bellevue.

Traffic Counting Program

- **Description:** The traffic counting program collects traffic data from a variety of locations throughout the City of Redmond.
- **Amount:** \$30,000
- **Service Impact:** The reduction will eliminate all requested counts, special studies for projects and non-signalized intersection counts.

Traffic Modeling

- **Description:** Reduce traffic modeling by 50%.
- **Amount:** \$20,000
- **Service Impact:** The impact will be the reduction traffic modeling for conceptual projects, development and grants by 50%.

Pedestrian and Bike Program

- **Description:** Reduce Pedestrian and Bike Program professional services for work leading to grant awards and small improvement projects by 50%.
- **Amount:** \$25,000
- **Service Impact:** The reduction will adversely impact the City's ability to perform the necessary conceptual and cost-estimation work to be successful in securing pedestrian, bicycle, and multimodal transportation grants. In addition, this reduces the City's ability to perform small pedestrian and bike safety improvements.

Commute Assistance Office

- **Description:** Reduce City Hall Parking Enforcement and Commute Trip Reduction programs.
- **Amount:** \$14,100
- **Service Impact:** The reduction will effectively reduce parking spots for City Hall staff, visitors and seniors and will impact the recruitment and retention of staff as parking at City Hall is a valuable benefit.

RCC Parking Lot

- **Description:** Reduce Redmond Central Connector (RCC) Parking Lot enforcement by 5%.
- **Amount:** \$40,800
- **Service Impact:** The reduction will require renegotiations with the City's enforcement vendor to reduce services provided while not impacting revenues collected. Revenues generated for both on-street parking and the RCC lot cover most of the costs of current enforcement of the facilities.

Transportation Demand Management (TDM) - Go Redmond

- **Description:** Reduce program support to Go Redmond.
- **Amount:** \$48,500
- **Service Impact:** The reduction will eliminate or reduce residential programs related to the ongoing transition of Downtown, Overlake and Marymoor Village into urban centers by decreasing reliance on single occupancy trips and vehicle ownership.

8% Below Baseline

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000343

Mobility of People and Goods

Traffic Counting Program - Additional

- **Description:** The Traffic Counting Program collects traffic data from a variety of locations throughout the City of Redmond.
- **Amount:** \$58,000
- **Service Impact:** The reduction will eliminate the entire Traffic Counting Program which are used to calibrate and maintain the traffic model, and inform projects and development of SEPA analysis, signal timing development, collision rates, vehicle miles traveled calculations, climate impacts and other general uses by consultants and the public.

Commute Assistance Office - Additional

- **Description:** Reduce City Hall Parking Enforcement and Commute Trip Reduction programs.
- **Amount:** \$5,000
- **Service Impact:** The reduction will effectively reduce parking spots for City Hall staff, visitors and seniors and limit the City's ability to meet CTR compliance.

RCC Parking Lot - Additional

- **Description:** Reduce Redmond Central Connector (RCC) Parking Lot enforcement by 8%.
- **Amount:** \$22,800
- **Service Impact:** The reduction will require renegotiations with enforcement vendor to reduce services provided while not impacting revenues collected. Revenues generated for both on-street parking and the RCC lot cover most of the costs of current enforcement of those facilities.

Transportation Demand Management (TDM) - Go Redmond - Additional

- **Description:** Reduce Go Redmond Program support.
- **Amount:** \$36,900
- **Service Impact:** The reduction would eliminate residential programs related to the ongoing transition of Downtown, Overlake and Marymoor Village into urban centers by decreasing reliance on single occupancy trips and motor vehicle ownership as well as TDM for diverse communities which supports the community and transportation needs of the City's vulnerable populations.

Budget Offer Changes:

Above Baseline Additions - Funded

- Transportation Master Plan (TMP) Update - \$50,000 one-time
- Downtown Parking Enforcement - \$40,000 ongoing

Below Baseline Reductions - Not Funded

- Concurrency Management - \$26,000
- Traffic Counting and Modelling - \$50,000
- Pedestrian and Bike Program - \$25,000
- City Hall Parking Enforcement - \$19,100

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000343

Mobility of People and Goods

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,190,517.97	\$1,253,248.03	\$2,443,765.99
Ongoing-Others	\$895,698.60	\$765,551.84	\$1,661,250.44
One-Time-Others	\$50,000.00	\$0.00	\$50,000.00
Total	\$2,136,216.56	\$2,018,799.87	\$4,155,016.43

	FTE Year1	FTE Year2
FTEs	8.28	8.28

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000240

Light Rail

Light rail service to the City's urban centers of Overlake and Downtown, as well as Marymoor Village, facilitates a vibrant economy and forms the essential transit spine for Redmond to connect to the region. The City is partnering with Sound Transit to deliver light rail service to Downtown Redmond, Overlake and Marymoor Village by 2024. Through a project administration agreement, the City will provide comprehensive services necessary to bring the projects to completion.

Performance Measures:

Outcome: A transportation system that supports multi-modal movement of people and goods

- Dashboard Indicator: Mobility Report Card - Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency)
- Program Measure: Percentage of transportation network completed for all travel modes
- Program Measure: Percentage of Redmond commute trips using alternative to single occupancy vehicle (SOV)

Baseline Program Description:

Project Administration: Manages work of project team, maintains relationships with project partners, negotiates interagency agreements, provides financial oversight, and engages with the community to keep the project moving.

Real Property: Negotiates and processes property transactions such as easements, transit way agreements, right-of-way vacations and fee acquisitions needed to facilitate the extension of light rail to Redmond.

Permitting: Reviews and provides input on architectural, civil and structural plans on an expedited timeline to ensure that project meets City zoning, building, design and engineering standards.

Inspection: Provides building and civil inspection services to ensure facilities are built to code and design standards.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

There are no below baseline reductions for this offer.

Budget Offer Changes:

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000240

Light Rail

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,198,754.03	\$1,006,916.55	\$2,205,670.58
Ongoing-Others	\$201,421.00	\$124,309.00	\$325,730.00
Ongoing-	\$78,284.31	\$69,476.78	\$147,761.09
Total	\$1,478,459.34	\$1,200,702.33	\$2,679,161.67

	FTE Year1	FTE Year2
FTEs	8.06	7.31

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000249

Arts and Community Events

Cultural Arts and Community Events inspire community connection, creative ideas and information, preserve traditions and celebrate a diverse and vibrant community. Aspiring to be an arts-forward community that is inclusive and representative of the City's diverse population, Redmond showcases activities and events that activate gathering spaces and parks. Partnering with local businesses, organizations and community groups allows arts and events to be produced with financial stewardship and in alignment with cost of service goals. Executing high-quality arts and events provides a platform for community engagement, creativity and celebration by fostering an environment that attracts people to live, work, play and invest in Redmond.

Performance Measures:

Outcome: City services and programs that enhance quality of life and community prosperity

- Dashboard Indicator: Number of attendees at City-produced events
- Program Measure: Number of special event permits issued to external organizations
- Program Measure: Total value of cash and in-kind contributions

Baseline Program Description:

Event Production: Plans and produces City events including design, logistical operations, space preparation, permits, art and performance production in alignment with cost of service goals.

Marketing: Communicates parks and recreation programs and events through City, local and regional print, radio, websites, email newsletters, event calendar postings and social media directly from the City of Redmond and through outside channels.

Sponsorship: Solicits partnerships and monetary and in-kind sponsorships to fund and support events.

Special Event Permit: Oversees and regulates the Special Event Permit process for City of Redmond events produced by external organizations and businesses to ensure continuity of process, procedure and quality of events.

Grant Program: Provides financial support and marketing resources to artists and organizations for events and programs that produce art and cultural partnerships.

Community Artist Support and Engagement: Produces multi-disciplinary arts programming and artist led community engagement activities, while also providing support and training opportunities to artists and arts organizations.

Public Art Program: Commissions temporary and permanent public art that enlivens, enriches and reflects the diversity of the Redmond community while sparking interactions that stimulate discussion.

Above Baseline Requests:

There are no above baseline requests for this offer.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000249

Arts and Community Events

Below Baseline Reductions:

5% Below Baseline

Artist in Residence

- **Description:** Reduce Artist in Residence programming.
- **Amount:** \$30,000
- **Service Impact:** Reduces art programming and performances for Downtown Park.

Derby Days

- **Description:** Reduce funding for fireworks, criterium (canceled), tents, parade contractors, marketing, beer and wine garden and other programming.
- **Amount:** \$77,394
- **Service Impact:** Potential for fewer programming experiences and a decrease in entertainment. Attendance would also be reduced due to decreased marketing. Sponsors would be sought for fireworks and additional programming.

8% Below Baseline

Redmond Lights

- **Description:** Redmond Lights is reimagined to be installation-only with some roaming performances that lessen group gatherings, reduce staffing costs and reduce expenses related to rentals.
- **Amount:** \$40,000
- **Service Impact:** While programming is reduced, the event experience can be extended as an installation experience with more days to enjoy.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Artist in Residence - \$30,000
- Derby Days - \$77,394
- Professional Services for Events - \$40,000
- Operating Supplies for Events - \$56,900
- Derby Days and Redmond Lights Overtime - \$58,988
- Eggstravaganza - \$10,346
- Redmond Lights - \$40,000
- Program Coordinator 1.00 FTE - \$252,854
- Program Coordinator 0.50 FTE for 2021 - \$61,178

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000249

Arts and Community Events

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$290,892.06	\$369,675.24	\$660,567.31
Ongoing-Others	\$280,252.21	\$288,713.00	\$568,965.21
Total	\$571,144.27	\$658,388.24	\$1,229,532.52

	FTE Year1	FTE Year2
FTEs	2.75	2.75

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000248

Housing and Human Services

The Housing and Human Services offer strives to ensure that all community members have access to affordable housing and that direct assistance is provided to individuals who are in unstable housing situations or not housed at all. The City also ensures that essential human services including food, shelter, childcare, employment assistance, health care and mental health care services are accessible for vulnerable populations. Funding through human services supports nonprofits providing critical services, a partnership with A Regional Coalition for Housing (ARCH) to preserve, finance and develop affordable housing units and the City-staffed Homeless Outreach Program.

Performance Measures:

Outcome: City services and programs that enhance quality of life and community prosperity

- Dashboard Indicator: Ratio of supply of affordable homes to demand for affordable homes
- Program Measure: Percentage of outreach participants who are housed or maintain housing
- Program Measure: Percentage of clients making progress toward and/or have achieved goals

Baseline Program Description:

Access to Human Services: Provides funding to nonprofit agencies to support critical services for Redmond residents in need.

Homeless Outreach Program: Coordinates bringing providers together so that individuals can easily access multiple services at once.

Affordable Housing: Contributes to A Regional Housing Coalition for Housing to leverage dollars from multiple jurisdictions and state and federal sources to create affordable housing across East King County.

Above Baseline Requests:

Human Services Strategic Plan

- **Description:** Consulting services to assist with Human Services Strategic Plan.
- **Amount:** \$40,000 one-time
- **Service Impact:** The Human Services Strategic Plan will help to inform and guide the allocation of human services dollars over several budget cycles. The update will assist in identifying key areas of focus and current community needs critical to the equitable distribution of funds to serve the community's most vulnerable populations. The Strategic Plan will also allow the City to improve regional coordination, disaster and event preparedness, community recovery and future resiliency.

Below Baseline Reductions:

5% Below Baseline

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000248

Housing and Human Services

Human Services Grant Funds

- **Description:** Reduce Human Services Grant funding by approximately 8%.
- **Amount:** \$200,954
- **Service Impact:** The reduction will reduce and/or eliminate funding for up to five programs or significantly reduce awards to programs that support services including housing, mental health, food security, employment assistance, childcare and rental assistance. It will erode needed infrastructure and support to nonprofits responding to the impacts of COVID-19. The reduction will also result in a decrease of hours of service, longer waitlists and fewer residents served.

Eastside Human Services Forum (EHSF)

- **Description:** End EHSF membership.
- **Amount:** \$11,377
- **Service Impact:** The EHSF advocates with Eastside city governments, King County, the state legislature and Congress. This advocacy is to ensure that funding and policies support the human services needs of East King County residents including Redmond. A reduction of membership fees potentially impacts advocacy efforts that benefit Eastside cities including the workplan priority of advancing Eastside COVID-19 recovery.

Human Services - Senior Planner 0.20 FTE

- **Description:** Reduce Senior Planner 1.00 FTE to 0.80 FTE.
- **Amount:** \$58,600
- **Service Impact:** The reduction will slow implementation and management of procedural work associated with the development and execution of the Multifamily Property Tax Exemption (MFTE), Inclusionary and Alternative Compliance development agreements. There will be less participation in and monitoring of regional housing forums including the King County Regional Affordable Housing Task Force, the Housing Interjurisdictional Team (HIJT), the Affordable Housing Committee, the ARCH Liaison Committee and the ARCH Executive Board.

8% Below Baseline

Human Services - Senior Planner 0.30 FTE - Additional

- **Description:** Further reduce Senior Planner 1.00 FTE to 0.50 FTE
- **Amount:** \$87,900
- **Service Impact:** The reduction will slow implementation and management of procedural work associated with the development and execution of MFTE, Inclusionary Housing and Alternative Compliance development agreements. There will be less participation in and monitoring of regional housing forums including the King County Regional Affordable Housing Task Force, the Housing Interjurisdictional Team (HIJT), the Affordable Housing Committee, the ARCH Liaison Committee and the ARCH Executive Board.

Budget Offer Changes:

Above Baseline Additions - Funded

- Human Services Strategic Plan - \$40,000 one-time

Below Baseline Reductions - Not Funded

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000248

Housing and Human Services

- Senior Planner 1.00 FTE for 2021 - \$74,747

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$721,168.15	\$686,112.01	\$1,407,280.16
Ongoing-Others	\$1,462,242.76	\$1,509,152.64	\$2,971,395.40
One-Time-Others	\$40,000.00	\$0.00	\$40,000.00
Total	\$2,223,410.91	\$2,195,264.65	\$4,418,675.56

	FTE Year1	FTE Year2
FTEs	4.74	4.74

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000218

Facilities Management

Facilities management delivers a broad set of services to help maintain, sustain, design and construct public facilities and grounds. The City ensures these structures and their related infrastructure systems are safe and kept in good working order for their intended service life. The programs and services provided are guided by the Facilities Strategic Plan and include creating welcoming, safe, healthy, sustainable, efficient and flexible public buildings for community and staff use.

Performance Measures:

Outcome: City services and future growth facilitated by high-quality public infrastructure and facilities

- Dashboard Indicator: Maintenance Report Card - Facility condition (New)
- Program Measure: Percentage of staff time spent on preventative vs. reactive maintenance
- Program Measure: Percentage of work orders addressed within 24 hours

Baseline Program Description:

Strategic Planning: Plans and designs priority capital projects as driven by the Facilities Strategic Management Plan and building-specific plans.

Property Management: Oversees meetings with customers regarding budget and actual costs of service, equipment life cycle, capital investment and evaluating customer satisfaction.

Asset Management: Administers maintenance of all mechanical and electrical systems including plumbing, controls, heating, ventilating and air-conditioning (HVAC) systems and building envelopes (roof, siding, etc.) as well as maintains and refinishes building interiors and performs minor building renovations and improvements.

Contracted Services Management: Manages contracted services for specialized systems maintenance and repair, major renovation projects, janitorial, security, pest control and the City Hall property management agreement.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

City Hall Art Maintenance

- **Description:** Postpone the City Hall art exhibit maintenance until 2022. Currently budgeted at \$5,000 for 2021 and \$5,000 for 2022, the goal would be to cancel for 2021 only and complete in 2022.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000218

Facilities Management

- **Amount:** \$5,000
- **Service Impact:** None

Senior Center Maintenance & Operations (M&O)

- **Description:** Eliminate maintenance and operations at the Senior Center.
- **Amount:** \$120,000
- **Service Impact:** None; the Senior Center is slated for demolition so this reduction would have no impact.

Gas Utility Reductions

- **Description:** Utility consumption reductions from energy efficiency improvements.
- **Amount:** \$50,000
- **Service Impact:** None

Electric Utility Reductions

- **Description:** Utility consumption reductions from energy efficiency improvements.
- **Amount:** \$65,000
- **Service Impact:** None

8% Below Baseline

Small Tools

- **Description:** Reduce small tools budget for maintenance technicians.
- **Amount:** \$10,000
- **Service Impact:** Impacts staff safety during projects and limits access and availability of specialty tools when performing work in new areas or taking on tasks not previously in the scope of work of Facilities Management.

Operating Supplies

- **Description:** Reduce operating supplies budget for maintenance technicians.
- **Amount:** \$11,430
- **Service Impact:** Impacts access to cleaning and maintenance supplies, including sanitizer supplies for staff and HVAC filters for air quality.

Janitorial Services

- **Description:** Reduce the janitorial services budget.
- **Amount:** \$48,200
- **Service Impact:** Staff in all departments would need to take greater responsibility for cleanliness of work areas. Trash removal from cubicles would be reduced. Special event and one-time deep cleaning and sanitization requests would be eliminated. Food waste would not be allowed in cubicles. Pest control costs would increase if staff do not maintain clean workspaces.

Budget Offer Changes:

Above Baseline Additions - Funded

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PARKS

Id: 000218

Facilities Management

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- City Hall Art Maintenance - \$5,000
- Senior Center Maintenance and Operations - \$120,000
- Gas Utility - \$50,000
- Electric Utility - \$65,000
- Small Tools - \$10,000
- Operating Supplies - \$11,430
- Janitorial Services - \$48,200

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,413,671.75	\$1,482,796.52	\$2,896,468.27
Ongoing-Others	\$1,570,654.99	\$1,648,388.15	\$3,219,043.14
Total	\$2,984,326.74	\$3,131,184.67	\$6,115,511.41

	FTE Year1	FTE Year2
FTEs	10.39	10.39

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PUBLIC WORKS

Id: 000243

Capital Investment Delivery

Capital Investment Delivery is responsible for project management and delivery for the six-year Capital Investment Program (CIP) from project inception through completion. Projects range from street reconstruction and water and wastewater infrastructure improvements to new facilities, bridges, parks and stormwater management facilities. Projects undertaken can be a new asset or help to maintain, improve or extend the life of an existing City asset. These projects enhance public safety, achieve sustainability, enhance livability and expand economic development.

Performance Measures:

Outcome: City services and future growth facilitated by high-quality public infrastructure and facilities

- Dashboard Indicator: Maintenance Report Card - Pavement condition, incidence of water main breaks and sewer overflows
- Program Measure: Percentage of capital projects bid on schedule
- Program Measure: Percentage of capital projects completed at or under budget

Baseline Program Description:

Governance Framework: Guides capital project owners in effective decision-making and lays the groundwork for project success with clear project definition, cost and schedule estimates, anticipated project scope, communication and reporting.

Project Management: Oversees project delivery throughout the life of a project and ensures schedules and budgets are met and enlists oversight to limit construction changes and claims.

Construction and Consultant Contract Administration: Provides contract management for both the design and construction phases of the project.

Construction Inspection: Provides hands-on representation on construction sites to ensure projects are built to plan.

Public Outreach and Stakeholder Engagement: Ensures opportunities for both accessing project information and providing project feedback with the goal of building community understanding and support for projects.

Quality Management: Ensures compliance with federal, state and local requirements, codes and standards.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PUBLIC WORKS

Id: 000243

Capital Investment Delivery

Senior Engineer/Capital Project Manager 1.00 FTE

- **Description:** Eliminate Senior Engineer 1.00 FTE.
- **Amount:** \$353,079
- **Service Impact:** Reduces capacity to deliver CIP by approximately 11%. Each project manager works on three to seven projects a year and delivers one to three projects. The reduction will delay infrastructure preservation and maintenance, delays resolution of existing system deficiencies, reduces our ability to keep up with growth consistent with current levels of service and delays projects aimed at enhancing community character, community building and support of community economic vitality.

8% Below Baseline

Senior Engineer/Capital Project Manager 1.00 FTE - Additional

- **Description:** Eliminate Senior Engineer 1.00 FTE.
- **Amount:** \$324,829
- **Service Impact:** Reduces capacity to deliver CIP by approximately 11%. Each project manager works on three to seven projects a year and delivers one to three projects. The reduction will delay infrastructure preservation and maintenance, delays resolution of existing system deficiencies, reduces our ability to keep up with growth consistent with current levels of service and delays projects aimed at enhancing community character, community building and support of community economic vitality.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Senior Engineer 1.00 FTE - \$353,079
- Administrative Specialist 0.30 FTE - \$60,118

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$2,716,029.78	\$2,860,903.07	\$5,576,932.85
Ongoing-Others	\$73,711.00	\$96,658.00	\$170,369.00
Total	\$2,789,740.78	\$2,957,561.07	\$5,747,301.85

	FTE Year1	FTE Year2
FTEs	18.25	18.25

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000250

Community/Economic Development

A vibrant community is one that anticipates and plans for the future, is adaptable to change and fosters a positive economic climate that supports the evolving needs of the community. When strategic plans, regulations and programs are in place that provide clarity about the community's desired character, both public and private development decisions are more effective in achieving that vision. Community and Economic Development shapes the vision for Redmond's long-term growth, community character and economic vitality.

Performance Measures:

Outcome: City services and future growth facilitated by high-quality public infrastructure and facilities

- Dashboard Indicator: Business Longevity - The number of active businesses in Redmond that have held a Redmond business license for seven years or more
- Program Measure: Jobs density
- Program Measure: Population density

Baseline Program Description:

Economic Opportunity: Promotes programs to attract and retain businesses that contribute to the local economy and provides ongoing support and resources for those impacted by COVID-19.

Comprehensive Planning and Strategic Planning: Works interdepartmentally with the Redmond community and the City leadership to update and implement the annual update and the required periodic review of the Comprehensive Plan as well as the Economic Development Strategic Plan.

Planning Commission: Provides administrative and professional support to the Planning Commission in their deliberations and serves as the liaison between the Planning Commission and other City departments.

Zoning Code: Works across departments and with the Planning Commission to update, manage and rewrite zoning codes and other adopted regulations and manuals.

Partnerships: Provides administration and strategic direction to City departments and regional partnerships with key stakeholders by working closely with local leaders to advocate for businesses and nonprofits in a strategic private-public partnership and with organizations such as the Sound Cities Association, Puget Sound Regional Council and King County to ensure Redmond is represented in critical regional conversations affecting growth and funding.

Tourism Grants: Awards resources to support special events, sports tournaments and festivals both publicly and privately sponsored.

Tourism Incentives: Provides year-round targeted marketing and recruitment efforts to attract new event producers and visitors to the City in support of local businesses, tourism and the provision of diverse amenities and events to the community.

Public Policy: Provides a supportive land use plan and development regulations.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000250

Community/Economic Development

Grants: Offers grant funding to support activities that directly impact local businesses in a positive way or help increase the number of successful businesses in our City.

Geographic Information Systems (GIS): Provides GIS mapping support for Planning department projects and initiatives.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

5% Below Baseline

Senior Planner 0.50 FTE

- **Description:** Reduce a Senior Planner 1.00 FTE to 0.50 FTE.
- **Amount:** \$146,500
- **Service Impact:** The reduction may slow the implementation of the recommended strategies, processes and regulatory updates in the Housing Choices section of the Community Strategic Plan and the Housing Action Plan. It would impact processing and approving neighborhood improvement grant applications. It would also lead to less participation in and monitoring of regional housing forums including the King County Regional Affordable Housing Task Force, the Housing Interjurisdictional Team (HIJT), the Affordable Housing Committee, the A Regional Coalition for Housing (ARCH) Liaison Committee and the ARCH Executive Board.

Community Matching Grants for Events

- **Description:** Reduce community matching grants for events.
- **Amount:** \$52,722
- **Service Impact:** The reduction would impact the support to Redmond businesses and residents starting up and growing new companies such as foundation and business education classes. All entrepreneur mentorship with the Service Core of Retired Executives would be impacted.

Customer Service Desk - Supplemental Staff

- **Description:** Reduce supplemental staff for the Customer Service Desk.
- **Amount:** \$23,032
- **Service Impact:** The level of customer service would decrease.

Customer Service Desk - Overtime Salaries

- **Description:** Reduce the overtime budget for Customer Service Desk.
- **Amount:** \$3,233
- **Service Impact:** The level of customer service would decrease, and response time would increase during the business license renewal season that occurs from January through March.

8% Below Baseline

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000250

Community/Economic Development

Senior Planner 0.30 FTE

- **Description:** Reduce a Senior Planner 1.00 FTE 0.70 FTE.
- **Amount:** \$60,540
- **Service Impact:** The reduction would slow the progress in the Comprehensive Plan policy and regulatory updates required as part of the periodic review.

Community Matching Grants for Events - Additional

- **Description:** Additional reduction to community matching grants for events.
- **Amount:** \$41,774
- **Service Impact:** The reduction would impact the support to Redmond businesses and residents starting up and growing new companies such as foundation and business education classes. All entrepreneur mentorship with the Service Core of Retired Executives would be impacted.

Innovation Triangle

- **Description:** Reduce the City's partnership with the Innovation Triangle.
- **Amount:** \$10,000
- **Service Impact:** The reduction would impact the City's partnership with its large businesses. A large amount of national and international recruitment of large businesses, such as Facebook, achieved through the partnership with the Innovation Triangle would become limited only to those companies that reach out to staff, OneRedmond or the Greater Seattle Partnership directly or through conferences.

Aerospace Alliance Annual Investment

- **Description:** Reduce the annual investment in the Aerospace Alliance.
- **Amount:** \$10,000
- **Service Impact:** The reduction would impact the future aerospace expansion by losing annual collaboration and recruitment opportunities within the aerospace sector.

StartUp425 Partnership

- **Description:** Eliminate the City's partnership with StartUp425.
- **Amount:** \$40,000
- **Service Impact:** The reduction would end the City's partnership with StartUp425 and eliminate Redmond's access to support for the City's small businesses as well as COVID-19 recovery efforts.

Customer Service Desk - Overtime Salaries - Additional

- **Description:** Further reduce the overtime budget for Customer Service Desk.
- **Amount:** \$767
- **Service Impact:** The level of customer service would decrease and the response time would increase during the business license renewal season that occurs from January through March.

Customer Service Desk - Advertising

- **Description:** Reduce the advertising budget for the Customer Service Desk.
- **Amount:** \$1,551
- **Service Impact:** The reduction would reduce the customer service level.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000250

Community/Economic Development

Customer Service Desk - Communications and Printing

- **Description:** Reduce the communications and printing budget for the Customer Service Desk.
- **Amount:** \$10,344
- **Service Impact:** The reduction will impact the marketing materials for new business inquiries, business license renewal notices and reminders.

Customer Service Desk - Tuition and Travel

- **Description:** Reduce the tuition and travel budget for the Customer Service Desk.
- **Amount:** \$1,138
- **Service Impact:** Staff would not have the opportunity to receive training.

Customer Service Desk - Office Supplies and Miscellaneous

- **Description:** Reduce the office supplies and miscellaneous budget for the Customer Service Desk.
- **Amount:** \$2,427
- **Service Impact:** The reduction would result in a decreased business licensing application costs.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline additions recommended for this offer.

Below Baseline Reductions - Not Funded

- Senior Planner funding in 2021 - \$74,747
- Supplemental staff and overtime - Customer Service Desk - \$27,032
- Tuition and travel - Customer Service Desk - \$1,138
- Advertising, Communications and Printing - Customer Service Desk - \$11,895
- Office Supplies and Miscellaneous Services - Customer Service Desk - \$2,427

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$1,166,960.98	\$1,155,544.79	\$2,322,505.76
Ongoing-Others	\$756,226.84	\$774,488.92	\$1,530,715.76
Ongoing-	\$200,000.00	\$200,000.00	\$400,000.00
One-Time-Others	\$282,000.00	\$0.00	\$282,000.00
Total	\$2,405,187.82	\$2,130,033.71	\$4,535,221.52

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000250

Community/Economic Development

	FTE Year1	FTE Year2
FTEs	8.13	8.13

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000245

Microsoft Campus Refresh

Microsoft is investing in a multiyear project to reimagine their campus including an off-campus office building and an expansion of the Redwest campus. Located in Redmond's Overlake neighborhood, these projects will benefit the broader Redmond community by providing a strong, diverse and stable employment base and increasing access to a broader array of goods and services. Redmond's memorandum of understanding with Microsoft will provide comprehensive services necessary to deliver the project.

Performance Measures:

Outcome: City services and future growth facilitated by high-quality public infrastructure and facilities

- Dashboard Indicator: Business Longevity - The number of active businesses in Redmond that have held a Redmond business license for seven years or more
- Program Measure: Jobs density
- Program Measure: Population density

Baseline Program Description:

Project Administration: Manages work of project team, maintains relationships with project partners, negotiates interagency agreements, engages with the community and completes various administrative tasks to keep the project moving forward.

Land Development: Reviews land use permits for compliance to all applicable codes and standards that address design and the future construction and maintenance of the physical and natural built environment.

Civil Engineering: Examines all civil construction plans for compliance with land use approval conditions as well as all other relevant codes and standards related to the construction and long-term maintenance of both public and private infrastructure.

Building and Fire Plan: Reviews plans to ensure that construction plans comply with all code and local standards for building, fire, land use, zoning and development standards.

Inspection: Performs all required building, fire and land use inspections in the field to ensure our community's safety.

Above Baseline Requests:

There are no above baseline requests for this offer.

Below Baseline Reductions:

There are no below baseline reductions for this offer.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000245

Microsoft Campus Refresh

Budget Offer Changes:

There are no baseline budget changes recommended for this offer.

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$3,336,857.11	\$2,887,716.48	\$6,224,573.59
Ongoing-Others	\$97,528.00	\$94,471.00	\$191,999.00
Ongoing-	\$845,405.95	\$705,412.89	\$1,550,818.84
Total	\$4,279,791.06	\$3,687,600.37	\$7,967,391.43

	FTE Year1	FTE Year2
FTEs	22.25	17.75

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000244

Development Services

The Development Services Center implements the City's vision by ensuring that projects meet applicable standards and codes and work with applicants to design and build high-quality development projects and infrastructure. Results include bringing a variety of business and housing options to Redmond that support a range of job types and employment opportunities and a retail environment that provides the goods and services the community desires. As a facilitator and not just a regulator, the Development Services Center fosters strong partnerships in the community.

Performance Measures:

Outcome: City services and future growth facilitated by high-quality public infrastructure and facilities

- Dashboard Indicator: Dwelling units in urban centers as a percentage of the current Comprehensive Plan goal
- Program Measure: Percentage of Building and Fire plan reviews completed within established timeframes
- Program Measure: Number of Site Plan Entitlement's multi-family/mixed-use issued by average calendar days

Baseline Program Description:

Land Use Development: Facilitates appropriate development of existing property, including subdivisions of property, updates or changes to existing developments, reviews of site plan entitlements for a project or master planned developments and development agreements within the City's urban centers.

Civil Engineering: Reviews engineering drawings through a coordinated civil review process that deals with the design, construction and maintenance of the physical and natural built environment, including public works such as roads, bridges, water and wastewater systems, pipelines and structural components of buildings.

Building and Fire Plan Review: Ensures that construction or remodeling project plans comply with local standards for fire, land use, zoning and construction.

Right-of-Way: Manages the use of areas under, on and above roadways and sidewalks known as rights-of-way.

Above Baseline Requests:

Principal Planner 0.30 FTE

- **Description:** Increase Principal Planner's position from 0.70 FTE to 1.00 FTE.
- **Amount:** \$107,155 ongoing
- **Service Impact:** The position would provide expertise and support for environmental planning related to development within the City and the relevant regulations and codes regarding environmental protection. This includes the development and maintenance of tree policies, green building programs, the Shoreline Master Plan and the State Environmental Protection Act (SEPA). It supports both public and private

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000244

Development Services

projects such as Sound Transit, master plans, creek relocations and complex single-family developments within City shorelines. The role is intended to manage specific projects and programs and provide training and mentorship as well as occasional oversight for complex critical area and SEPA reviews.

Below Baseline Reductions:

5% Below Baseline

Land Use - Development Review Division Planner 1.00 FTE

- **Description:** Eliminate Planner 1.00 FTE.
- **Amount:** \$256,136
- **Service Impact:** The reduction would impact permit processing time and overload current staff, adding 2,200 hours of demand for services such as inspections, subject-matter expertise and land use technical compliance.

Building Inspection - Senior Engineer

- **Description:** Keep a Senior Engineer 1.00 FTE vacant throughout 2021.
- **Amount:** \$198,881
- **Service Impact:** The reduction would increase structural plan review time by 25 percent and increase the project backlog.

Building Inspection - Plans Examiner 0.06 FTE

- **Description:** Reduce Plans Examiner 1.00 FTE to 0.94 FTE.
- **Amount:** \$7,736
- **Service Impact:** The reduction would impact the response time for responding to intake appointments and over the counter code questions by two percent.

Development Engineering - Senior Engineer

- **Description:** Keep a Senior Engineer 1.00 FTE vacant during 2021.
- **Amount:** \$183,168
- **Service Impact:** The reduction would overload the current staff by approximately 60 hours of demand per week to perform project reviews. It would impact project review turnaround time by five to six weeks resulting in doubling the permit review duration time and increasing the project backlog.

Right-of-Way - Engineer 0.25 FTE

- **Description:** Reduce Engineer 1.00 FTE to 0.75 FTE.
- **Amount:** \$83,201
- **Service Impact:** The reduction would reduce plan review and inspection capacity by 25 percent.

Fire Prevention - Deputy Fire Marshal

- **Description:** Postpone hiring of a Deputy Fire Marshal 1.00 FTE by 14 weeks into the biennium.
- **Amount:** \$50,625

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000244

Development Services

- **Service Impact:** Fire Prevention is currently meeting on-time performance goals for plan and permit reviews 75 percent of time. The reduction would decrease the frequency to meet their goals. In addition, backlogs for plan and permit reviews would increase during peak workload times.

8% Below Baseline

Building Inspection - Permit Technician 1.00 FTE

- **Description:** Eliminate Permit Technician 1.00 FTE in 2022.
- **Amount:** \$108,470
- **Service Impact:** The reduction would increase the time for creating, issuing and processing permits, answering questions, processing payments and refunds by Development Services Center customer service staff by 25 percent.

Development Engineering - Senior Engineer 1.50 FTEs - Additional

- **Description:** Reduce Senior Engineer 1.50 FTEs.
- **Amount:** \$244,957
- **Service Impact:** The reduction would overload the current staff by approximately 100 hours of demand per week to perform project reviews. It would impact project review turnaround time by at least 12 weeks, resulting in tripling the duration for permit reviews.

Right-of-Way - Engineer 0.25 FTE - Additional

- **Description:** Reduce further Engineer 1.00 FTE to 0.50 FTE.
- **Amount:** \$49,921
- **Service Impact:** The reduction would further reduce plan review and inspection capacity by 50 percent.

Fire Prevention - Deputy Fire Marshal - Additional

- **Description:** Postpone hiring of a Deputy Fire Marshal position by an additional 23 weeks into the biennium.
- **Amount:** \$30,374
- **Service Impact:** Fire Prevention is currently meeting on-time performance goals for plan and permit reviews 75% of time. The reduction would decrease the frequency that their goals will be met. In addition, backlogs for plan and permit reviews would increase during peak workload times.

Permitting System Technology

- **Description:** Technology updates and upgrades to EnerGov.
- **Amount:** \$35,000
- **Service Impact:** The reduction would impact innovation projects or technology updates and upgrades to EnerGov, iG Inspect, Bluebeam, iPads and laptops used by staff as well as supporting software and hardware.

Budget Offer Changes:

Above Baseline Additions - Funded

There are no baseline budget additions recommended for this offer.

Budgeting by Priorities

Budget offer

Vibrant and Connected

Department Name: PLANNING

Id: 000244

Development Services

Below Baseline Reductions - Not Funded

- Deputy Fire Marshall 0.25 FTE - \$89,190
- Administrative Assistant 0.70 FTE - \$140,041

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	\$5,886,447.34	\$6,183,294.77	\$12,069,742.11
Ongoing-Others	\$1,476,424.15	\$1,504,908.83	\$2,981,332.98
Total	\$7,362,871.49	\$7,688,203.60	\$15,051,075.09

	FTE Year1	FTE Year2
FTEs	42.40	42.40



Redmond
WASHINGTON

This page intentionally left blank

CAPITAL INVESTMENT PROGRAM

OVERVIEW
DOWNTOWN URBAN CENTER
OVERLAKE URBAN CENTER
REDMOND NEIGHBORHOODS
CITYWIDE
POTENTIAL FUTURE INVESTMENTS

CIP OVERVIEW

CAPITAL INVESTMENT PROGRAM OVERVIEW

The 2021-2026 Capital Investment Program (CIP) serves to advance the City's vision and provide a longer-term outlook into Redmond's financial planning for capital needs. In addition, in 2011 the City adopted the first *Vision Blueprint: Redmond's Capital Investment Strategy (CIS)*. The CIS looks beyond the six-year window in pursuit of synergy between capital projects and the City's vision, and serves as an interface for planning, budgeting, investment and strategic action. The goal of the CIS is to provide a framework that aligns the City's capital activities with Redmond's 2030 Comprehensive Plan vision and supports all four infrastructure objectives as defined in the City of Redmond Community Strategic Plan:

- Invest in infrastructure preservation and replacement across the City to maintain current level of service, the reliability of capital assets and provide timely and cost-effective replacement.
- Continue infrastructure design and construction in Overlake, SE Redmond and Downtown to prepare for light rail and support development of livable urban neighborhoods.
- Invest in neighborhoods with key projects that increase transportation choices and connections, enhance safety and environmental sustainability and improve opportunities to recreate.
- Continue investments in key opportunity projects that support economic and community vitality.

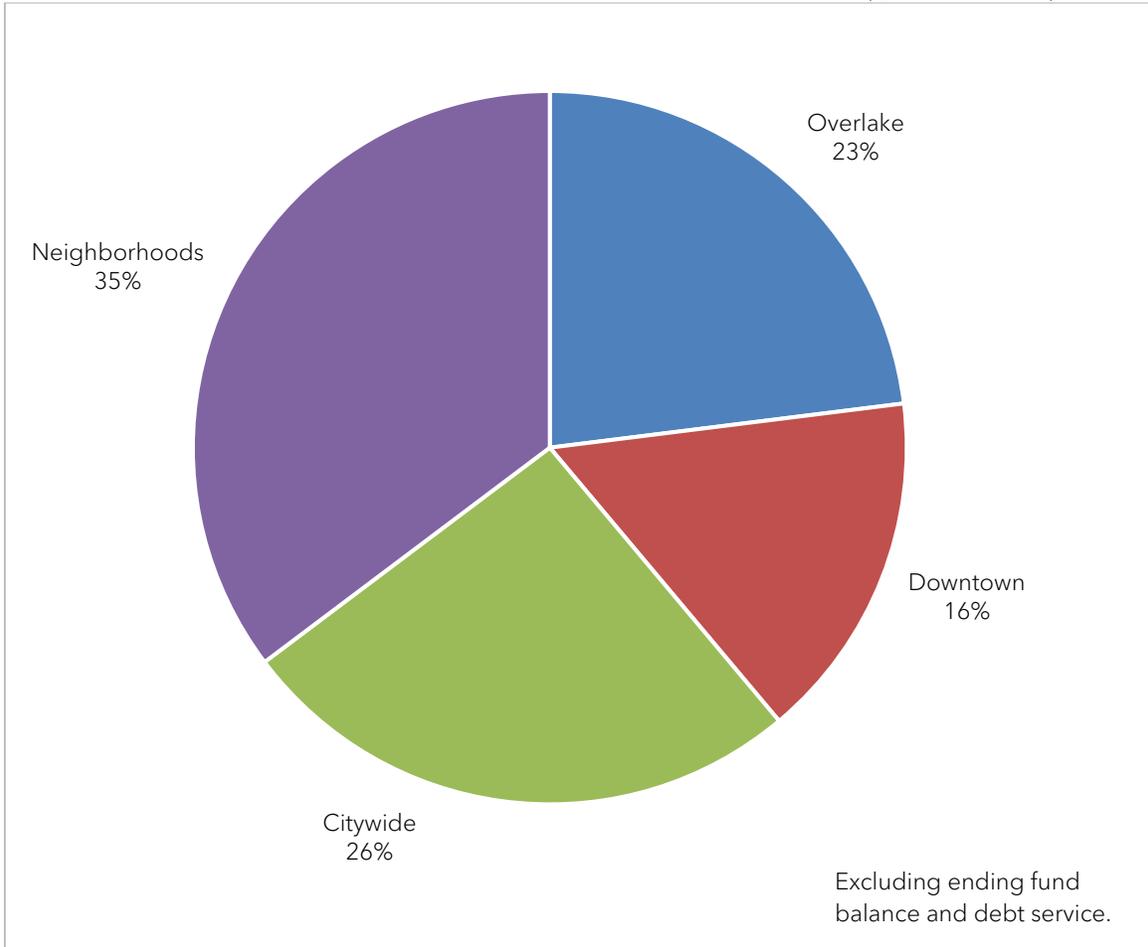
Specifically, the purpose of the CIS is to:

- Create a city with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods and to deliver high quality services in partnership with our community.
- Identify strategic goals and actions related to infrastructure investments that align with the vision of the Comprehensive Plan as well as the goals of the Community Strategic Plan and the budget.
- Summarize planned capital facility improvements, sequencing, costs and anticipated revenue sources through 2030.
- Guide future decisions about priority infrastructure investments.
- Identify funding strategies.
- Monitor progress on delivering the capital investment program.

The near-term portion of the CIS covers the same six-year period as the City's Capital Investment Program within the biennial budget document. Since the initial adoption of the CIS, the goal has been to update the strategy every two years. During the past biennium staff has worked to revise the first six years of the strategy to align with the budget adoption schedule and will work to update the mid and long-term investments during the upcoming biennium.

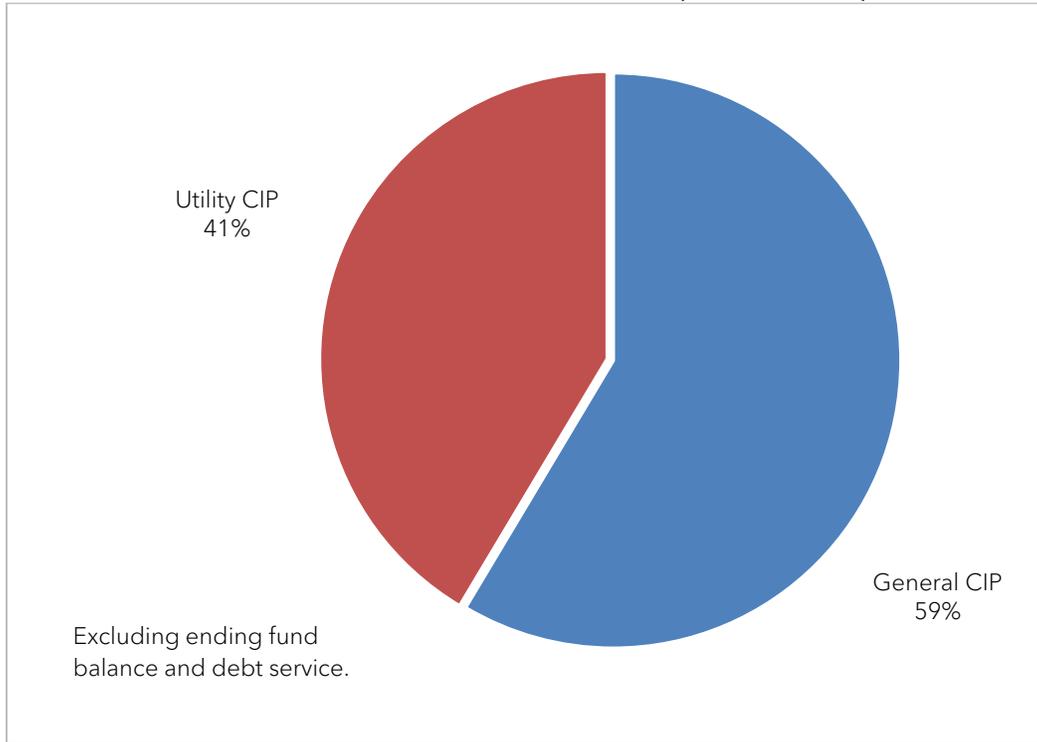
The City will continue to direct its limited resources as well as federal and state funding to those areas which are key to its future. The City of Redmond CIP is broken down into four sections—Downtown, Overlake, Redmond Neighborhoods and Citywide investments—which outline the six-year plan for addressing capital needs in specific geographic areas of the City.

2021-2022 PROJECT EXPENDITURES BY GEOGRAPHIC AREA (\$136 MILLION)



The City defines a capital investment as costing \$50,000 or more with a useful life of five years or greater. Redmond’s CIP is divided into general and utility capital investments. The General CIP is composed of Parks, Transportation and General Government. The Utility CIP is composed of Stormwater, City Water, City Wastewater, Novelty Hill Water and Novelty Hill Wastewater.

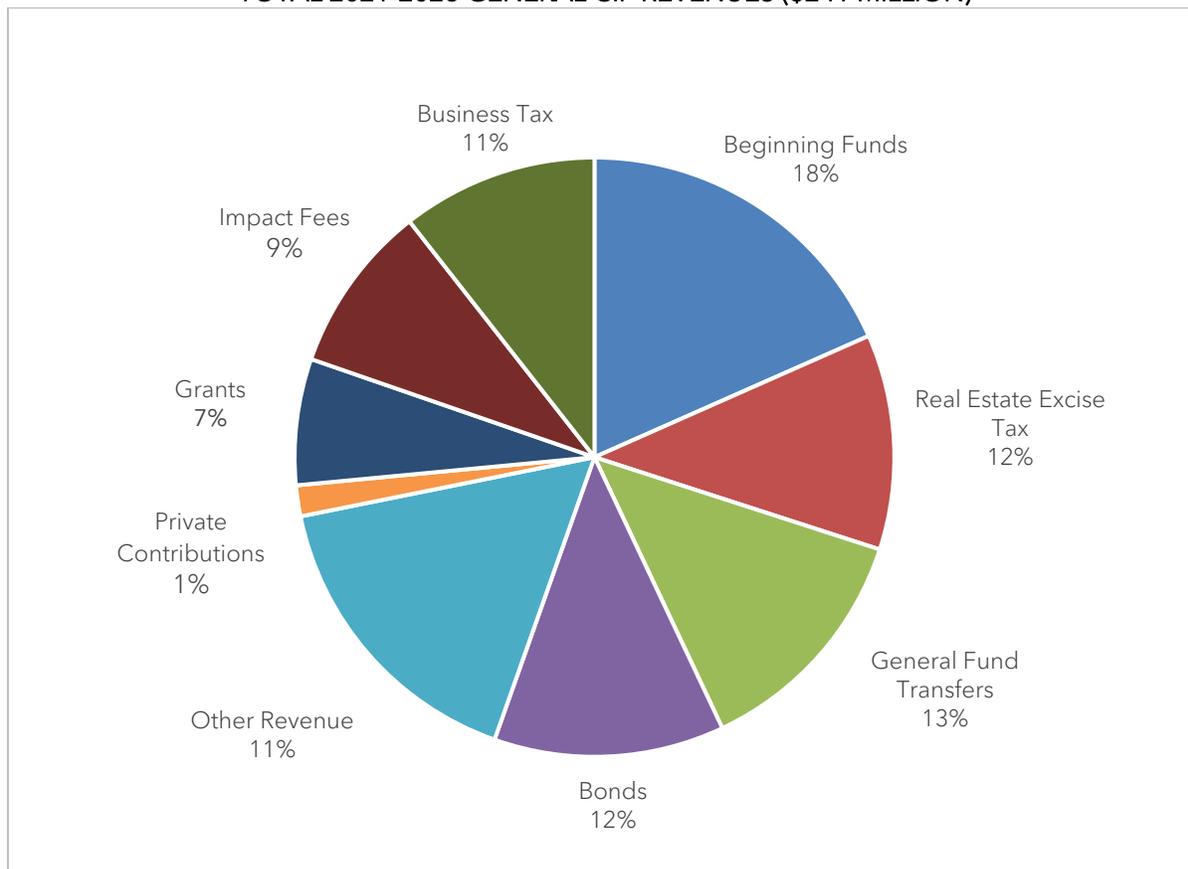
2021-2022 CIP EXPENDITURES BY TYPE (\$136 MILLION)



GENERAL CAPITAL INVESTMENT PROGRAM

Revenues in the General Capital Investment Program are projected to equal approximately \$241 million between 2021-2026, including beginning fund balances. This is approximately \$10 million below budgeted levels in the 2019-2024 budget. The decrease is attributable to forecasted declines in business and development related revenues due to impacts of COVID-19 and an economic recession. The General CIP receives funds from a variety of sources.

TOTAL 2021-2026 GENERAL CIP REVENUES (\$241 MILLION)



For the biennium, projected 2021-2022 General CIP expenditures total \$79 million, excluding ending fund balances and transfers. Some of the priority projects programmed into the six-year CIP include:

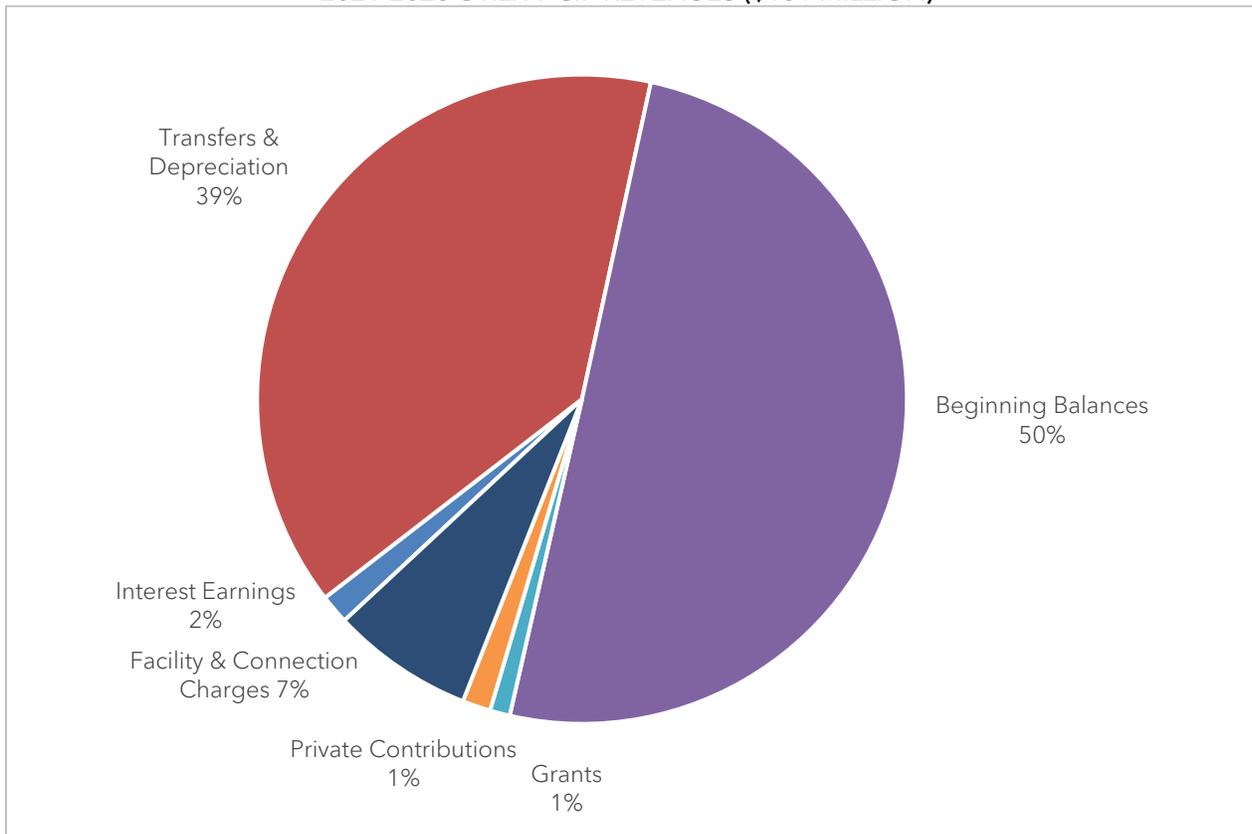
- **Light Rail Projects:** In preparation for light rail expanding into Redmond, numerous projects to improve multimodal transportation infrastructure and access to the stations will continue in the 2021-2026 CIP. These projects will link light rail stations to existing transportation infrastructure and provide convenient access to light rail stations. Examples of these projects include:
 - Completing construction of a new bicycle and pedestrian bridge over State Route 520 and a pathway to 148th Avenue NE, which will connect to the East Link Light Rail Overlake Village Station;
 - Construction of a new NE 70th Street from Redmond Way to Marymoor Light Rail Station and 173rd Avenue NE;

- Oversight and completion of a second new pedestrian and bicycle bridge over State Route 520 and 156th Avenue NE with direct access to the Redmond Technology Center Light Rail Station.
- **Connecting Washington:** The City is participating in two remaining projects in Redmond being supported by the Connecting Washington transportation package and supplemented by other local funds. These two projects will improve safety and mobility and reduce congestion in the Overlake area:
 - Completion of a grade-separated pedestrian and bike tunnel for the State Route 520 Regional Shared Use Path under the west leg of the NE 40th Street and State Route 520 westbound ramp terminal intersection. This project promotes safer walking and biking and reduce conflicts with vehicular traffic at the interchange.
 - Design and construction oversight for the Overlake Access Ramp which is a new eastbound off-ramp from State Route 520 under 148th Avenue NE including local street connections that will provide direct access to 152nd Avenue NE. This project greatly improves access to transit-oriented development planned and underway in the Overlake Village Neighborhood.
- **Redmond Senior and Community Center Rebuild:** The Redmond Senior Center was closed in September 2019 due to extensive water damage. With the community need for space and an urgency to replace the Senior Center, the City is rebuilding the Redmond Senior and Community Center to address the urgent needs of seniors, provide for growing recreation needs in the community and offer flexible, affordable spaces that support cultural celebrations and community events. The rebuilt Center will provide dedicated senior space, improved accessibility, incorporate sustainable materials, be able to serve vulnerable populations during emergencies and natural disasters and be inviting for all ages.
- **Maintenance and Preservation of Streets and Sidewalks:** The City has projects in the 2021-2026 CIP for overlaying and providing major street repairs including portions of West Lake Sammamish Parkway, Avondale Road, NE 90th Street and 166th Avenue NE. In addition, the City has planned projects to replace sidewalks that have experienced major damage from tree roots (examples include portions of Cleveland Street in Downtown and NE 40th Street in Overlake). Available funding is not adequate for timely completion of overlays and major street repairs and the City's pavement condition is currently in a state of decline. In addition, street tree and root damage are a problem in Downtown but also to areas in Overlake and other neighborhoods within the City and the current level of funding can address only the worst problem areas.
- **Municipal Buildings Infrastructure Upgrades:** In keeping with the budget theme of "taking care of what we have," some, but not all, funds have been budgeted to support building upgrades identified in the Facilities Strategic Management Plan which addresses the long-term need, use, priority, cost and phasing of facility projects throughout the City. The high priority projects are based on risks to City employees and the public related to fire protection, structural, seismic, electrical, roof and heating, ventilation and air conditioning (HVAC) issues.

UTILITY CAPITAL INVESTMENT PROGRAM

The Utility CIP includes the construction programs for Water, Wastewater, Stormwater and Novelty Hill Service Area Water and Wastewater. A total of \$151 million in revenue (including beginning fund balances) is being proposed in the 2021-2026 Utilities CIP. This is approximately \$22 million below 2019-2024 projections. The decrease is attributable to decreased beginning fund balance due to the completion of projects, forecasted revenue decreases for development related revenues and the use of an interfund loan for the City Wastewater CIP instead of a revenue bond issuance.

2021-2026 UTILITY CIP REVENUES (\$151 MILLION)



Total 2021-2022 biennial expenditures in all five Utility CIP programs equal \$56 million, excluding ending fund balances. Some of the more significant projects programmed into the six-year CIP include:

- **Wastewater Pump Station Improvements:** Improvements to the pump station infrastructure will ensure safe and adequate service to the Redmond community and reduce the City's likelihood of sewer overflows that could impact Lake Sammamish and our many creeks. Replacing aging pumps, motors and valves along with installing new wet wells, vaults, and other system enhancements will continue to support a healthy environment, provide capacity to accommodate growth and maintain quality services.

- **NE 40th Street Stormwater Trunk Extension:** In partnership with Microsoft, the City will construct a stormwater facility to treat runoff from State Route 520 and NE 40th Street before it reaches Lake Sammamish. The treatment facility will remove oil, dissolved metals, sediment and phosphorous from stormwater.
- **Water Booster Pump Stations:** The City will improve three water pump stations located in Education Hill, Perrigo Park, and SE Redmond. These stations provide for adequate fire flow and water pressure.
- **Evans Creek:** The City will relocate Evans Creek out of an industrial area to a more natural location in the floodplain. The project will establish adequate buffers, improve in-stream habitat, restore the floodplain and associated wetlands, and allow for redevelopment of industrial properties currently adjacent to the stream.

ESTIMATED MAINTENANCE AND OPERATION COSTS

On the following page is a summary of estimated maintenance and operation costs for the more significant CIP projects currently proposed. Descriptions of each of the projects in this table can be found on the project matrix contained in the Downtown Urban Center, Overlake Urban Center, Redmond Neighborhoods and Citywide project sections.

ESTIMATED IMPACTS OF CAPITAL INVESTMENT PROGRAM (CIP) ON OPERATING BUDGET

Investment Description	Total Investment	Estimated Impact on Operating Budget
Downtown Urban Center		
Adaptive Signal Phase I - Downtown	\$1,000,000	\$5,000 per year
Redmond Senior and Community Center Rebuild	\$45,100,000	Under Review
Redmond Central Connector Improvements	\$1,570,999	\$8,000 per year
City Center Groundwater Protection - NE 90th Street Pond Retrofit	\$2,383,000	\$5,000 per year
Overlake Urban Center		
Pedestrian and Bicycle Bridge - Redmond Technology Center Station	Developer Funded	\$92,000 per year
Overlake Village Pedestrian Bridge	\$3,769,679	\$92,000 per year
Plaza Street Connection (Shen Street to 152nd Avenue NE)	\$360,000	\$4,000 per year
State Route 520 Trail Grade Separation at NE 40th Street	\$14,261,932	\$10,000 per year
152nd Avenue NE Improvements (NE 24th Street to NE 28th Street)	\$16,585,424	\$40,000 per year
Westside Park Renovation	\$2,600,000	\$22,000 per year
Cycle Track - 156th Avenue NE (NE 28th Street to NE 31st Street and NE 36th Street to NE 40th Street)	\$5,229,108	\$20,000 per year
Redmond Neighborhoods		
Targeted Safety Improvement Project (TSIP) - Rectangular Rapid Flash Beacon Crossings (180th Avenue NE at NE 70th Street; 161st Avenue NE at NE 81st Street)	\$226,013	\$200 per year for electricity for each beacon

ESTIMATED IMPACTS OF CAPITAL INVESTMENT PROGRAM (CIP) ON OPERATING BUDGET

Investment Description	Total Investment	Estimated Impact on Operating Budget
Maintenance and Operations Center (MOC) - Plumbing and ADA Improvements	\$550,000	\$2,000 per year
Intersection Improvement Project - Redmond Way and NE 70th Street	\$4,132,269	\$21,000 per year
Intersection Improvement Project - Redmond Way and East Lake Sammamish Parkway	\$1,998,000	\$10,000 per year
Redmond Pool Renovation	\$9,217,863	\$12,000 per year
Retaining Wall Replacement (Redmond Way at Willows Road)	\$1,628,505	\$600 per year - new street lights
Safe Routes to School Project - 151st Avenue NE Sidewalk (Old Redmond Road to 7500 Block)	\$899,137	\$4,000 per year
Safe Routes to School Project - NE 88th Street Sidewalk (171st Avenue NE to 172nd Avenue NE)	\$167,445	\$1,000 per year
Citywide Projects		
Street Lighting Program	\$300,000	\$600 per year for new street lights
Street Channelization Improvement and Maintenance Program	\$750,000	\$10,000 per year

Note:

Estimates provided by departments in the 2021-2026 Capital Investment Program. Assumed maintenance and operations costs begin in year following estimated completion and are included in the City's long range planning



Redmond
WASHINGTON

This page intentionally left blank

DOWNTOWN URBAN CENTER



Downtown Urban Center Investments

2030 Vision

Downtown Redmond is a vibrant mix of businesses, residences and open spaces. It is a destination where residents, employees and visitors meet in their favorite coffee shop; enjoy a meal outside on the wide sidewalks along Cleveland Street; visit open-air markets or enjoy outdoor music and entertainment in the Downtown Park; stroll along the tree-lined streets from shop to shop; or bike, walk or run along the Sammamish River and Central Connector Trails. The Downtown Neighborhood is an urban village with a sense of its own history. The one square mile neighborhood houses approximately 13,000 residents and 12,400 jobs, providing support to the neighborhood's restaurants, shops, services and cultural and entertainment venues. Those who live or work here rarely use their cars to get around, as light rail, convenient bus service and friendly walking and bicycling environments provide fun, interesting and healthy mobility options within the neighborhood, as well as the region.

Achieving the Vision: Strategic Approach

In 2011, the City adopted its first *Vision Blueprint: Redmond's Capital Investment Strategy, 2013-2030* which describes a long-term strategy for achieving the vision. Since that time, the Vision Blueprint has been updated and enhanced, but continues to be the road map for investments in critical infrastructure to support the vision and growth of the Downtown neighborhood that is taking shape. The strategy involves continued investment in the neighborhood's street, pedestrian, park and utility systems to enhance the comfort, livability, look, convenience and quality of the neighborhood, not only for the residents and businesses within the neighborhood, but also for the greater community that comes to support and enjoy Downtown as a central place for shopping and entertainment.

The six-year strategic approach focuses on continued investment in current plans and recent work that propels the City toward the long-term vision for the Downtown Neighborhood. To advance the vision for Downtown during the 2021-2026 Capital Investment Program (CIP) period, the City and its partners will:

- Welcome Sound Transit's Light Rail service to Downtown
- Improve sidewalks on Cleveland Street and other various locations
- Install adaptive signal improvements
- Rebuild Redmond Senior and Community Center
- Rebuild the Redmond Central Connector as part of Sound Transits Downtown Redmond Link Extension

Outcomes: The Return on Investment

At the end of the 2021-2026 CIP period, the City's infrastructure in Downtown will be nearly complete. Decades of planning and investment will have become reality, the dust and disruption from City construction will have settled and new residents within the neighborhood will be occupying newly completed residential developments. There will be more Downtown residents and more shoppers and visitors from outside of the neighborhood visiting and supporting Downtown businesses and recreational amenities and activities. Activities including walking, bicycling, shopping, exercising and generally enjoying the neighborhood, will increase noticeably as a result of finalizing the Downtown vision.

2021 - 2026 Capital Investment Program

Downtown Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
38	<p>Sound Transit East Link 3</p> <p>Staff oversight and consulting services for the implementation of East Link Light Rail.</p> <p>Project timeframe: 2011 - 2022</p>	Vibrant and Connected Transportation	Existing	50,000	-	298,808
40	<p>Sidewalk Repair Project - Cleveland Street (164th Avenue NE - 168th Avenue NE)</p> <p>Replace sidewalk panels to improve conditions for pedestrians.</p> <p>Project timeframe: 2021 - 2024</p>	Vibrant and Connected Transportation	Existing	146,875	702,746	849,621
125	<p>Bridge Deck Overlay - NE 90th Street</p> <p>Reseal concrete bridge deck with an epoxy overlay.</p> <p>Project timeframe: 2021 - 2022</p>	Vibrant and Connected Transportation	Existing	481,571		481,571
202	<p>Redmond Senior and Community Center Rebuild</p> <p>Rebuild the Redmond Senior and Community Center to address the urgent needs of seniors, provide for growing recreation needs in the community and offer flexible, affordable spaces that support cultural celebrations and community events.</p> <p>Project timeframe: 2020 - 2024</p>	Healthy and Sustainable Parks	Existing	15,147,321	29,202,679	45,100,000
206	<p>Redmond Central Connector Improvements - Sound Transit Betterment</p> <p>Implement the ultimate design of the Redmond Central Connector between 164th Avenue NE and the Bear Creek Trail.</p> <p>Project timeframe: 2020 - 2023</p>	Vibrant and Connected Transportation	Existing	857,500	689,499	1,570,999

2021 - 2026 Capital Investment Program

Downtown Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
158	<p>Connection to King County Wastewater System - Avondale Road</p> <p>Upsize the wastewater trunk line that is at capacity.</p> <p>Project timeframe: 2024 - 2026</p>	<p>Healthy and Sustainable City Wastewater</p>	Existing		767,045	767,045
Multiple Locations	<p>Adaptive Signal Phase I - Downtown</p> <p>Install and support an adaptive signal system which utilizes software to adjust signal timings to traffic volumes in real time.</p> <p>Project timeframe: 2018 - 2021</p>	<p>Vibrant and Connected Transportation</p>	Existing	800,000		1,000,000
86	<p>Public Safety Building Phase 2</p> <p>Mechanical and electrical improvements.</p> <p>Project timeframe: 2022 - 2024</p>	<p>Vibrant and Connected General Government Facilities</p>	Existing	207,757	2,817,863	3,025,620
182	<p>Pavement Management Project - NE 90th Street (Willows Road to State Route 202)</p> <p>Rehabilitate and overlay pavement to extend the useful life of the roadway.</p> <p>Project timeframe: 2021 - 2023</p>	<p>Vibrant and Connected Transportation</p>	Existing	2,052,575	341,394	2,393,969
167	<p>City Center Groundwater Protection - NE 90th Street Pond Retrofit</p> <p>Construct improvements to the NE 90th Street pond to improve water quality function, reduce infiltration of untreated stormwater into groundwater, and reduce maintenance requirements.</p> <p>Project timeframe: 2016 - 2023</p>	<p>Healthy and Sustainable Stormwater</p>	Existing	208,988	1,394,012	2,383,000

2021 - 2026 Capital Investment Program

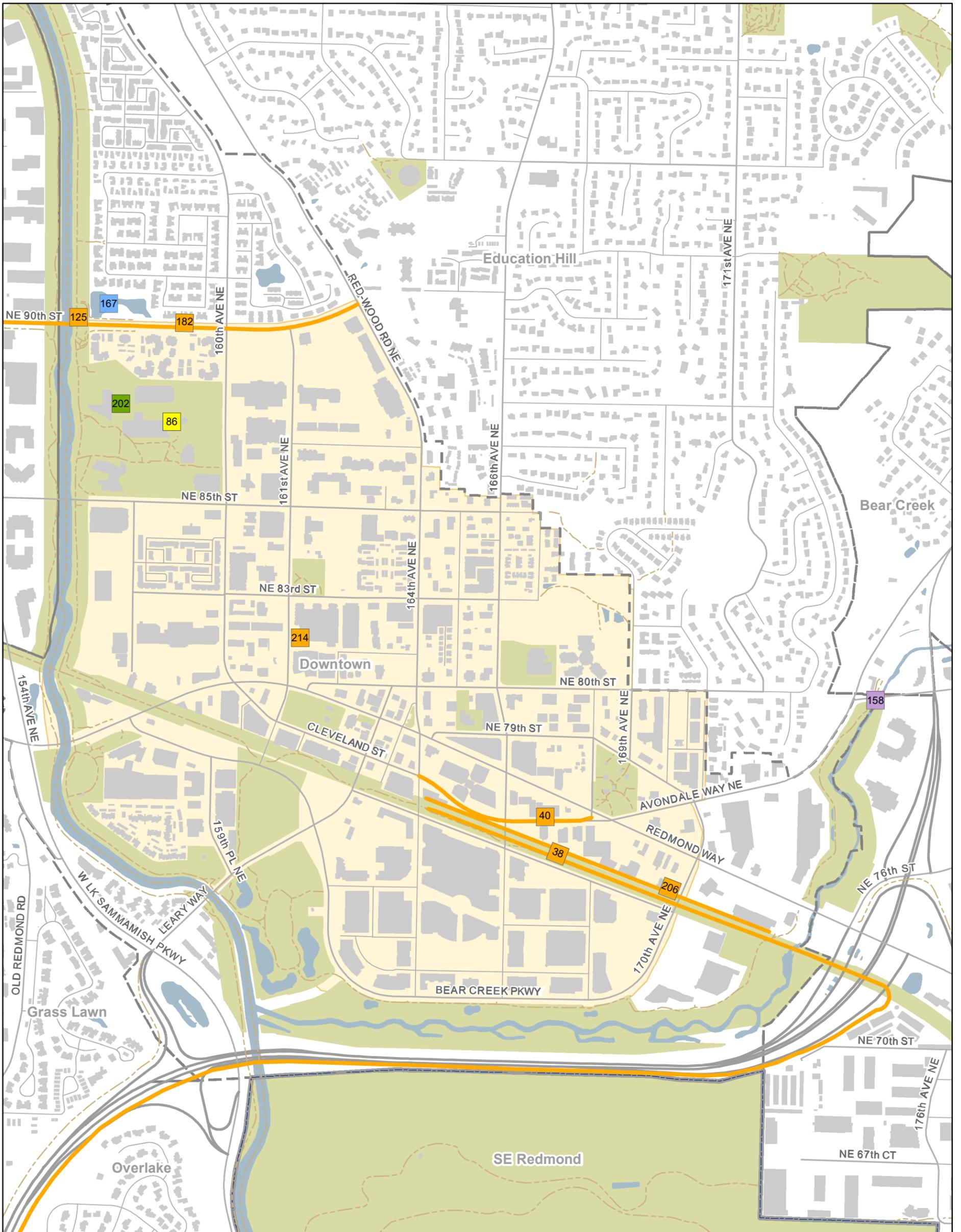
Downtown Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
NA	<p>Debt Service - Downtown Park</p> <p>Principal and interest costs on the limited tax general obligation bonds issued for the acquisition of the Downtown Park.</p> <p>Project timeframe: 2011 - 2021</p>	Healthy and Sustainable Parks	Existing	898,863		898,863
NA	<p>Debt Service - Redmond Senior and Community Center</p> <p>Principal and Interest on limited tax general obligation bond issued for Redmond Senior and Community Center Rebuild.</p> <p>Project timeframe: 2022 - 2042</p>	Healthy and Sustainable Parks	New	2,016,000	8,064,000	10,080,000
NA	<p>Debt Service- Transportation Projects</p> <p>Principal and interest on limited tax general obligation bonds issued for the couplet conversion, 161st Street extension and Bear Creek Parkway.</p> <p>Project timeframe: 2016 - 2035</p>	Vibrant and Connected Transportation	Existing	5,780,100	11,625,101	17,405,201



Redmond
WASHINGTON

This page intentionally left blank



Projects

 Parks	 Parks	 Urban Center
 Stormwater	 Stormwater	
 Transportation	 Transportation	
 Wastewater	 Wastewater	
 Water	 Water	
 General Government		

**Capital Investment Projects
2021 - 2026
Downtown**



City of Redmond
WASHINGTON




0 0.25
Miles



Redmond
WASHINGTON

This page intentionally left blank

OVERLAKE URBAN CENTER



CRANDALL ARAMBULA
Revitalizing America's Cities

Visualization- Final Phase
May 27, 2011

Overlake Urban Center Investments

2030 Vision

Redmond's adopted vision for Overlake in 2030 is a thriving neighborhood where 16,000 people live, and 70,000 people work. In 2030, thousands of new residents walk from their homes to their jobs or to patronize neighborhood shops and services. Many people stroll along a redesigned 152nd Avenue NE, the neighborhood's main street. Others use new streets and urban pathways established as the neighborhood redeveloped.

The neighborhood contains three major parks that provide an important green contrast to surrounding urban development. Employees relax in the park refuge spaces while visitors take in live music. Condominiums can be seen from the park where residents and guests enjoy a view of their neighborhood and beyond.

Each day, light rail quickly and conveniently transports residents, employees and visitors between two Overlake stations and regional destinations. For those preferring bicycles to trains, regional trails have been improved, reducing congestion at street crossings. Complete streets and new non-motorized crossings of State Route 520 make transit convenient for more people and provide new connections between Overlake Village and the employment area to the north. The Overlake of 2030 succeeds as a regional hub of activity because the community at large, together with private property owners and developers, established a vision and executed plans to achieve it.

Achieving the Vision: Strategic Approach

Redmond's *Vision Blueprint: Redmond's Capital Investment Strategy, 2013-2030* describes a long-term strategy for achieving Redmond's vision. The focus of the strategy and its subsequent updates, is to invest in critical infrastructure that will support growth, indicating Redmond's commitment to create quality neighborhoods. The strategy involves collaborating with partners to coordinate the provision of infrastructure and participating in the extension of East Link Light Rail and improvements to State Route 520 to ensure that such improvements are consistent with Redmond's vision for the Overlake neighborhood. The 2021-2026 Capital Investment Program (CIP) focuses on the most critical capital investments to help support growth that is happening now, serves existing needs in Overlake neighborhood as a whole and allows the City to coordinate with stakeholders to maximize the value of our partners' contributions. The proposed investments allow the City to continue design of some future capital projects to position them as grant candidates and otherwise prepare for timely construction. Specifically, to advance the vision for Overlake, the City and its partners will:

- Design and construct new transportation connections serving all travel modes
- Leverage private and state investments in transit and mobility
- Leverage private investments in urban parks for residents to enjoy
- Maintain reliable utility services for customers in existing neighborhoods
- Build new utility infrastructure to help accommodate growth
- Finish regional stormwater solutions that improve habitat, accommodate growth and encourage private sector investment by allowing property owners to focus on developing and maintaining their properties

Outcomes: The Return on Investment

During the 2021-2026 CIP period the casual onlooker will notice major changes in Overlake with positive outcomes in mobility options, the protection of the environment and quality of life. The community can expect the following results:

- **Mobility:** Sound Transit will open East Link Light Rail service from Seattle to Overlake in 2023 and the two light rail stations will both have pedestrian-bicycle bridges over State Route 520 directly accessing the stations. In 2024 light rail service will be extended to SE Redmond and Downtown including a grade-separated connection directly linking the Redmond Central Connector in Downtown to the East Lake Sammamish Parkway Trail. There will also be many other multi-modal capital improvements completed to make it easier to walk, bike, drive or ride the bus to these new light rail stations.
- **Environment:** City investments in stormwater infrastructure will further improve water quality conditions in Lake Sammamish and our creeks providing a successful regional demonstration of the watershed approach to stormwater management.
- **Quality of Life:** The City will replace aging and undersized water lines and pressure reducing valves across and in the vicinity of State Route 520 ensuring high-quality water service in the long term.

The transformation of Overlake has already begun. During the last two years, the City has continued to invest in underlying infrastructure that will lay the foundation for continued investment in the neighborhood. Private stakeholders have seen their projects take shape and the City continues to collaborate with and maximize the anticipated transportation, urban design and environmental benefits of an enhanced urban center.

2021 - 2026 Capital Investment Program

Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
39	<p>152nd Avenue NE Improvements (NE 24th Street to NE 28th Street)</p> <p>Implement the 152nd Avenue NE Main Street, including intersection upgrades, turn lanes where necessary, cycle track, streetscape improvements, complete bicycle connectivity and add on-street parking (east side only).</p> <p>Project timeframe: 2015 - 2023</p>	Vibrant and Connected Transportation	Existing	11,533,421	3,545,003	16,585,424
83	<p>Connecting Washington Project - State Route 520 Trail Grade Separation at NE 40th Street</p> <p>Construct a grade separated pedestrian and bike tunnel for the State Route 520 Regional Shared Use Path under NE 40th Street.</p> <p>Project timeframe: 2017 - 2021</p>	Vibrant and Connected Transportation	Existing	2,637,231		14,261,932
160	<p>City of Bellevue - Bel-Red Road Pavement Management Contribution</p> <p>Joint project with the City of Bellevue to resurface roadway to preserve the life of the pavement.</p> <p>Project timeframe: 2020 - 2021</p>	Vibrant and Connected Transportation	Existing	145,000		170,000
13	<p>Overlake Village Pedestrian Bridge</p> <p>Design and construct a new bicycle and pedestrian bridge over State Route 520 locating the southern landing at the East Link Light Rail Overlake Village Station and Overlake Regional Growth Center with the north landing in the vicinity of the State Route 520 Trail and NE 31st Street.</p> <p>Project timeframe: 2012 - 2021</p>	Vibrant and Connected Transportation	Existing	300,000	-	3,769,679
138	<p>Pedestrian and Bicycle Access - NE 40th Street Shared Use Path (156th Avenue NE to 163rd Avenue NE)</p> <p>Extend shared use path on the south side of NE 40th Street from 156th Avenue NE to 163rd Avenue NE.</p> <p>Project timeframe: 2019 - 2023</p>	Vibrant and Connected Transportation	Existing	2,749,696	1,436,644	4,496,340

2021 - 2026 Capital Investment Program

Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
205	<p>Country Creek Culvert Replacement</p> <p>King County will design, permit and construct a culvert located at the 4500 block of West Lake Sammamish Parkway. This work will create a fish passable culvert and will be done as part of the Lake Hills sewer trunk project.</p> <p>Project timeframe: 2021</p>	<p>Healthy and Sustainable</p> <p>Stormwater</p>	New	200,000		200,000
122	<p>Water Main Replacement (NE 51st Street Crossing over State Route 520)</p> <p>Install new waterline under State Route 520 or on the NE 51st Street Bridge to replace the existing water line that will be impacted by Sound Transit's light rail project.</p> <p>Project timeframe: 2021</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	Existing	2,438,730		2,438,730
208	<p>Water Main Replacement (NE 60th Street Crossing over State Route 520)</p> <p>Construct a new 12 inch ductile iron waterline across State Route 520 and hung under the NE 60th Street bridge to replace the existing water line that runs under State Route 520.</p> <p>Project timeframe: 2021</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	New	2,147,670		2,147,670
199	<p>Cycle Track - 156th Avenue NE (NE 28th Street to NE 31st Street and NE 36th Street to NE 40th Street)</p> <p>Extend the Microsoft Refresh cycle track improvements on 156th Avenue NE (NE 31st Street to NE 36th Street) south to NE 28th Street and north to NE 40th Street.</p> <p>Project timeframe: 2021 - 2023</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing	995,986	4,233,122	5,229,108

2021 - 2026 Capital Investment Program

Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
198	<p>Light Rail Station Access - NE 31st Street (148th Avenue NE to Overlake Village Pedestrian and Bicycle Bridge)</p> <p>Provide a public pedestrian and bicycle access in the vicinity of NE 31st Street from 148th Avenue NE to the Overlake Village Pedestrian Bicycle Bridge through a combination of existing infrastructure and a new shared use path.</p> <p>Project timeframe: 2019 - 2021</p>	Vibrant and Connected Transportation	Existing	437,911		644,480
216	<p>156th Avenue NE Shared Use Path (NE 40th Street to NE 51st Street) - Design</p> <p>Design a shared use path on 156th Avenue NE between NE 40th Street and NE 51st Street.</p> <p>Project timeframe: 2024 - 2025</p>	Vibrant and Connected Transportation	New		429,000	429,000
189	<p>Pressure Reducing Valve (NE 51st Street Crossing of State Route 520)</p> <p>Replace an aging pressure reducing valve and meter and relocate to a more maintainable location as part of transportation improvements on NE 51st Street.</p> <p>Project timeframe: 2019 - 2022</p>	Healthy and Sustainable City Water	Existing	581,000		590,000
212	<p>Bel-Red Road Bicycle Lanes (West Lake Sammamish Parkway to 156th Avenue NE)</p> <p>Re-configure Bel-Red Road to repurpose use of one uphill lane into bicycle lanes from West Lake Sammamish Parkway to NE 30th Street. Install a pedestrian-activated traffic control device (HAWK signal) at Bel-Red Road and 2800 Block. Configure bicycle lanes on NE 28th Street, from 156th Avenue NE to Bel-Red Road.</p> <p>Project timeframe: 2024 - 2026</p>	Vibrant and Connected Transportation	New		1,795,460	1,795,460

2021 - 2026 Capital Investment Program

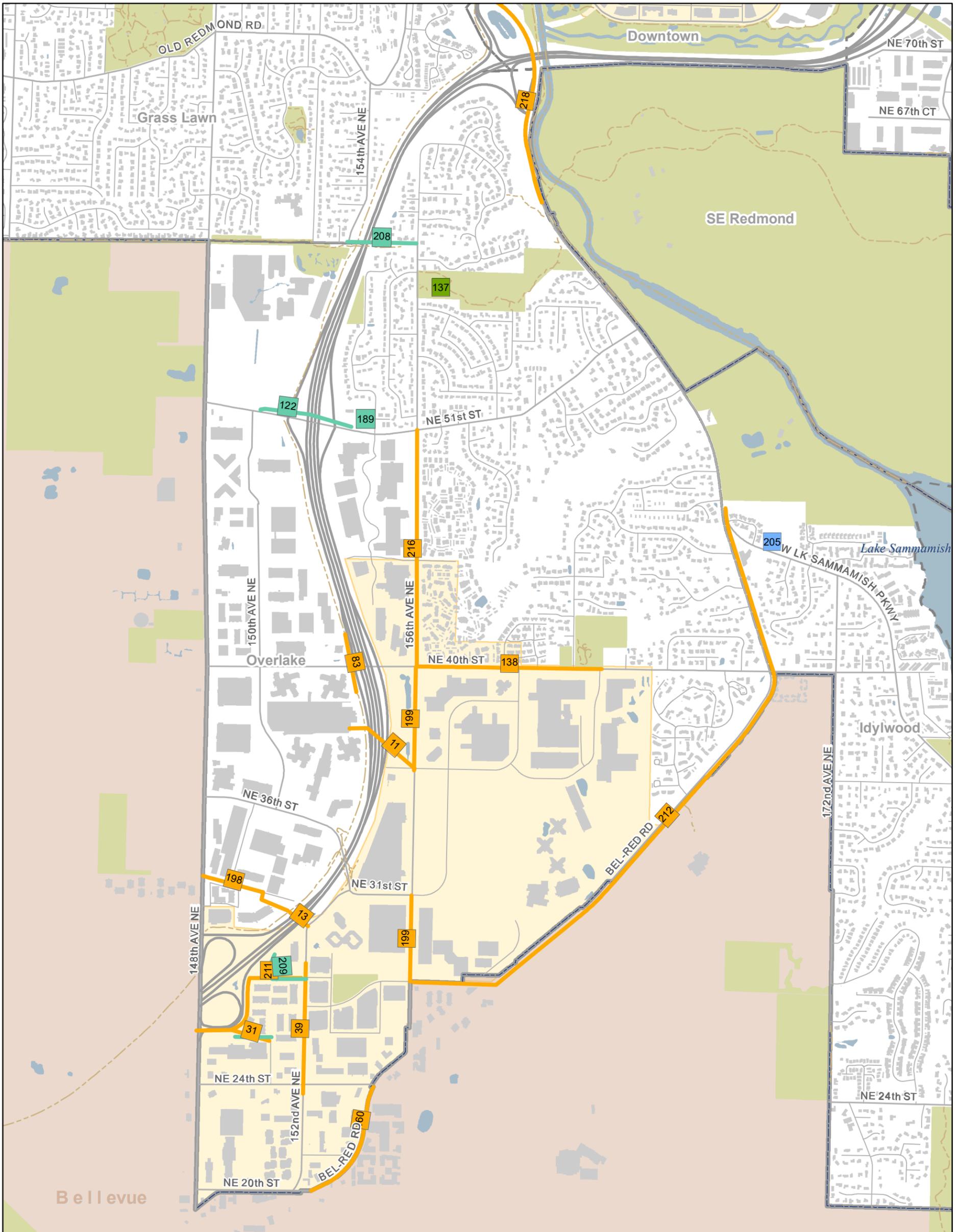
Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
11	<p>Pedestrian and Bicycle Bridge - Redmond Technology Center Station</p> <p>Staff oversight and participation in the design of a pedestrian-bicycle bridge over State Route 520 and 156th Avenue NE to access the Redmond Technology Station.</p> <p>Project timeframe: 2017 - 2022</p>	Vibrant and Connected Transportation	Existing	315,000		520,000
211	<p>Plaza Street Connection (Shen Street to 152nd Avenue NE)</p> <p>Complete Plaza Street to be constructed as part of Overlake Access Ramp project.</p> <p>Project timeframe: 2021 - 2022</p>	Vibrant and Connected Transportation	New	360,000		360,000
218	<p>Pavement Management Project - West Lake Sammamish Parkway (North of Marymoor to Leary Way)</p> <p>Rehabilitate and overlay pavement surface to extend useful life of roadway.</p> <p>Project timeframe: 2023 - 2024</p>	Vibrant and Connected Transportation	New		1,800,000	1,800,000
137	<p>Westside Park Renovation</p> <p>Redevelop the park per the approved master plan, replacing the playground and sports courts that are at the end of their useful life and enhancing the plantings, trails and community gathering spaces.</p> <p>Project timeframe: 2019 - 2021</p>	Healthy and Sustainable Parks	Existing	2,000,000		2,600,000
31 209	<p>Overlake Access Ramp</p> <p>Staff oversight and participation in Washington State Department of Transportation project which will add a new eastbound State Route 520 off-ramp and two new street connections in Overlake Village. Water main improvements will take place to avoid future disruption to the new streets.</p> <p>Project timeframe: 2010 - 2022</p>	Vibrant and Connected Transportation City Water	Existing	217,025		717,025



Redmond
WASHINGTON

This page intentionally left blank



Projects

Parks	Parks	Urban Center
Stormwater	Stormwater	
Transportation	Transportation	
Wastewater	Wastewater	
Water	Water	
General Government		

**Capital Investment Projects
2021 - 2026
Overlake**

City of Redmond
WASHINGTON



Redmond
WASHINGTON

This page intentionally left blank

REDMOND NEIGHBORHOODS

people whether walking safely down the street or moving efficiently across town. Healthy streams and natural environment contribute significantly to Redmond's enhanced quality of life.

As Redmond grows, residents want a community that weaves the small town feel of older, established neighborhoods with the energy and vitality of Redmond's emerging urban centers. These efforts will result in a comfortable, friendly sense of place where diversity and innovation are embraced, local investments strengthen a sense of pride and identity and collaborative action is taken to achieve community objectives. It's a place that is home to people from a variety of ethnic backgrounds, which contributes to the richness of the City's culture.

Achieving the Vision: Strategic Approach

In 2011, the City adopted *Vision Blueprint: Redmond's Capital Investment Strategy, 2013-2030*. This document and subsequent updates describe a long-term strategy for achieving Redmond's vision. The chief component of this strategy is to invest in critical infrastructure to maintain and connect Redmond's neighborhoods to be consistent with the vision of community connectedness.

To advance the vision for Redmond's neighborhoods during the 2021-2026 Capital Investment Program (CIP) period, the City and its partners will continue to preserve and provide basic maintenance of infrastructure including streets, utilities and parks. The projects also support a transportation system that provides mobility options, maintains and replaces aging infrastructure and improves the reliability and safety of existing systems. Recommended projects strengthen Redmond's economy and provide direct support to businesses located in the neighborhoods as they become more connected and ensure equitable access to places and systems for the entire community. Key projects such as upgrades to wastewater pump stations strengthen Redmond's commitment to maintaining and enhancing community safety. Improvements to transportation and utility infrastructure are intended to ensure efficient use of funds to maintain service to existing customers while also considering anticipated needs of future customers.

Results: The Return on Investment

Capital improvements in Redmond's neighborhoods during 2021-2026 will ensure long-term neighborhood sustainability by preserving the cherished community setting in which people prefer to live, work, recreate, invest and travel. Many community attributes help foster neighborhood pride in Redmond as a whole and in each of the City's neighborhood planning areas. For example, fostering diversity and ensuring equity such as access to a variety of parks and natural areas and quality public services; maintaining safe, walkable and bike-able neighborhoods; and promoting a welcoming and vibrant environment help Redmond remain a desirable city. Attention to efficient and high capacity transportation systems such as East Link Light Rail and the Redmond Central Connector improvements as a result of Sound Transit betterments, as well as strategic multi-benefit natural resource investments, such as the Evans Creek Relocation help ensure that Redmond remains a leader in managing public and natural resources and in making positive contributions to the central Puget Sound region.

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
EH200 EH201	<p>10,000 Block of Avondale Road Erosion</p> <p>Stabilize slope and control erosion to protect Avondale Road and provide an environmental lift for Bear Creek through the project site.</p> <p>Project timeframe: 2019 - 2021</p>	<p>Vibrant and Connected</p> <p>Stormwater Transportation</p>	Existing	1,623,660		2,269,458
SE51	<p>Pump Station 12 Replacement</p> <p>Installation of new wet well, valve vault and complete replacement of pumps, motors, valves, controls, generator and all necessary equipment at a new site.</p> <p>Project timeframe: 2012 - 2022</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing	2,798,913		4,107,913
SE220	<p>Maintenance and Operations Center (MOC) - Plumbing and ADA Improvements</p> <p>Renovate restrooms and locker rooms to address plumbing, ADA and functional issues including expansion for laundry and drying facilities.</p> <p>Project timeframe: 2021 - 2022</p>	<p>Vibrant and Connected</p> <p>General Government Facilities</p>	New	550,000		550,000
ID156	<p>Community Facilities District - NE 40th Street Stormwater Trunk Extension Phase 2</p> <p>Construct water quality facility at the Redmond Technology Station to treat runoff from State Route 520 and NE 40th Street and improve water quality in Lake Sammamish.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Healthy and Sustainable</p> <p>Stormwater</p>	Existing	4,339,146		6,269,146
SE50	<p>Pump Station 11 Upgrades</p> <p>Installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment.</p> <p>Project timeframe: 2024 - 2026</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing		2,295,000	2,295,000

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
ID48	<p>Pump Station 5 Upgrades</p> <p>Installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment.</p> <p>Project timeframe: 2018 - 2025</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing	750,000	2,671,000	3,643,000
ID49	<p>Pump Station 6 Upgrades</p> <p>Installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment.</p> <p>Project timeframe: 2018 - 2023</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing	3,200,000	225,000	3,647,000
EH166	<p>Redmond Pool Renovation</p> <p>Provides improvements to infrastructure and efficiency of the existing facilities at the Redmond Pool.</p> <p>Project timeframe: 2019 - 2021</p>	<p>Healthy and Sustainable</p> <p>Parks</p>	Existing	150,000		9,217,863
NR210	<p>Targeted Safety Improvement Project - Pedestrian Crossing (NE 116th Street at 159th Avenue NE)</p> <p>Install new solar Rapid Flash Beacon crossing, curb ramp and minor sidewalk installation.</p> <p>Project timeframe: 2022 - 2023</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	New	30,000	114,645	144,645
SE143	<p>Intersection Improvement Project - Redmond Way and East Lake Sammamish Parkway</p> <p>Increase vehicle capacity, complete pedestrian crossings and connect bicycle lanes on East Lake Sammamish Parkway from NE 65th Street to NE 68th Street.</p> <p>Project timeframe: 2020 - 2022</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing	1,798,000		1,998,000

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
WL215	<p>Willows Road Improvement Phase 1</p> <p>Install two new signals, one at Willows Creek and one at Physio Control and add 1,000 feet of new turn lane.</p> <p>Project timeframe: 2022 - 2024</p>	Vibrant and Connected Transportation	New	270,146	3,941,583	4,211,729
WL98	<p>Willows Road Culvert Replacement</p> <p>Replace the fish barrier culvert under Willows Road.</p> <p>Project timeframe: 2017 - 2021</p>	Healthy and Sustainable Stormwater	Existing	2,608,318		3,228,318
RWP224	<p>Fire Station 14 Seismic Retrofit</p> <p>Fire District 34 project which is being managed by the City to do a seismic upgrade to operational standards and other seismic improvements.</p> <p>Project timeframe: 2018 - 2021</p>	Vibrant and Connected General Government Facilities	Existing	1,547,337		2,103,103
RWP225	<p>Fire Station 18 Seismic Retrofit</p> <p>Fire District 34 project which is being managed by the City to do a seismic upgrade to operational standards and other seismic improvements.</p> <p>Project timeframe: 2018 - 2021</p>	Vibrant and Connected General Government Facilities	Existing	1,547,337		2,075,112
SE163	<p>Intersection Improvement Project - Redmond Way and NE 70th Street</p> <p>Add a second northbound left-turn lane from Redmond Way to NE 70th Street.</p> <p>Project timeframe: 2019 - 2023</p>	Vibrant and Connected Transportation	Existing	2,632,269	980,000	4,132,269
SE165	<p>Redmond Way Bridge Modification and NE 76th Street Widening</p> <p>Add a second eastbound left turn lane at the intersection of Redmond Way and NE 76th Street and add a second eastbound receiving lane on NE 76th Street from Redmond Way to Fred Meyer.</p> <p>Project timeframe: 2020 - 2022</p>	Vibrant and Connected Transportation	Existing	512,746		520,746

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
SE173	<p>Fire Station 16 and Fleet Shop Seismic Upgrades</p> <p>Seismic upgrade to fully operational standards as informed by the Facility Condition Assessment.</p> <p>Project timeframe: 2019 - 2021</p>	<p>Vibrant and Connected</p> <p>General Government Facilities</p>	Existing	899,219		1,300,000
SE52	<p>Pump Station 13 Replacement and 70th Street Force Main</p> <p>Replace existing pump station with a new station and construct a new force main for the station.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing	7,570,795		14,030,795
GL203	<p>Retaining Wall Replacement (Redmond Way at Willows Road)</p> <p>Replacement of approximately 1,075 feet of rockery, sidewalk expansion from 5 feet to 6 feet and approximately 70 feet of new 12 inch storm drain.</p> <p>Project timeframe: 2019 - 2021</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing	1,435,255		1,628,505
EH183	<p>Pump Station 8 Rehabilitation</p> <p>Installation of new valve vault and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment.</p> <p>Project timeframe: 2024 - 2026</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing		2,070,000	2,070,000
WL47	<p>Pump Station 15 Replacement</p> <p>Remove the aging pump station and construct a gravity sewer as a replacement.</p> <p>Project timeframe: 2012 - 2022</p>	<p>Healthy and Sustainable</p> <p>City Wastewater</p>	Existing	1,130,800		2,308,703

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
SE213 Downtown 214	<p>Targeted Safety Improvement Project - Rectangular Rapid Flash Beacon Crossings (180th Avenue NE at NE 70th Street; 161st Avenue NE at NE 81st Street)</p> <p>Install two new Rectangular Rapid Flashing Beacon crosswalks.</p> <p>Project timeframe: 2021 - 2023</p>	Vibrant and Connected Transportation	New	151,358	74,655	226,013
NR79 NR161	<p>Smith Woods Stream and Pond Rehabilitation</p> <p>Construct improvements to failing pond outlet structure to provide downstream infrastructure and healthy habitat.</p> <p>Project timeframe: 2018 - 2022</p>	Healthy and Sustainable Parks Stormwater	Existing	782,162		1,396,004
BC34	<p>Evans Creek Relocation</p> <p>Enhance approximately 4,500 feet of stream channel that currently runs through multiple industrial properties by relocating it to less developed areas in the north and east to establish adequate buffers, improve in-stream habitat, and allow for redevelopment of industrial properties currently impacted by the stream.</p> <p>Project timeframe: 2012 - 2025</p>	Healthy and Sustainable Stormwater	Existing	3,850,543	12,602,530	18,453,073
NR140	<p>Monticello Flow Control - Deep Infiltration</p> <p>Construct advanced control systems to existing stormwater ponds to improve flow control.</p> <p>Project timeframe: 2016 - 2022</p>	Healthy and Sustainable Stormwater	Existing	745,650		1,166,640
SE58	<p>SE Redmond Tank Painting and Seismic Upgrades</p> <p>Painting the water supply tank, along with constructing seismic upgrades to meet current code requirements.</p> <p>Project timeframe: 2017 - 2021</p>	Healthy and Sustainable City Water	Existing	1,297,698		5,887,698

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
EH19	<p>Education Hill Pump Station Replacement</p> <p>Replace roofs, mechanical systems, electrical systems and controls.</p> <p>Project timeframe: 2024</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	Existing		263,550	263,550
BC217	<p>Pavement Management Project- Avondale Road (North of Union Hill Road to Novelty Hill Road)</p> <p>Rehabilitate and overlay pavement surface to extend useful life of roadway.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	New		1,800,000	1,800,000
RWP175	<p>Control System and Telemetry Upgrade Phase 4</p> <p>Upgrade the control system that runs the water and wastewater systems at the Operations Center and Pump Stations 51, 52, 53, 54 and 55. The system is an independent computer network that operates, monitors, and directs the control devices that are distributed throughout the utility.</p> <p>Project timeframe: 2020 - 2022</p>	<p>Healthy and Sustainable</p> <p>Novelty Hill Water</p> <p>Novelty Hill Wastewater</p>	Existing	2,175,000		2,200,000
GL184	<p>Safe Routes to School Project - 151st Avenue NE Sidewalk (Old Redmond Road to 7500 Block)</p> <p>Install sidewalk on 151st Avenue NE from Old Redmond Road to the 7500 Block and connect 151st Avenue NE to 152nd Avenue NE at the 7500 Block.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing		899,137	899,137
ID181	<p>Hardscape Project - Idylwood Park Parking Lot Repairs</p> <p>Resurface parking lot and replace curbs to provide a safe driving and walking surface for park patrons.</p> <p>Project timeframe: 2024</p>	<p>Vibrant and Connected</p> <p>Parks</p>	Existing		335,480	335,480

2021 - 2026 Capital Investment Program

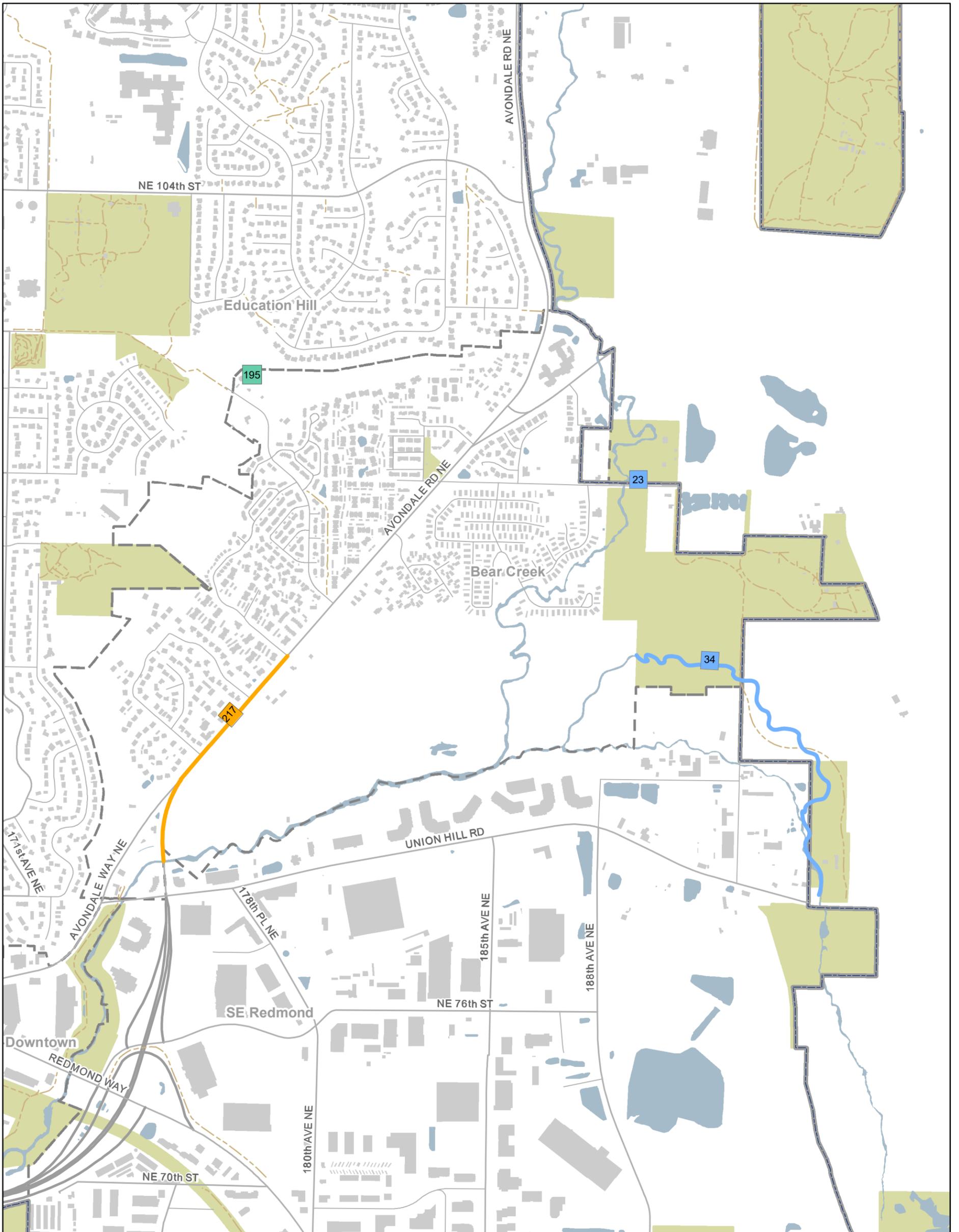
Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
GL120	<p>Hardscape Project - Grass Lawn Park Parking Lot</p> <p>Resurface the 148th Avenue NE parking lot and replace curbs to provide a safe driving and walking surface for park patrons.</p> <p>Project timeframe: 2023 - 2024</p>	Vibrant and Connected Parks	New		282,241	282,241
SE219	<p>NE 70th Street Improvements (Redmond Way to 180th Avenue NE)</p> <p>Build a new roadway including one general purpose lane in each direction, left turn lane, bicycle lanes and sidewalks.</p> <p>Project timeframe: 2021 - 2025</p>	Vibrant and Connected Transportation	New	548,929	4,690,207	5,239,136
GL221	<p>Sports Field Project - Grass Lawn Multi Use Field 2</p> <p>Replacement of degraded synthetic turf playing surface that is at end of life in 2021.</p> <p>Project timeframe: 2022 - 2024</p>	Healthy and Sustainable Parks	New	89,950	1,705,551	1,795,501
GL222	<p>Sports Field Project - Grass Lawn Softball Field 1</p> <p>Replacement of degraded synthetic turf playing surface that will reach end of life in 2023.</p> <p>Project timeframe: 2023 - 2024</p>	Healthy and Sustainable Parks	New		346,130	346,130
EH223	<p>Sports Field Project - Hartman Baseball Infield</p> <p>Replacement of degraded synthetic turf playing surface that will reach end of life in 2025.</p> <p>Project timeframe: 2024 - 2026</p>	Healthy and Sustainable Parks	New		574,327	574,327
BC23	<p>NE 95th Street Bridge Replacement</p> <p>Complete design and construction for the replacement of the NE 95th Street Bridge.</p> <p>Project timeframe: 2018 - 2025</p>	Healthy and Sustainable Transportation	Existing	1,500,839	11,283,656	12,850,295

2021 - 2026 Capital Investment Program

Neighborhoods Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
SE108	<p>SE Redmond Booster Pump Station Rehabilitation</p> <p>Replacement of pump components, variable frequency drives, telemetry system, control panel, and address building deficiencies.</p> <p>Project timeframe: 2024</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	Existing		263,550	263,550
BC195	<p>Perrigo Springs Pump Station Replacement</p> <p>Replace roofs, mechanical systems, electrical systems and controls.</p> <p>Project timeframe: 2024</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	New		263,550	263,550
EH85	<p>Pavement Management Project - 166th Avenue NE (NE 85th Street to 102nd Avenue NE)</p> <p>Rehabilitate and overlay pavement surface to extend useful life of roadway.</p> <p>Project timeframe: 2024 - 2026</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing		2,874,384	2,874,384
ID207	<p>Viewpoint Asbestos Cement Watermain Replacement Phase 1</p> <p>Replace 3,100 feet of asbestos cement pipe with ductile iron pipe, along with fire hydrants and air-vacs.</p> <p>Project timeframe: 2022 - 2024</p>	<p>Healthy and Sustainable</p> <p>City Water</p>	New	812,809	3,594,191	4,407,000
EH185	<p>Safe Routes to School Project - NE 88th Street Sidewalk (171st Avenue NE to 172nd Avenue NE)</p> <p>Install sidewalk on NE 88th Street from 171st Avenue NE to 172nd Avenue NE.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	Existing		167,445	167,445
SE159	<p>Lake Washington Institute of Technology Lease</p> <p>Lease payments for use of Lake Washington Institute of Technology for the Redmond Community Center at Marymoor Village.</p> <p>Project timeframe: Ongoing</p>	<p>Healthy and Sustainable</p> <p>Parks</p>	Existing	996,000	2,136,000	3,132,000



Projects

Parks	Parks	Urban Center
Stormwater	Stormwater	
Transportation	Transportation	
Wastewater	Wastewater	
Water	Water	
General Government		



**Capital Investment Projects
2021 - 2026**

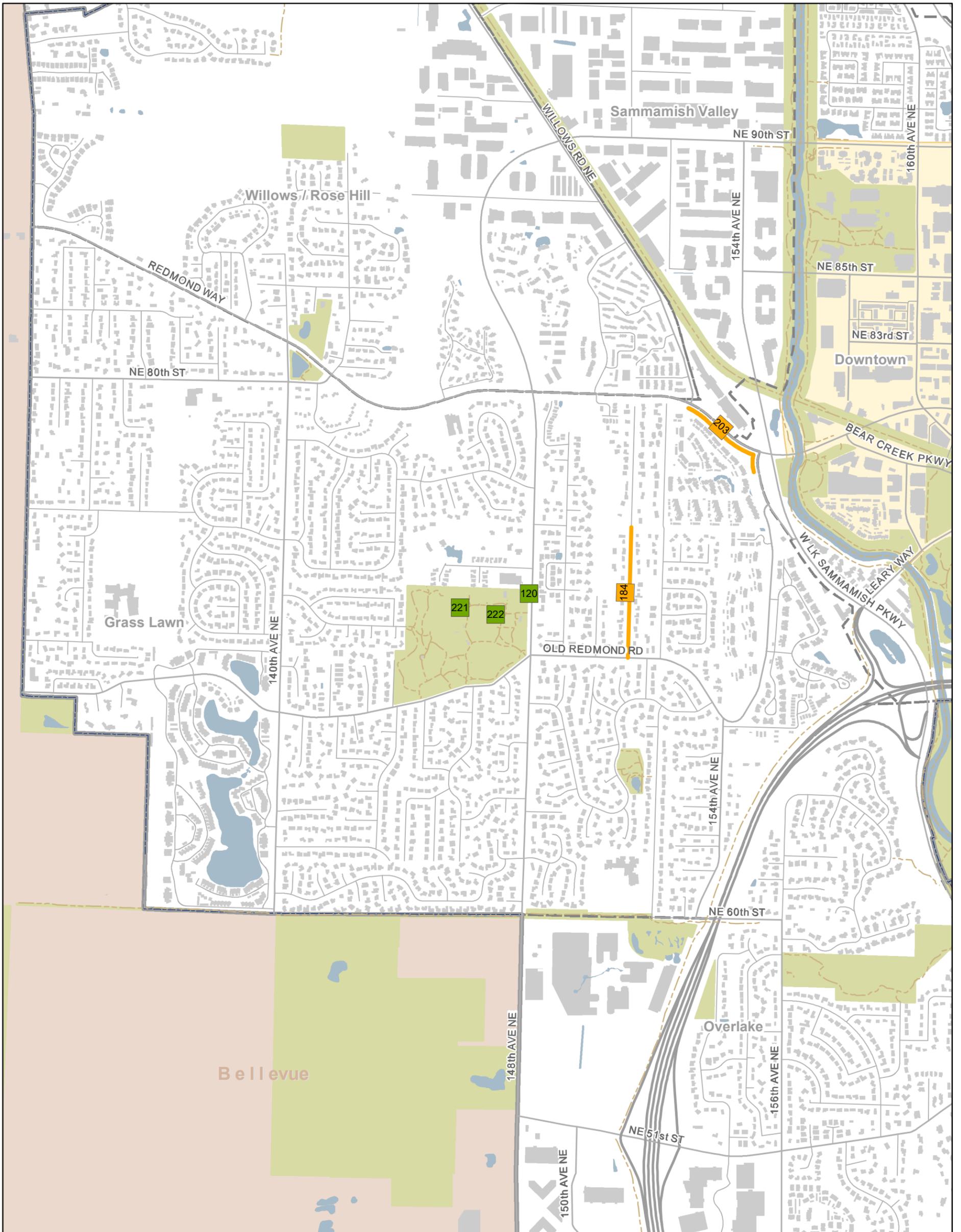
Bear Creek






Redmond
WASHINGTON

This page intentionally left blank

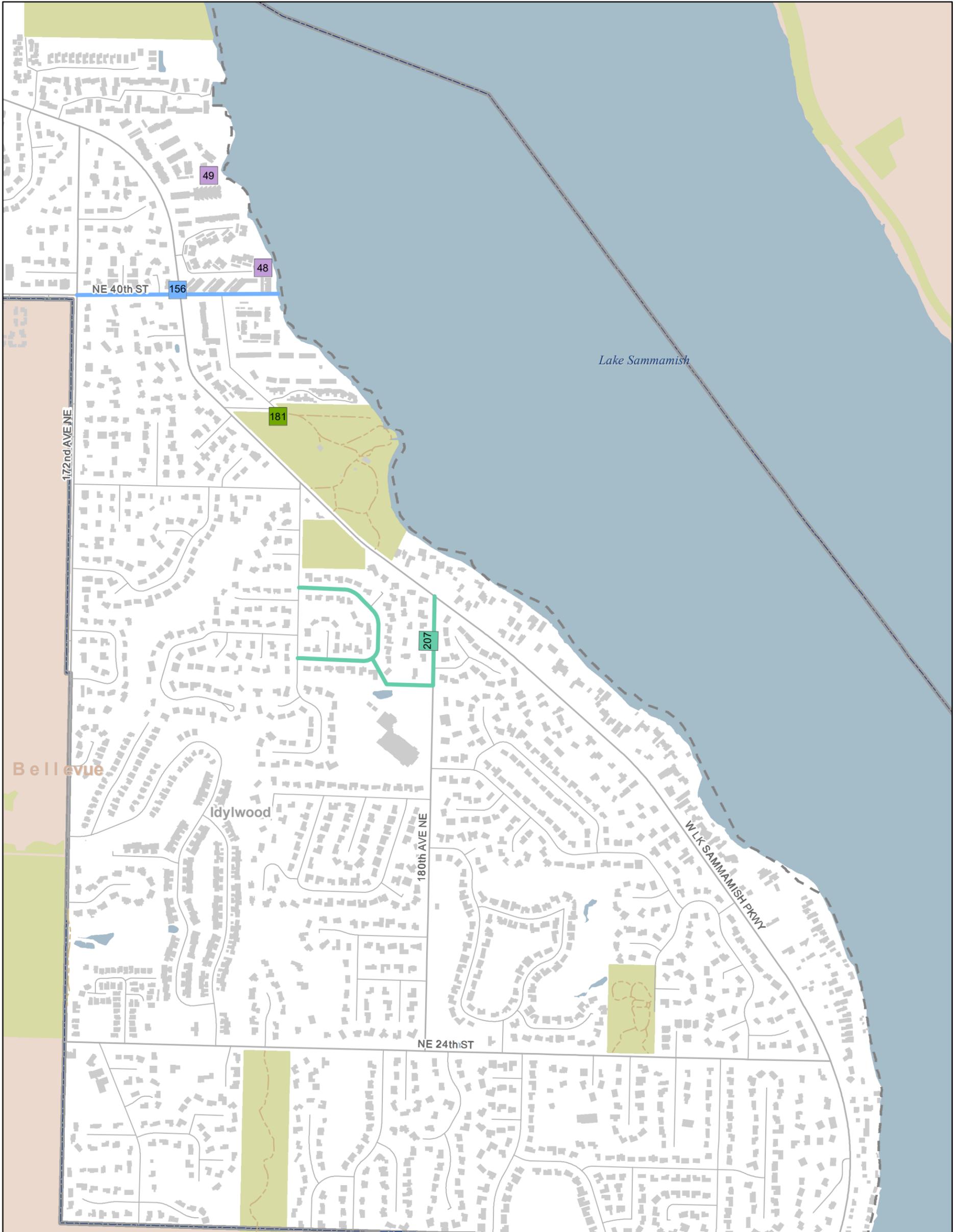


Projects			 <p>Capital Investment Projects 2021 - 2026 Grass Lawn</p>  
	Parks		
	Stormwater		
	Transportation		
	Wastewater		
	Water		
	General Government		Urban Center



Redmond
WASHINGTON

This page intentionally left blank

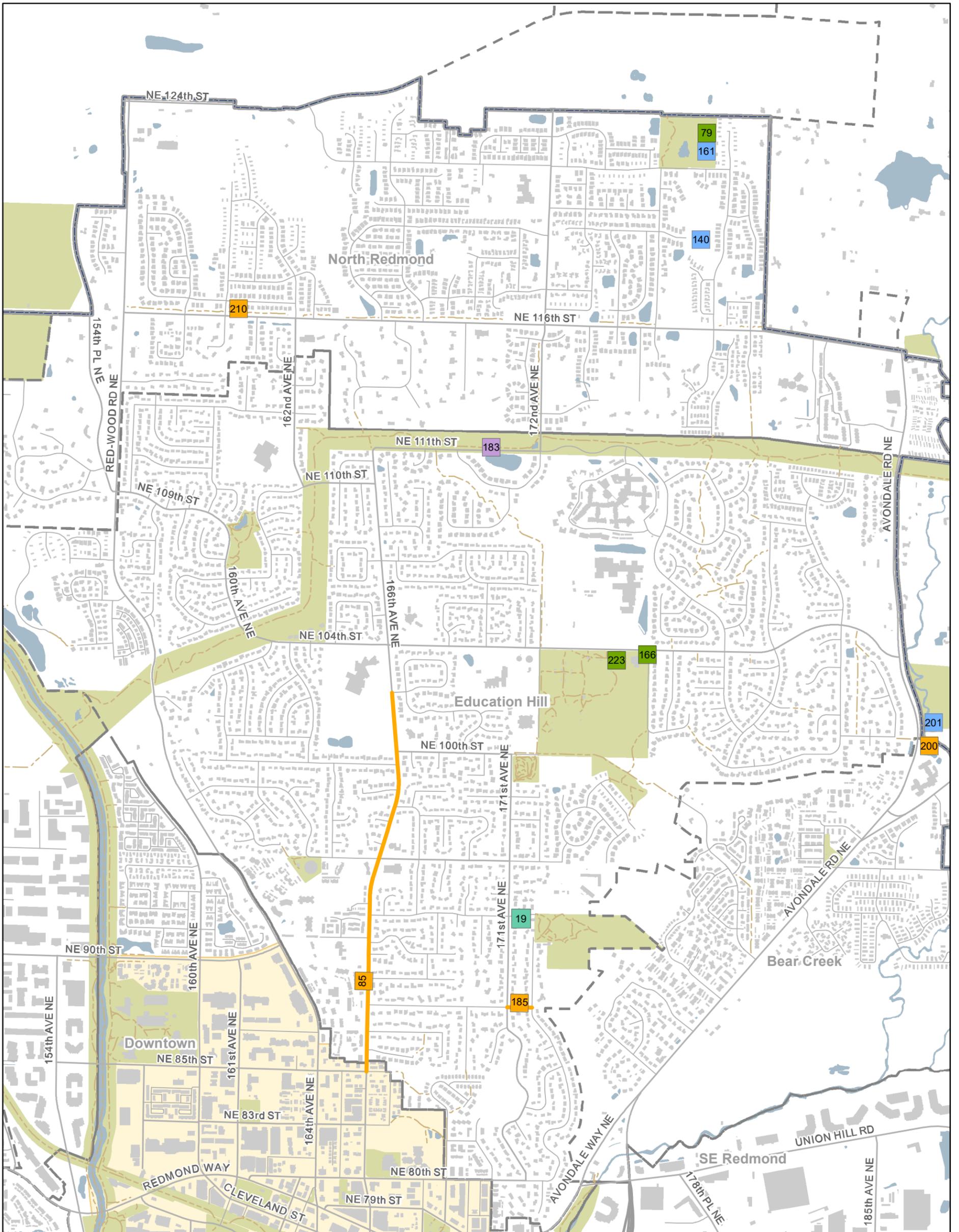


Projects			 <p>Capital Investment Projects 2021 - 2026 Idylwood</p>  	
	Parks			Parks
	Stormwater			Stormwater
	Transportation			Transportation
	Wastewater			Wastewater
	Water			Water
	General Government			Urban Center



Redmond
WASHINGTON

This page intentionally left blank



Projects

 Parks	 Parks	 Urban Center
 Stormwater	 Stormwater	
 Transportation	 Transportation	
 Wastewater	 Wastewater	
 Water	 Water	
 General Government		

**Capital Investment Projects
2021 - 2026
North Redmond, Education Hill**



City of Redmond
WASHINGTON

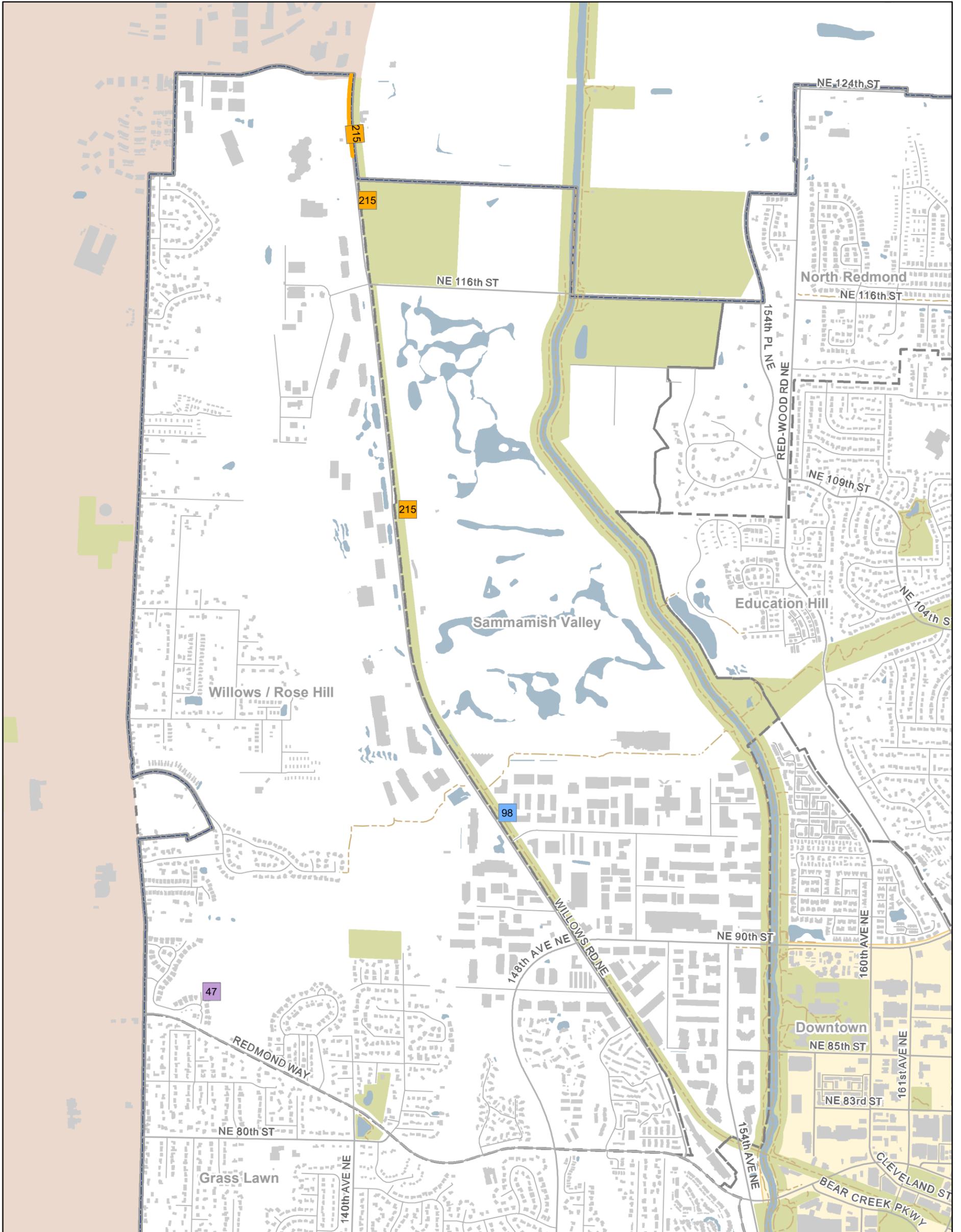



Miles



Redmond
WASHINGTON

This page intentionally left blank



Projects

	Parks		Parks		Urban Center
	Stormwater		Stormwater		
	Transportation		Transportation		
	Wastewater		Wastewater		
	Water		Water		
	General Government				



**Capital Investment Projects
2021 - 2026**

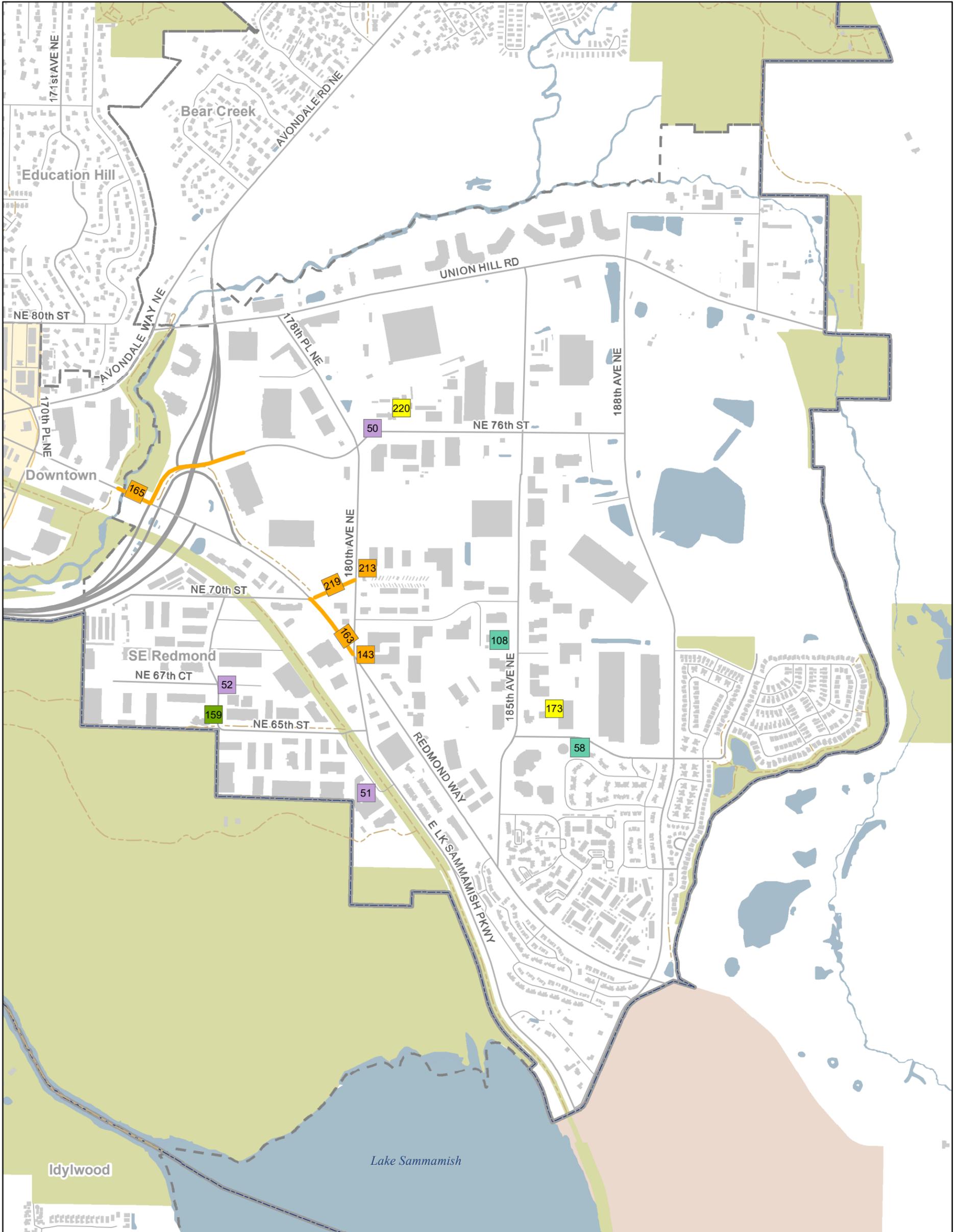
Sammamish Valley, Willows / Rose Hill






Redmond
WASHINGTON

This page intentionally left blank

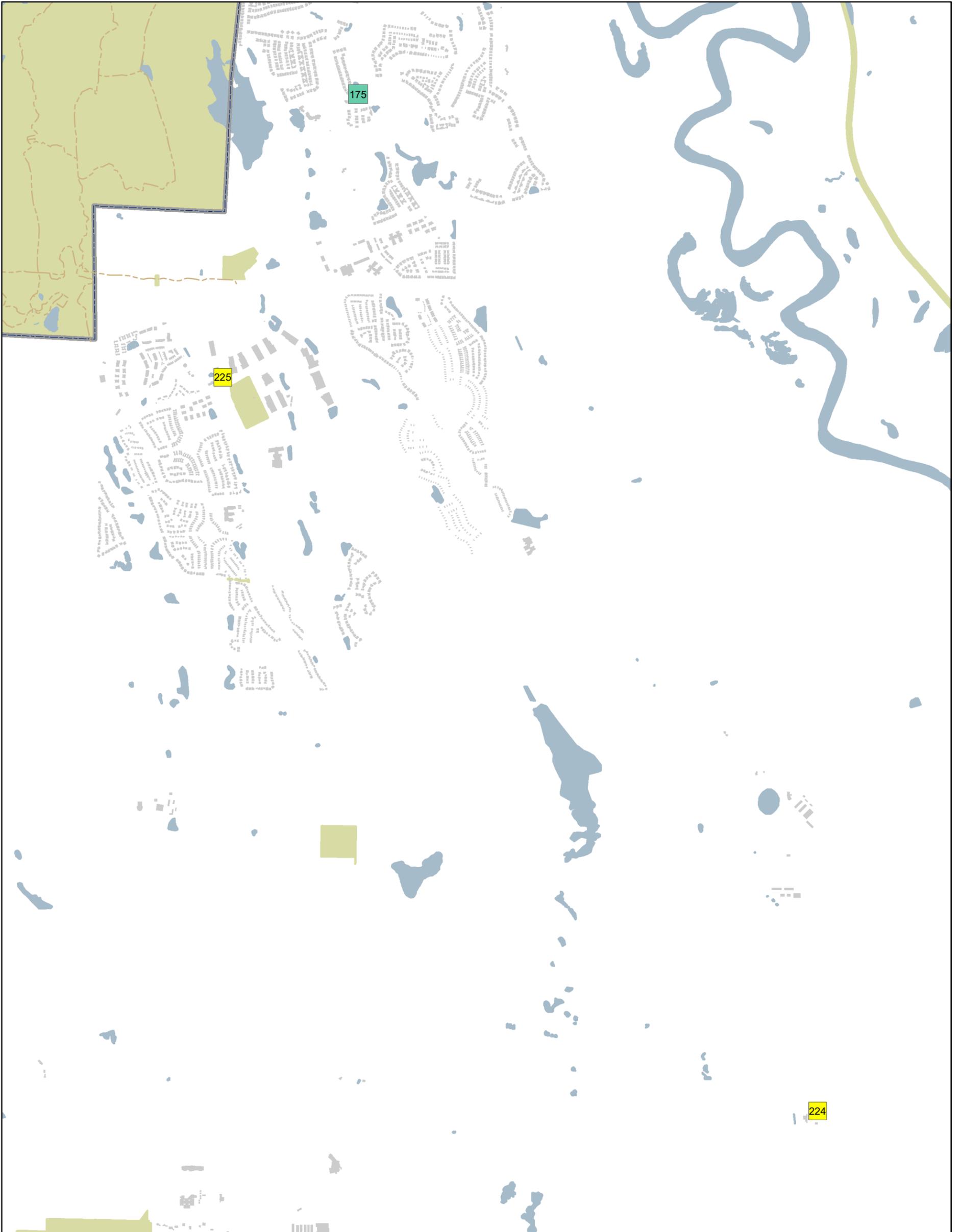


Projects			 <p>Capital Investment Projects 2021 - 2026 SE Redmond</p>  
	Parks		
	Stormwater		
	Transportation		
	Wastewater		
	Water		
	General Government		Urban Center



Redmond
WASHINGTON

This page intentionally left blank



Projects		
 Parks	 Parks	 Urban Center
 Stormwater	 Stormwater	
 Transportation	 Transportation	
 Wastewater	 Wastewater	
 Water	 Water	
 General Government		



City of Redmond
WASHINGTON

**Capital Investment Projects
2021 - 2026**
Redmond Watershed Preserve





0 0.25 0.5 0.75 1 1.25
Miles



Redmond
WASHINGTON

This page intentionally left blank

CITYWIDE



Citywide Investments

2030 Vision

Redmond provides high-quality public services and well-maintained, dependable public facilities. The community continues to enjoy excellent fire and emergency response, professional police service, beautiful parks, safe drinking water and effective wastewater and stormwater management because the capital facilities needed to provide these services were and still are planned and maintained for the long-term. Redmond is a place where residents and businesses alike enjoy facilities and infrastructure that are safe, up to date and meet the City's goal for a sustainable future.

Achieving the Vision: Strategic Approach

In 2011, the City adopted *Vision Blueprint: Redmond's Capital Investment Strategy, 2013-2030* which describes a long-term strategy for achieving Redmond's vision. The focus of the strategy is to invest in critical projects that will protect Redmond's existing infrastructure as well as support growth in the future. The projects that fall within the Citywide Projects portion of the Capital Investment Program (CIP) include long-term planning for facility repair and replacement and major maintenance of buildings. Other projects protect the safety and welfare of the community by investing in Americans with Disabilities Act (ADA) improvements, replacing aged utility infrastructure and maintaining the integrity of the City's streets and traffic systems. Additional projects focus on creating opportunities and

leveraging dollars through increased contributions to affordable housing construction and still other investments speak to development of future infrastructure and making connections with and through neighborhoods, including:

- Constructing missing links in the trail system
- Protecting the City's groundwater and restoring our creeks to healthy conditions
- Improving telecommunications and hardware at water and wastewater facilities
- Maintaining and preserving City facilities for future generations

Outcomes: The Return on Investment

Through the 2021-2026 capital investment timeframe the City will continue to focus its efforts on the infrastructure that makes Redmond a safe place to live, work and play, and protect its investment in existing assets. Although many of the projects in the citywide area will go largely unseen, Redmond will continue to use available resources on safety, maintenance and enhancement projects to preserve existing public infrastructure in a manner which:

- Supports the provision of City services consistent with the expectations of the community.
- Preserves and maintains levels of existing services.
- Provides facilities that meet the unique needs of the City.
- Fosters partnerships between Redmond's residents, neighborhood, businesses and stakeholders.
- Rehabilitates and/or replaces the City's infrastructure to extend useful life and assure continued efficiency.
- Creates a safe and well-maintained environment.

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Bridge Structure and Repair Program</p> <p>The program maintains the structural integrity and safety of all eighteen of the City's bridges. Bridge inspections are done every two years for most bridges and yearly for bridges with scouring potential. Bridge improvements are generated from the inspections and prioritized.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected Transportation	Existing	250,000	500,000	750,000
<p>Americans with Disabilities Act (ADA) Improvement Program - Transportation</p> <p>ADA enhancement projects to the City's transportation infrastructure to accommodate people with disabilities.</p> <p>Project Timeframe: 2021-2022</p>	Vibrant and Connected Transportation	Existing	400,000		400,000
<p>Housing Trust Fund - ARCH</p> <p>Provides increased affordable housing choices for a diverse population through contributions to ARCH (A Regional Coalition for Housing). ARCH is comprised of 16 jurisdictions (including King County) serving the housing needs of East King County. It is nationally recognized as a model for local governments in providing affordable and special needs housing. In addition to the direct allocation of funds to housing developers to create housing, ARCH provides support for other affordable housing planning, promotion and implementation activities for its member jurisdictions.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected General Government	Existing	1,580,000	3,160,000	4,740,000
<p>Affordable Housing - Alternative Compliance/Fee in Lieu</p> <p>Cash payments provided in lieu of affordable housing units required under RZC 21.20.040. Utilized for the provision of affordable housing units by the City or other housing provider.</p> <p>Project timeframe: Ongoing</p>	Healthy and Sustainable General Government	Existing	3,575,000		3,575,000

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Americans with Disabilities Act (ADA) Improvements - Parking Lot and Pathways</p> <p>Create accessible parking lots and pathways by meeting the recommendations outlined in the 2019 ADA Parks Transition Plan.</p> <p>Project timeframe: 2022 - 2023</p>	Vibrant and Connected Parks	New	103,318	806,575	909,893
<p>Americans with Disabilities Act (ADA) Improvement Program - Facilities</p> <p>ADA enhancement projects to the City's buildings and grounds to accommodate people with disabilities.</p> <p>Project timeframe: 2021 - 2023</p>	Vibrant and Connected General Government	Existing	200,000	249,900	449,900
<p>Municipal Buildings Renovations, Maintenance and Repairs Program</p> <p>Allows for maintenance projects at City facilities identified as critical to preserving levels of service.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected General Government Facilities	Existing	500,000	1,000,000	1,500,000
<p>Infiltration Retrofit Program</p> <p>This program provides partial cost reimbursement for retrofitting existing private infiltration facilities that are determined to pose a significant groundwater hazard in wellhead protection zones 1 and 2.</p> <p>Project timeframe: 2015 - 2024</p>	Healthy and Sustainable City Water	Existing	1,000,000	1,000,000	4,000,000

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Street Lighting Program</p> <p>The program is used to fund improvements to the City's street lighting system. The funds are used to design and construct new street lights at key locations where additional illumination would benefit safety and user accessibility. Lighting improvements are also added to other CIP projects to help complete missing links in the street light system.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected Transportation	Existing	100,000	200,000	300,000
<p>Street Channelization Improvement and Maintenance Program</p> <p>Install new channelization and maintain existing crosswalks and stop bars to improve safety.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected Transportation	Existing	250,000	500,000	750,000
<p>Stormwater Infrastructure Replacement Improvement Project #2</p> <p>Repair of existing stormwater pipes that are a high priority based upon a comprehensive condition assessment.</p> <p>Project timeframe: 2022 - 2023</p>	Healthy and Sustainable Stormwater	New	28,078	172,298	200,376
<p>Pressure Reducing Valve & Meter Replacement Project #2</p> <p>Replace aging or undersized pressure reducing valves, large meters and vaults (39, 42, 40, 56, 49, 21, 54, 19, 20 and 41).</p> <p>Project timeframe: 2019 - 2023</p>	Healthy and Sustainable City Water	Existing	6,065,755	1,927,106	9,122,861
<p>Stormwater Infrastructure Replacement Improvement Project #3</p> <p>Repair of existing stormwater pipes that are high priority based upon comprehensive condition assessment.</p> <p>Project timeframe: 2023 - 2025</p>	Healthy and Sustainable Stormwater	New		175,887	175,887

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Stormwater Infrastructure Replacement Improvement Project #4</p> <p>Repair of existing stormwater pipes that are high priority based upon comprehensive condition assessment.</p> <p>Project timeframe: 2022 - 2023</p>	Healthy and Sustainable Stormwater	New	153,675	733,066	886,741
<p>Variable Frequency Drive Replacements</p> <p>Replace existing variable frequency drives at wells, pump stations, water pumps and sewer lift stations.</p> <p>Project timeframe: 2020 - 2021</p>	Healthy and Sustainable City Water Novelty Hill Wastewater Novelty Hill Water	Existing	1,774,998		3,549,996
<p>Pavement Management Project - 2021-2022 Pavement Repairs</p> <p>Pavement Repairs around the City based on a prioritized list.</p> <p>Project timeframe: 2021 - 2022</p>	Vibrant and Connected Transportation	New	400,000		400,000
<p>Sustainability Building Automation (Energy Management System) - Heating, Ventilation and Air Conditioning (HVAC) Controls</p> <p>Install building automation system to provide consistent control and monitoring of HVAC settings and system performance at all city occupied buildings.</p> <p>Project timeframe: 2022 - 2024</p>	Vibrant and Connected General Government Facilities	New	140,490	351,225	491,715
<p>Pressure Reducing Valve & Meter Replacement Project #3</p> <p>Replace or renovate pressure reducing valve stations, which includes the concrete vault, piping, valves, and drainage.</p> <p>Project timeframe: 2023 - 2026</p>	Healthy and Sustainable City Water	New		6,902,672	6,902,672

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Transportation Master Plan</p> <p>Periodic update to the Transportation Master Plan that includes new Forecast Horizon Year, updates to plan and policy contents, revisions to Transportation Facilities Plan and updates to Impact Fees and funding plan. Last updated in 2013.</p> <p>Project timeframe: 2019 - 2021</p>	Vibrant and Connected Transportation	Existing	50,000		250,000
<p>Transportation Traffic Counting</p> <p>Biennium Traffic Counting Program that includes average weekday counts and intersection turning movement counts. The data gathered is relied on for updating travel forecast models, signal timings, collision frequency, planning CIP projects and conditioning new development.</p> <p>Project timeframe: 2021</p>	Vibrant and Connected Transportation	New	58,000		58,000
<p>Wastewater Pipe Rehabilitation Project #2</p> <p>Repair pipes identified by Asset Management risk prioritization. Line pipe to restore function and extend useful life of the pipes.</p> <p>Project timeframe: 2025 - 2026</p>	Healthy and Sustainable City Wastewater	New		481,572	481,572
<p>Neighborhood Fund Program</p> <p>The Neighborhood Fund is used primarily for small grants of up to \$5,000 for neighborhood improvements when matched by the neighborhood through donations of cash, materials, professional services or labor. Examples include enhancements to restore and preserve neighborhood entryways, landscaping, habitat areas and play areas.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected General Government	Existing	28,436		28,436

2021 - 2026 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	2023-2026 Investment	Total Investment (includes costs prior to 2021)
<p>Community Treasures</p> <p>Supports and enhances Redmond's landmarked properties and other historic treasures.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected General Government	Existing	31,046		31,046
<p>Debt Service - City Hall</p> <p>Principal and interest costs on the Limited Tax General Obligation Bonds for the City Hall Building.</p> <p>Project timeframe: 2015 - 2035</p>	Vibrant and Connected General Government	Existing	3,749,362	7,491,674	11,241,036
<p>City Hall Maintenance</p> <p>Maintenance contract with Wright Runstad for the City Hall building.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected General Government	Existing	1,660,437	3,991,134	5,651,571
<p>General Fund Overhead</p> <p>City General Fund and technology overhead charges to Parks, Transportation and General Government CIPs. Required by policy.</p> <p>Project timeframe: Ongoing</p>	Strategic and Responsive Parks General Government Transportation	Existing	1,164,221	2,562,759	3,726,980
<p>Transportation Demand Management</p> <p>Strategies and policies to reduce travel demand.</p> <p>Project timeframe: Ongoing</p>	Vibrant and Connected Transportation	Existing	170,000	340,000	510,000

POTENTIAL FUTURE INVESTMENTS

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Fire Station 11 Decontamination Safety Improvements</p> <p>Replace carpet with durable flooring and install cleaning and organization solutions that can be decontaminated to improve health and safety.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected</p> <p>Parks - Facilities</p>	190,000
<p>Event Street Closure Safety Project</p> <p>Construct permanent infrastructure to close streets in the downtown area.</p> <p>Project Timeframe: 2021-2023</p>	<p>Vibrant and Connected</p> <p>Parks</p>	610,000
<p>Maintenance and Operation Center (MOC) Security Improvements</p> <p>Add automatic gates, cameras and intercoms to the MOC campus to improve site security.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected</p> <p>Parks - Facilities</p>	1,779,435
<p>Overlake Village Facility #3 - Land Acquisition</p> <p>Purchase property for the construction of a future stormwater detention facility and City park.</p> <p>Project Timeframe: 2021-2023</p>	<p>Healthy and Sustainable</p> <p>Stormwater</p>	28,553,979

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Americans with Disabilities Act (ADA) Improvements - Park Restrooms</p> <p>Renovate restrooms in community parks to address priority ADA deficiencies.</p> <p>Project Timeframe: 2023-2025</p>	<p>Vibrant and Connected Parks</p>	1,026,513
<p>Sidewalk Repair - Downtown</p> <p>Repair and/or replace damaged sections of sidewalk in Downtown neighborhood.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Transportation</p>	1,000,000
<p>Sidewalk Repair - Overlake</p> <p>Repair and/or replace damaged sections of sidewalk in the Overlake neighborhood.</p> <p>Project Timeframe: 2022-2023</p>	<p>Vibrant and Connected Transportation</p>	1,000,000
<p>Neighborhood Traffic Calming Program</p> <p>Install crosswalk enhancements (rectangular rapid flash beacons), speed radar signs and signalized crossings where needed.</p> <p>Project Timeframe: 2021-2026</p>	<p>Vibrant and Connected Transportation</p>	772,408

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Sidewalk Repair - 164th Avenue NE (Redmond Way to NE 90th Street)</p> <p>Repair sidewalk and replace street trees where necessary on NE 90th Street from Redmond Way to NE 90th Street.</p> <p>Project Timeframe: 2022-2025</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	3,059,036
<p>Maintenance and Operations Center Fuel Storage Tank Replacement</p> <p>Replace 30 year old 15,000 gallon steel underground diesel fuel tank.</p> <p>Project Timeframe: 2024</p>	<p>Vibrant and Connected</p> <p>Parks - Facilities</p>	1,093,518
<p>Bridge Deck Overlay - NE 85th Street</p> <p>Epoxy overlay to NE 85th Street bridge deck.</p> <p>Project Timeframe: 2021</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	396,900
<p>NE 85th Street Bridge Enhanced Repairs</p> <p>NE 85th Street bridge requires various repairs after structural inspection was conducted in 2015.</p> <p>Project Timeframe: 2021-2023</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	1,500,000

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Maintenance and Operations Center (MOC) Master Plan</p> <p>Engineering and design work related to the development of the MOC campus.</p> <p>Project Timeframe: 2021-2024</p>	<p>Vibrant and Connected</p> <p>Parks - Facilities</p>	<p>7,378,976</p>
<p>156th Avenue NE Shared Use Path (NE 40th Street to NE 51st Street) Construction Phase</p> <p>Complete a paved shared use path between NE 40th Street and NE 51st Street (assumes developer builds portion near NE 40th Street).</p> <p>Project Timeframe: 2024-2026</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	<p>5,821,340</p>
<p>Sammamish River Habitat Enhancements</p> <p>Regrade and revegetate both banks of Sammamish River (1800-2400 linear feet) to enhance in-stream and riparian habitat.</p> <p>Project Timeframe: 2023-2026</p>	<p>Healthy and Sustainable</p> <p>Stormwater</p>	<p>12,078,641</p>
<p>Redmond Central Connector Phase 3</p> <p>Connect the Phase 2 trail near Overlake Christian Church to NE 124th Street at the Kirkland border.</p> <p>Project Timeframe: 2022-2024</p>	<p>Vibrant and Connected</p> <p>Parks</p>	<p>7,783,275</p>

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Sidewalk Repair - Avondale Way</p> <p>Repair sidewalk, curb and gutter and replace street trees where necessary on Avondale Way from 170th Avenue NE to Bear Creek Trail.</p> <p>Project Timeframe: 2023-2025</p>	<p>Vibrant and Connected Transportation</p>	<p>1,210,106</p>
<p>Sidewalk Repair 166th Avenue NE from NE 80th Street to NE 85th Street</p> <p>Replace sidewalk panels where damaged and widen sidewalk where width does not meet ADA.</p> <p>Project Timeframe: 2025-2026</p>	<p>Vibrant and Connected Transportation</p>	<p>477,007</p>
<p>Seidel Creek</p> <p>Remove concrete weirs and sluice boxes on east and south forks. Rebuild channel for stability, fish passage and habitat complexity using large woody debris.</p> <p>Project Timeframe: 2023-2024</p>	<p>Healthy and Sustainable Stormwater</p>	<p>530,477</p>
<p>Targeted Safety Improvement Project - East Lake Sammamish Parkway and 187th Avenue NE Left Turn Lane</p> <p>Install SE left turn lane and SW left turn pocket on East Lake Sammamish Parkway and 187th Avenue NE.</p> <p>2022-2024</p>	<p>Vibrant and Connected Transportation</p>	<p>1,918,251</p>

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Trinity Building Emergency Generator</p> <p>Install emergency generator for the Trinity Building to support the Maintenance and Operations Center emergency operations.</p> <p>Project Timeframe: 2022-2023</p>	Vibrant and Connected Parks - Facilities	339,184
<p>Targeted Safety Improvement Project - Union Hill & Avondale Road Bike Lane Connection</p> <p>On Union Hill Road: add a westbound bike lane west of 178th Place NE to Avondale Road and an eastbound bike lane, east of Avondale Road, connecting to existing bike lane after the intersection.</p> <p>2024-2026</p>	Vibrant and Connected Transportation	867,042
<p>Anderson Park Restroom Replacement</p> <p>Replacement of restroom building.</p> <p>Project Timeframe: 2024-2026</p>	Vibrant and Connected Parks	430,167
<p>132nd Avenue NE & NE 100th Street Signal (Kirkland Construction)</p> <p>Contribute funds to a new signal at 132nd Avenue NE and NE 100th Street. City of Kirkland will design and build the project.</p> <p>Project Timeframe: 2021-2023</p>	Vibrant and Connected Transportation	1,375,000

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Sidewalk on West Lake Sammamish Parkway from NE 40th Street to 180th Avenue NE</p> <p>Construct a sidewalk on West Lake Sammamish Parkway from NE 40th Street to 180th Avenue NE.</p> <p>Project Timeframe: 2025-2026</p>	<p>Vibrant and Connected Transportation</p>	<p>1,378,958</p>
<p>Meadow Park Sports Court</p> <p>Replace sports court to address failing court surface and adjacent pathways, root eruptions and functional layout.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Parks</p>	<p>394,695</p>
<p>172nd Avenue NE Opening</p> <p>Remove the existing gate on 172nd Avenue NE at NE 124th Street and add minor traffic calming between NE 124th Street and NE 128th Street.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Transportation</p>	<p>529,035</p>
<p>Lighting in Farrel-McWhirter Park Parking Lot</p> <p>Replace lighting in parking lot with energy efficient fixtures.</p> <p>Project Timeframe: 2023-2024</p>	<p>Vibrant and Connected Parks</p>	<p>288,249</p>

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>148th Avenue NE Northbound Thru Lane</p> <p>Reconstruct northeast corner of intersection at 148th Avenue NE and NE 24th Street to open a third northbound through lane from south of NE 24th Street to the eastbound State Route 520 on-ramp.</p> <p>Project Timeframe: 2024-2026</p>	<p>Vibrant and Connected Transportation</p>	<p>8,272,343</p>
<p>148th Avenue NE Second Left Turn Lane at NE 24th Street</p> <p>Add an eastbound and westbound left turn lane on NE 24th Street at the intersection with 148th Avenue NE.</p> <p>Project Timeframe: 2023-2026</p>	<p>Vibrant and Connected Transportation</p>	<p>18,931,129</p>
<p>Trail Project - NE 100th Street to Willows on Rose Hill</p> <p>Construct NE 100th Street trail.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Parks</p>	<p>151,938</p>
<p>Evans Creek Trail</p> <p>Construct the Evans Creek trail that runs parallel and across the creek.</p> <p>Project Timeframe: 2021-2025</p>	<p>Vibrant and Connected Parks</p>	<p>860,000</p>

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Adair House Repairs</p> <p>Renovate interior kitchen/restrooms.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected</p> <p>Parks</p>	128,496
<p>NE 40th Street Bike Lane - 163rd Avenue NE to 172nd Avenue NE</p> <p>Build new NE 40th Street uphill bicycle lane from Bel-Red Road to 163rd Avenue NE (ties to NE 40th Street shared use path) and bike lanes both ways to Bel-Red Road and 173rd Avenue NE.</p> <p>Project Timeframe: 2022-2023</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	513,257
<p>NE 40th Street Sidewalk Repairs 163rd Avenue NE to Bel-Red Road</p> <p>Repair sidewalk and replace street trees on NE 40th Street from 163rd Avenue NE to Bel-Red Road.</p> <p>Project Timeframe: 2022-2023</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	2,157,554
<p>Sidewalk Installation - 176th Avenue NE (NE 65th Street to NE 70th Street)</p> <p>Complete sidewalk on one side of 176th Avenue NE to provide access to Marymoor Village Light Rail Station.</p> <p>Project Timeframe: 2023-2025</p>	<p>Vibrant and Connected</p> <p>Transportation</p>	519,220

Capital Investment Program		
Potential Future Investments		
Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>West Lake Sammamish Parkway Improvements (WLSP) - (NE 51st Street to Bel-Red Road)</p> <p>Design only. Widen WLSP to one additional general purpose lane both directions (three to five lanes), sidewalk on west side, bike lanes, and extend Sammamish River Trail south from NE 51st Street to Bel-Red Road.</p> <p>Project Timeframe: 2025-2026</p>	Vibrant and Connected Transportation	3,500,000
<p>Hutcheson Shelter Replacement - Farrel McWhirter Park</p> <p>Replace existing picnic shelter with a new shelter that would accommodate larger groups.</p> <p>Project Timeframe: 2023-2024</p>	Vibrant and Connected Parks	335,480
<p>Sustainability Electrical Vehicle Charging Municipal Garage</p> <p>Install additional electrical vehicle charging stations.</p> <p>Project Timeframe: 2021-2022</p>	Vibrant and Connected Parks - Facilities	256,883
<p>Targeted Safety Improvement Project - Willows Road and NE 91st Street Realignment</p> <p>Realign the west leg to match the east leg. Restripe the west leg.</p> <p>Project Timeframe: 2024-2025</p>	Vibrant and Connected Transportation	562,840

Capital Investment Program

Potential Future Investments

Investment Description and Timeframe	Priority and Functional Area	Total Investment
<p>Sustainability LED Street Light Retrofit</p> <p>Convert existing street lights owned by Puget Sound Energy.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Parks - Facilities</p>	<p>2,177,493</p>
<p>Perrigo Park Field Lighting Energy Efficiency Conversion</p> <p>Conversion of field and security lighting to LED fixtures.</p> <p>Project Timeframe: 2021-2022</p>	<p>Vibrant and Connected Parks</p>	<p>901,790</p>



Redmond
WASHINGTON

This page intentionally left blank

TECHNOLOGY INVESTMENT PROGRAM

OVERVIEW
INVESTMENTS
POTENTIAL FUTURE INVESTMENTS

Technology Investment Program Overview

The 2021-2026 Technology Investment Program (TIP) serves to advance the City's vision for a livable, environmentally sustainable and connected community that places Redmond as a leader locally, regionally and nationally. Technology and Information Systems (TIS) establishes the TIP portfolio through citywide-collaborative planning that includes both staff and community members. The TIP portfolio represents a short and mid-term plan for technology implementations to fully support the City's strategic goals. Due to the rapid rate of technology advancements, TIP projects scheduled in the current or upcoming biennium are planned to a greater level of granularity than projects scheduled to begin in four-six years. Projects scheduled for the 2023-2026 timeframe are planned with a greater level of flexibility which allows adaptation to longer term technology change.

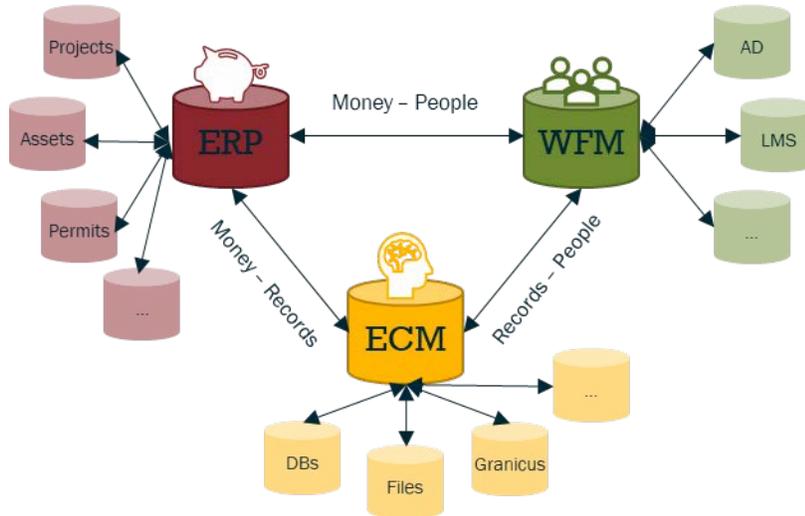
The TIP supports objectives as defined in the City of Redmond Community Strategic Plan to:

- Provide a solid platform of internal systems that support and directly align with city business;
- Modernize key business applications and external facing systems;
- Partner with the Public Works and Planning departments to drive a Smart City strategy; and
- Implement a standard approach to program, project and portfolio management methodologies throughout the City.

Funded Projects

In 2019, the City of Redmond identified the "Big Four" enterprise technology projects that, once fully implemented, build an essential foundation for the effective management of core business data and the automation of key business functions. Due to the size and complexity of these four projects, they continue to be the primary focus of technology initiatives in the 2021-2022 biennium. While the Workforce Management and Dynamics 365 implementations are scheduled to be complete in 2022, the core implementation work on the Enterprise Content Management (ECM) and Development Services Platform projects is scheduled to begin in 2023.

Core Business System Architecture



Dynamics 365

As part of an expanding 365 platform, Microsoft launched the Dynamics 365 (D365) suite of business systems in 2016. D365 for Finance and Operations replaces the City's current Dynamics AX finance solution. Microsoft has announced a gradual end to support for the City's legacy product beginning in 2021. The upgrade moves the City's finance solution to the cloud and provides increased opportunities for significant modernization and streamlining of a broadened scope of finance-related business processes, systems integration and data analytics.

Workforce Management

Current Human Resource (HR) Management, Timekeeping, and Payroll systems in the City are at or approaching end of life and are at risk of losing technical support. The implementation of Kronos Workforce Dimensions, coupled with Cornerstone's Learning and Performance Management tools, moves the City's Human Resources and Payroll solutions to the cloud and opens the door to increased systems integration and business process automation.

Enterprise Content Management (ECM) Phase 1

In 2018, the City Clerk's office initiated the selection and implementation of an Enterprise-wide Content Management solution. With the establishment of a City Records Ordinance in October of 2019 and an assessment of current records management practices in 2020, an effort is underway to implement productivity tools which support efficiencies in the storage and management of city records. This work will culminate with the selection of an enterprise-wide records management software solution.

Strategic Investment Opportunity Fund

The funding will support TIS in advancing solutions for the City's strategic technology needs that are not funded as part of an existing project. Areas of focus may include Smart Cities, Community Dashboards and key partnerships.

Potential Future Investments

Along with the previously listed projects listed above which are funded in the 2021-2022 biennium, the following projects are planned beyond that timeframe and will be funded in future budget process.

Enterprise Content Management (ECM) Phase 2

As part of ECM Phase 1, the City began work toward the selection and implementation of an Enterprise-wide Content Management solution (ECM). The implementation of this solution is planned for the 2023-2024 biennium as part of ECM Phase 2 project. Once deployed, the ECM solution will better organize documents throughout the City, improve efficiencies around access to records and better align the storage of records with state retention policies.

Development Services Platform Modernization (Energov)

Modernization of the City's permitting software will require substantial upgrade and shift to a cloud-based solution. Additionally, the City will seek opportunities to expand the scope of permitting processes managed through a centralized permitting solution.

Asset Management Systems Upgrades

To support the reboot of citywide asset management, TIS has implemented both Asset Works and Lucity. These applications allow staff to report on metrics related to city-owned assets and provide data related to asset condition, work order tracking, preventative maintenance scheduling, and resource availability. These applications will assist the city in streamlining operating activities and capital project development.

Capital Investment Program-Project and Portfolio Management Tool (PPM)

The City of Redmond plans, designs and constructs numerous capital projects annually. Delivering these projects involves managing complex design and construction contracts, collaborating with project teams and stakeholders and managing both financial and personnel resources. Today these processes rely heavily on disparate data sources and manual business processes. The implementation of a CIP Project Management Solution will standardize and automate business processes and will improve upon the transparency and predictability in the delivery and management of the capital program at the portfolio and contract level.

Audio/Visual (A/V) Digital Signage

The current audio/visual (A/V) around the City needs improvement and standardization. The A/V project is intended to modernize the current A/V in conference rooms, add A/V to conference rooms where there is none and install digital signage in City buildings where required. The A/V modernization improvements or additions will be in the form of wall mounted displays, upgraded device inputs, standardized cable management and possible integration with Microsoft Teams.

Municipal Buildings Security System Expansion

There is a need to increase the physical security of the City's facilities due to rising number of incidents throughout the country. Expanding the centrally managed security system to Fire Stations and Parks while improving security at City facilities already on this system will eliminate standalone legacy systems and enable centrally management of security across the network.

The centrally managed security system provides better visibility to security alerts and increases flexibility. The system provides the ability to manage the security of an individual door or a given set of doors by allowing access changes to be made in advance or on demand. It also provides an audit trail of all activity including changes made or attempted and granted permissions to access secure doors. This upgrade will both serve to protect City staff and the many visitors City buildings receive and serve on a daily basis.

2021-2022 ESTIMATED IMPACTS OF TECHNOLOGY INVESTMENT PROGRAM (TIP) ON OPERATING BUDGET

Notes:

Ongoing support and maintenance costs move to the operations budget in the year following estimated completion.

2021-2022 Proposed Project	Total Project Investment	Estimated Annual Impact on Operating Budget
Dynamics 365	\$5,190,000	\$428,820
Workforce Management	\$1,410,000	\$394,000
KRONOS		\$316,000
Cornerstone Learning and Performance Management		\$78,000
Enterprise Content Management (ECM) - Phase1	\$1,170,000	
iLinx	\$140,000	
PA Case Management	\$80,000	
Records Management Assessment (FreeDoc)	\$120,000	
Productivity Platform	\$400,000	
Software Selection	\$430,000	
Strategic Investment Opportunity Fund	\$100,000	

2021 - 2022 Technology Investment Program

Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	Total Investment (includes costs prior to 2021)
<p>Dynamics 365</p> <p>System modernization and streamlining of a broadened scope of financial process, system integration and data analytics.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Strategic and Responsive</p> <p>Finance</p>	Existing	4,510,000	5,190,000
<p>Workforce Management (WFM)</p> <p>Replacement of the City's Human Resources and Payroll solutions migration to the cloud environment.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Strategic and Responsive</p> <p>Finance Human Resources</p>	Existing	450,000	1,410,000
<p>Enterprise Content Management (ECM) Phase 1</p> <p>Preparation existing records for the implementation of ECM technology solution in 2023.</p> <p>Project timeframe: 2018 - 2021</p>	<p>Strategic and Responsive</p> <p>Executive</p>	Existing		1,170,000
<p>Strategic Investment Opportunity Fund</p> <p>Funding to support advancement of the City's strategic technology needs. Focus items may include Smart Cities, community dashboards and key partnerships.</p> <p>Project timeframe: 2021 - 2022</p>	<p>Strategic and Responsive</p> <p>TIS</p>	New	100,000	100,000

POTENTIAL FUTURE INVESTMENTS

2023 - 2026 Technology Investment Program

Potential Future Investments

Investment Description & Timeframe	Priority & Functional Area	Total Investment
<p>Enterprise Content Management (ECM) Phase 2</p> <p>Following the assessment of current records and preparation of existing records in the ECM Phase 1 project, the Phase 2 project implementation will improve efficiencies in accessing records and better align and organize records storage citywide.</p> <p>Project timeframe: 2023 - 2026</p>	<p>Strategic and Responsive</p> <p>Executive</p>	1,500,000
<p>Development Services Platform Modernization (EnerGov)</p> <p>Modernization of the City's permitting software involving a substantial upgrade and shift to a cloud-based solution</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Fire Planning Public Works</p>	500,000
<p>Asset Management Systems Upgrades</p> <p>System enhancement, upgrades and system integration to asset management systems.</p> <p>Project timeframe: 2023 - 2026</p>	<p>Vibrant and Connected</p> <p>Fire Parks Public Works</p>	235,000
<p>Capital Investment Program - Project and Project Management Tool (PPM)</p> <p>The implementation will standardize and automate business processes and improve the transparency and predictability of managing the capital programs.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Public Works</p>	875,000

2023 - 2026 Technology Investment Program

Potential Future Investments

Investment Description & Timeframe	Priority & Functional Area	Total Investment
<p>Audio/Visual Digital Signage</p> <p>Modernization of audio/visual system in the conference rooms citywide.</p> <p>Project timeframe: 2023</p>	<p>Strategic and Responsive</p> <p>TIS</p>	<p>1,000,000</p>
<p>Municipal Buildings Security System Expansion</p> <p>Expand the existing security system to fire stations and parks locations to improve security at City facilities.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Parks TIS Fire</p>	<p>1,275,000</p>

BUDGET BY FUND

FUND SPREADSHEETS

GENERAL FUND (100)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$38,560,751	\$41,313,377	\$41,740,131	\$46,064,549	\$4,324,418	10%
Sales Tax	62,673,844	57,707,905	57,728,036	55,389,821	(2,338,215)	-4%
Utility Taxes	21,011,814	23,782,952	20,060,247	20,541,230	480,983	2%
Other Taxes	1,092,934	1,211,971	1,090,833	721,769	(369,064)	-34%
Total Taxes	123,339,344	124,016,205	120,619,247	122,717,369	2,098,122	2%
Licenses and Permits	25,592,611	26,408,980	27,493,247	22,108,251	(5,384,996)	-20%
Intergovernmental	6,552,841	6,612,851	4,694,606	6,885,761	2,191,155	47%
Charges for Services	27,979,297	29,277,397	26,152,481	31,328,872	5,176,391	20%
Fines & Forfeits	1,247,026	1,389,664	846,499	1,173,491	326,992	39%
Interest	999,058	1,098,681	1,028,681	1,468,142	439,462	43%
Other Revenue	170,678	491,087	2,701,306	1,148,000	(1,553,306)	-58%
Non-Revenue	-	200,000	147,000	758,691	611,691	416%
TOTAL REVENUE	185,880,856	189,494,865	183,683,067	187,588,577	3,905,510	2%
EXPENDITURES						
Salaries & Wages	76,762,158	83,714,516	80,944,932	87,529,107	6,584,175	8%
Overtime	4,060,310	3,299,987	4,150,475	3,360,174	(790,301)	-19%
Supplemental Help	1,676,882	1,445,111	1,064,899	819,953	(244,946)	-23%
Other Compensation	395,331	343,798	373,145	216,184	(156,961)	-42%
Personnel Benefits	31,450,994	33,301,770	31,083,669	35,642,855	4,559,186	15%
Supplies	3,490,797	3,659,808	3,013,265	3,612,000	598,735	20%
Professional Services	4,492,099	6,463,822	5,214,814	5,751,883	537,069	10%
Communication	803,659	869,903	738,824	800,887	62,063	8%
Training	575,408	954,180	503,920	919,673	415,753	83%
Advertising	73,520	103,093	119,331	122,015	2,684	2%
Rentals	109,331	134,065	102,982	87,168	(15,814)	-15%
Insurance	6,181	2,700	1,008	1,000	(8)	-1%
Utilities	5,813,708	6,106,980	3,709,571	5,985,275	2,275,704	61%
Repairs & Maintenance	3,355,303	3,380,067	2,918,445	2,502,071	(416,374)	-14%
Other Services & Charges	3,063,143	3,249,328	3,028,949	3,324,762	295,813	10%
Intergovernmental	5,317,176	5,438,562	5,289,169	5,510,150	220,981	4%
Capital	257,364	35,000	59,661	80,000	20,339	34%
Interfund Payments	15,612,328	17,231,902	16,140,997	17,404,000	1,263,003	8%
Debt Service	-	-	-	-	-	N/A
Transfers Out	18,286,401	25,276,089	25,284,771	21,602,486	(3,682,285)	-15%
TOTAL EXPENDITURES	175,602,092	195,010,681	183,742,827	195,271,642	11,528,815	6%
NET CHANGES	10,278,765	(5,515,816)	(59,760)	(7,683,065)	(7,623,305)	12757%
FUND BALANCE JANUARY 1	12,658,231	14,204,104	14,204,104	14,144,344	(59,760)	0%
FUND BALANCE DECEMBER 31	\$22,936,996	\$8,688,288	\$14,144,344	\$6,461,279	(\$7,683,065)	-54%

Fund Notes:

The General Fund is the largest operating fund of the City and includes: Executive, City Council, Finance, Fire, Human Resources, Parks, Planning, Police, Public Works, Technology and Information Services and other services. Most revenues that come into the General Fund are discretionary in nature, the Council has the greatest amount of flexibility in how these resources are expended to meet community needs.

The budget includes both ongoing operations and one-time operating and capital expenditures.

TOTAL GENERAL FUND - SUB FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$12,620,911	\$13,444,422	\$12,885,524	\$13,333,581	\$448,057	3%
Sales Tax	-	-	-	580,000	580,000	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	10,834,047	11,142,417	11,516,506	10,254,846	(1,261,660)	-11%
Total Taxes	23,454,958	24,586,839	24,402,030	24,168,427	(233,603)	-1%
Licenses & Permits	-	150,000	25,601	30,000	-	0%
Intergovernmental	1,572,494	-	16,792,529	3,828,002	(12,964,527)	-77%
Charges for Services	1,254,111	1,093,231	645,917	1,162,227	516,310	80%
Fines & Forfeits	11,818	-	30,072	-	(30,072)	-100%
Interest	29,477	545,510	343,449	200,845	(142,604)	-42%
Other Revenue	1,246,853	2,806,726	9,303,581	4,119,113	(5,184,468)	-56%
Non-Revenue	35,275,682	40,492,942	29,674,189	22,596,307	(7,077,882)	-24%
TOTAL REVENUE	62,845,392	69,675,248	81,217,368	56,104,921	(25,116,846)	-31%
EXPENDITURES						
Salaries & Wages	11,257,409	11,458,476	10,963,002	11,455,043	492,041	4%
Overtime	665,015	55,374	633,032	115,710	(517,322)	-82%
Supplemental Help	277,700	211,160	178,307	286,392	108,084	61%
Other Compensation	62,332	2,644	44,488	39,820	(4,668)	-10%
Personnel Benefits	2,479,861	4,253,904	4,585,475	4,394,086	(191,389)	-4%
Supplies	2,056,492	2,584,474	3,333,152	2,139,149	(1,194,003)	-36%
Professional Services	4,979,387	2,946,823	7,648,296	4,693,745	(2,954,550)	-39%
Communication	19,931	26,758	18,168	27,678	9,510	52%
Training	43,432	36,108	41,375	37,359	(4,017)	-10%
Advertising	81,422	84,595	51,428	80,391	28,963	56%
Rentals	747,544	1,163,911	1,105,150	1,152,155	47,006	4%
Insurance	-	-	-	-	-	N/A
Utilities	107,776	568	148,115	4,906	(143,209)	-97%
Repairs & Maintenance	7,639,506	22,838,557	18,863,834	12,794,521	(6,069,313)	-32%
Other Services & Charges	1,702,536	1,083,000	4,283,001	3,637,733	(645,268)	-15%
Intergovernmental	-	-	1,407,694	-	(1,407,694)	-100%
Capital	12,792,127	6,253,200	5,482,866	1,475,500	(4,007,366)	-73%
Interfund Payments	871,285	1,706,427	2,912,737	1,378,071	(1,534,666)	-53%
Debt Service	195,749	194,806	194,804	193,860	(944)	0%
Transfers Out	14,220,394	13,192,703	12,818,909	20,449,230	7,630,321	60%
TOTAL EXPENDITURES	60,199,899	68,093,487	74,713,833	64,355,349	(10,358,483)	-14%
NET CHANGES	2,645,493	1,581,761	6,503,535	(8,250,428)	(14,758,362)	-227%
FUND BALANCE JANUARY 1	31,483,937	27,505,133	27,505,131	34,008,666	6,503,535	24%
FUND BALANCE DECEMBER 31	\$34,129,430	\$29,086,894	\$34,008,666	\$25,758,238	(\$8,254,827)	-24%

Fund Notes:

With the change required under GASB 54, funds that were previously classified as Special Revenue Funds became Sub Funds of the General Fund as there were no restrictions placed on these funds by an outside authority such as, state law or a grant requirement. A review of the Sub Funds will indicate the nature of the particular funds in this category.

ARTS ACTIVITY FUND (011)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	5,000	-	93,000	37,000	(56,000)	-60%
Charges for Services	1,929	2,163	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(437)	1,474	-	1,543	1,543	N/A
Other Revenue	10,250	-	5,000	-	(5,000)	-100%
Non-Revenue	572,420	517,223	340,503	532,618	192,115	56%
TOTAL REVENUE	589,162	520,860	438,503	571,161	132,658	30%
EXPENDITURES						
Salaries & Wages	135,274	150,937	144,070	140,309	(3,762)	-3%
Overtime	12,382	10,600	3,785	9,312	5,527	146%
Supplemental Help	8,092	-	59,163	46,101	(13,062)	-22%
Other Compensation	550	601	925	900	(25)	-3%
Personnel Benefits	49,948	50,869	61,505	46,035	(15,470)	-25%
Supplies	20,649	17,930	41,824	14,412	(27,413)	-66%
Professional Services	198,227	254,350	267,660	199,117	(68,543)	-26%
Communication	288	2,000	909	2,069	1,160	128%
Training	5,339	6,100	530	6,314	5,783	1090%
Advertising	8,730	27,000	6,927	27,934	21,006	303%
Rentals	78,016	68,500	60,632	12,932	(47,700)	-79%
Insurance	-	-	-	-	-	N/A
Utilities	498	-	4,471	-	(4,471)	-100%
Repairs & Maintenance	31,714	-	-	5,346	5,346	N/A
Other Services & Charges	19,885	22,800	754	23,174	22,420	2972%
Intergovernmental	-	-	-	-	-	N/A
Capital	5,610	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	575,201	611,686	653,156	533,953	(119,204)	-18%
NET CHANGES	13,960	(90,826)	(214,653)	37,208	251,862	-117%
FUND BALANCE JANUARY 1	299,005	322,536	322,536	107,883	(214,653)	-67%
FUND BALANCE DECEMBER 31	\$312,965	\$231,710	\$107,883	\$145,091	\$37,209	34%

Fund Notes:

The Arts Activity Fund accounts for the City's arts programs. The source of revenues include user fees and grants. A significant source of revenue is transferred from the City's General Fund (found under "non-revenue" in the list above).

PARKS MAINTENANCE AND OPERATIONS FUND (012)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$2,037,923	\$2,322,264	\$2,244,157	\$2,368,942	\$124,785	6%
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	2,037,923	2,322,264	2,244,157	2,368,942	124,785	6%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	53,646	-	-	-	-	N/A
Charges for Services	700,651	692,225	297,858	503,547	205,689	69%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	1,398	-	-	-	-	N/A
Other Revenue	18,109	12,868	101,202	11,012	(90,190)	-89%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	2,811,727	3,027,357	2,643,218	2,883,501	240,284	9%
EXPENDITURES						
Salaries & Wages	1,320,353	1,547,144	1,258,568	1,504,152	245,585	20%
Overtime	40,082	13,918	36,337	14,399	(21,938)	-60%
Supplemental Help	113,253	121,044	54,994	125,228	70,234	128%
Other Compensation	560	841	-	-	-	N/A
Personnel Benefits	666,524	767,834	628,263	722,037	93,774	15%
Supplies	370,385	342,138	66,600	353,961	287,361	431%
Professional Services	5,936	11,016	-	11,398	11,398	N/A
Communication	16,283	24,558	12,453	25,401	12,948	104%
Training	31,748	25,342	34,296	26,218	(8,078)	-24%
Advertising	-	-	-	-	-	N/A
Rentals	45,323	56,196	49,149	58,138	8,989	18%
Insurance	-	-	-	-	-	N/A
Utilities	1,221	568	262	6	(256)	-98%
Repairs & Maintenance	374,625	355,260	163,955	367,059	203,104	124%
Other Services & Charges	6,179	12,546	1,667	12,979	11,312	679%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	43,772	51,356	51,356	53,188	1,832	4%
Debt Service	-	-	-	-	-	N/A
Transfers Out	250,000	-	370,000	240,000	(130,000)	-35%
TOTAL EXPENDITURES	3,286,243	3,329,761	2,727,899	3,514,164	786,264	29%
NET CHANGES	(474,516)	(302,404)	(84,682)	(630,663)	(545,981)	645%
FUND BALANCE JANUARY 1	1,687,234	837,401	837,401	752,719	(84,682)	-10%
FUND BALANCE DECEMBER 31	\$1,212,718	\$534,997	\$752,719	\$122,057	(\$630,663)	-84%

Fund Notes:

The Parks Maintenance and Operations Fund provides for the expenses necessary to maintain the City's parks. A dedicated property tax is the largest source of revenue in this fund.

COMMUNITY EVENTS FUND (013)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	150,000	25,601	30,000	4,399	17%
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	125,245	133,000	34,843	157,098	122,255	351%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	100	1,000	-	1,543	1,543	N/A
Other Revenue	199,651	230,000	101,084	122,902	21,818	22%
Non-Revenue	589,253	719,693	602,059	397,417	(204,642)	-34%
TOTAL REVENUE	914,249	1,233,693	763,587	708,960	(54,627)	-7%
EXPENDITURES						
Salaries & Wages	182,248	225,869	229,893	174,458	(55,434)	-24%
Overtime	16,529	30,456	19,485	-	(19,485)	-100%
Supplemental Help	39,357	-	-	-	-	N/A
Other Compensation	300	-	1,750	1,500	(250)	-14%
Personnel Benefits	82,250	107,187	103,275	80,072	(23,202)	-22%
Supplies	108,732	48,440	69,648	47,689	(21,959)	-32%
Professional Services	309,446	188,284	182,795	185,390	2,594	1%
Communication	1,954	200	3,533	207	(3,326)	-94%
Training	1,610	1,616	2,084	1,672	(412)	-20%
Advertising	70,097	57,595	41,412	52,458	11,045	27%
Rentals	98,886	84,215	59,283	85,086	25,803	44%
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	1,701	-	(1,701)	-100%
Other Services & Charges	(2,793)	5,000	13,846	5,173	(8,673)	-63%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	908,616	748,862	728,705	633,704	(95,001)	-13%
NET CHANGES	5,633	484,831	34,882	75,256	40,374	116%
FUND BALANCE JANUARY 1	84,510	18,521	18,521	53,403	34,882	188%
FUND BALANCE DECEMBER 31	\$90,143	\$503,352	\$53,403	\$128,659	\$75,256	141%

Fund Notes:

The Community Events Fund provides the revenues and accounting for the various special events that occur within the City, such as Derby Days and Redmond Lights. The source of revenue is a transfer from General Fund and also from user fees and special event permit fees.

HUMAN SERVICES FUND (019)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	144,618	-	453,744	-	(453,744)	-100%
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(491)	-	-	-	-	N/A
Other Revenue	9,812	13,858	5,353	5,904	551	10%
Non-Revenue	2,211,215	2,419,469	2,420,019	2,656,318	236,299	10%
TOTAL REVENUE	2,365,154	2,433,327	2,879,116	2,662,222	(216,894)	-8%
EXPENDITURES						
Salaries & Wages	41,482	-	51,828	-	(51,828)	-100%
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	17,430	-	9,732	-	(9,732)	-100%
Supplies	-	-	-	-	-	N/A
Professional Services	2,273,151	2,419,475	2,748,786	2,656,318	(92,468)	-3%
Communication	-	-	-	-	-	N/A
Training	3,547	-	4,426	-	(4,426)	-100%
Advertising	118	-	116	-	(116)	-100%
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	2,335,729	2,419,475	2,814,888	2,656,318	(158,570)	-6%
NET CHANGES	29,425	13,853	64,229	5,904	(58,325)	-91%
FUND BALANCE JANUARY 1	23,860	53,007	53,006	117,235	64,229	121%
FUND BALANCE DECEMBER 31	\$53,285	\$66,860	\$117,235	\$123,139	\$5,904	5%

Fund Notes:

The Human Services Fund accounts for revenues provided by the General Fund through a per capita transfer, which are used to assist outside agencies in providing assistance to those in need.

FIRE EQUIPMENT RESERVE FUND (020)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	195	-	-	-	-	N/A
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	894,948	888,484	888,484	896,484	8,000	1%
TOTAL REVENUE	895,142	888,484	888,484	896,484	8,000	1%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	466	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	49	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	123,059	-	33,280	-	(33,280)	-100%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	123,575	-	33,280	-	(33,280)	-100%
NET CHANGES	771,567	888,484	855,204	896,484	41,280	5%
FUND BALANCE JANUARY 1	1,917,990	2,678,519	2,678,519	3,533,723	855,204	32%
FUND BALANCE DECEMBER 31	\$2,689,557	\$3,567,003	\$3,533,723	\$4,430,207	\$896,484	25%

Fund Notes:

The Fire Equipment Reserve Fund accumulates resources for the timely replacement of fire vehicles and equipment. The vehicles involved are very expensive and if the City did not set aside these resources it would be forced to borrow in order to replace a fire truck or a ladder truck. The source of revenue is a transfer from the General Fund.

OPERATING RESERVE FUND (021)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(4,624)	-	-	-	-	N/A
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	639,245	889,092	889,092	80,000	(809,092)	-91%
TOTAL REVENUE	634,621	889,092	889,092	80,000	(809,092)	-91%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	122,286	117,254	140,000	142,022	2,022	1%
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	500,509	-	-	-	-	N/A
TOTAL EXPENDITURES	622,795	117,254	140,000	142,022	2,022	1%
NET CHANGES	11,826	771,838	749,092	(62,022)	(811,114)	-108%
FUND BALANCE JANUARY 1	7,206,506	7,200,732	7,200,732	7,949,824	749,092	10%
FUND BALANCE DECEMBER 31	\$7,218,332	\$7,972,570	\$7,949,824	\$7,887,802	(\$62,022)	-1%

Fund Notes:

The Operating Reserve Fund accumulates and maintains the City's general reserves consistent with financial policies. The policy reserve level is 8.5% (one month) of the City's General Fund revenues. The source is a transfer from the General Fund.

CAPITAL EQUIPMENT REPLACEMENT RESERVE FUND (027)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(5,353)	-	-	-	-	N/A
Other Revenue	3,466	-	-	-	-	N/A
Non-Revenue	3,454,814	2,000,000	2,000,000	2,000,000	-	0%
TOTAL REVENUE	3,452,927	2,000,000	2,000,000	2,000,000	-	0%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	1,200,122	2,151,067	3,145,783	1,697,325	(1,448,458)	-46%
Professional Services	6,509	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	20,955	-	19,803	-	(19,803)	-100%
Other Services & Charges	11,675	-	51,424	-	(51,424)	-100%
Intergovernmental	-	-	-	-	-	N/A
Capital	837,466	953,200	244,038	1,475,500	1,231,462	505%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	2,076,727	3,104,267	3,461,047	3,172,825	(288,222)	-8%
NET CHANGES	1,376,200	(1,104,267)	(1,461,047)	(1,172,825)	288,222	-20%
FUND BALANCE JANUARY 1	2,945,023	4,314,880	4,314,880	2,853,833	(1,461,047)	-34%
FUND BALANCE DECEMBER 31	\$4,321,223	\$3,210,613	\$2,853,833	\$1,681,008	(\$1,172,825)	-41%

Fund Notes:

The Capital Equipment Replacement Reserve Fund provides resources for the timely replacement of a variety of equipment that is not already on a replacement schedule within another fund (such as fire vehicles or equipment). The source of revenue is a transfer from the General Fund.

BUSINESS TAX FUND (030)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	10,834,047	11,142,417	11,516,506	10,254,846	(1,261,660)	-11%
Total Taxes	10,834,047	11,142,417	11,516,506	10,254,846	(1,261,660)	-11%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(157)	-	8,814	-	(8,814)	-100%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	10,833,890	11,142,417	11,525,320	10,254,846	(1,270,474)	-11%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	10,939,250	11,142,417	11,142,417	9,277,306	(1,865,111)	-17%
TOTAL EXPENDITURES	10,939,250	11,142,417	11,142,417	9,277,306	(1,865,111)	-17%
NET CHANGES	(105,360)	-	382,903	977,540	594,637	155%
FUND BALANCE JANUARY 1	1,321,701	1,211,896	1,211,896	1,594,799	382,903	32%
FUND BALANCE DECEMBER 31	\$1,216,341	\$1,211,896	\$1,594,799	\$2,572,339	\$977,540	61%

Fund Notes:

The Business Tax Fund provides accountability for the collection of business license fees dedicated to transportation improvements. The revenues are held in this fund until qualifying projects are approved, upon which time they are transferred to the appropriate fund for expenditure. Beginning in the 2009-2010 biennium, resources from this fund are used to pay some debt service on bonds sold for transportation projects.

REAL PROPERTY FUND (031)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	152,884	-	1,030	243,548	242,518	23537%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	15,049	2,627	15,452	11,799	(3,653)	-24%
Other Revenue	-	-	235,485	2,607	(232,878)	-99%
Non-Revenue	-	5,300,000	5,300,000	-	(5,300,000)	-100%
TOTAL REVENUE	167,932	5,302,627	5,551,968	257,954	(5,294,014)	-95%
EXPENDITURES						
Salaries & Wages	7,748	-	7,933	-	(7,933)	-100%
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	3,489	-	2,774	-	(2,774)	-100%
Supplies	-	-	-	-	-	N/A
Professional Services	17,451	30,000	21,920	20,000	(1,920)	-9%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	450	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	4,122	-	4,511	4,900	389	9%
Repairs & Maintenance	-	-	10,191	10,700	509	5%
Other Services & Charges	1,202	-	11,812	12,300	488	4%
Intergovernmental	-	-	-	-	-	N/A
Capital	1,604,891	5,300,000	5,205,548	-	(5,205,548)	-100%
Interfund Payments	977	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	1,640,330	5,330,000	5,264,690	47,900	(5,216,790)	-99%
NET CHANGES	(1,472,398)	(27,373)	287,278	210,054	(77,224)	-27%
FUND BALANCE JANUARY 1	1,994,166	509,882	509,882	797,160	287,278	56%
FUND BALANCE DECEMBER 31	\$521,768	\$482,509	\$797,160	\$1,007,214	\$210,054	26%

Fund Notes:

The Real Property Fund was created in 2014 to manage and direct unencumbered proceeds from the sale of real property.

PUBLIC SAFETY LEVY FUND (035)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$10,056,815	\$10,367,813	\$9,937,208	\$10,195,132	\$257,924	3%
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	10,056,815	10,367,813	9,937,208	10,195,132	257,924	3%
Licenses & Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	290	-	(290)	-100%
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	366	-	-	-	-	N/A
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	1,114,586	1,240,616	1,712,728	472,112	38%
TOTAL REVENUE	10,057,181	11,482,399	11,178,114	11,907,860	729,746	7%
EXPENDITURES						
Salaries & Wages	7,281,886	8,976,015	8,033,665	8,976,985	943,320	12%
Overtime	582,617	-	557,982	91,585	(466,397)	-84%
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	47,047	-	40,463	36,220	(4,243)	-10%
Personnel Benefits	2,531,885	2,946,043	2,905,377	3,165,237	259,860	9%
Supplies	548	-	-	-	-	N/A
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	495	-	40	-	(40)	-100%
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	91,445	-	-	-	-	N/A
Interfund Payments	154,455	151,768	151,768	160,662	8,894	6%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	1,114,586	370,792	1,712,728	1,341,936	362%
TOTAL EXPENDITURES	10,690,379	13,188,412	12,060,088	14,143,417	2,083,330	17%
NET CHANGES	(633,198)	(1,706,013)	(881,974)	(2,235,557)	(1,353,583)	153%
FUND BALANCE JANUARY 1	5,360,890	4,691,660	4,691,660	3,809,686	(881,974)	-19%
FUND BALANCE DECEMBER 31	\$4,727,692	\$2,985,647	\$3,809,686	\$1,574,129	(\$2,235,558)	-59%

Fund Notes:

The Public Safety Levy Fund is comprised of the Police Levy Fund and the Fire Levy Fund. The fund accounts for a property tax dedicated to providing fire, emergency medical services, police and law enforcement services to the City. Approved by the voters in 2007, this tax was first collected in 2008.

PARKS LEVY FUND (037)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$526,173	\$754,345	\$704,158	\$769,507	\$65,349	9%
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	526,173	754,345	704,158	769,507	65,349	9%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(15)	-	-	-	-	N/A
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	526,158	754,345	704,158	769,507	65,349	9%
EXPENDITURES						
Salaries & Wages	324,915	558,511	514,682	659,139	144,456	28%
Overtime	3,867	400	2,702	414	(2,288)	-85%
Supplemental Help	102,868	90,116	64,151	115,063	50,912	79%
Other Compensation	1,925	1,202	1,350	1,200	(150)	-11%
Personnel Benefits	143,625	264,717	239,795	238,682	(1,113)	0%
Supplies	6,164	24,900	9,296	25,762	16,466	177%
Professional Services	2,332	12,652	-	13,088	13,088	N/A
Communication	289	-	1,272	-	(1,272)	-100%
Training	245	3,050	-	3,156	3,156	N/A
Advertising	10	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	1,016	4,304	122	9,108	8,986	7366%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	587,256	959,852	833,371	1,065,612	232,241	28%
NET CHANGES	(61,098)	(205,507)	(129,212)	(296,105)	(166,892)	129%
FUND BALANCE JANUARY 1	623,067	559,779	559,779	430,567	(129,212)	-23%
FUND BALANCE DECEMBER 31	\$561,969	\$354,272	\$430,567	\$134,462	(\$296,104)	-69%

Fund Notes:

The Parks Levy Fund accounts for a property tax levy dedicated to providing park maintenance services to the City. Approved by the voters in 2007, this tax was first collected in 2008.

PARKS MAJOR MAINTENANCE PROJECTS FUND (095)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	50,000	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	8,526	127,668	48,024	40,000	(8,024)	0%
Other Revenue	-	-	576,300	-	(576,300)	-100%
Non-Revenue	4,700,000	13,041,064	2,399,464	1,561,017	(838,447)	-35%
TOTAL REVENUE	4,758,526	13,168,732	3,023,788	1,601,017	(1,422,771)	-47%
EXPENDITURES						
Salaries & Wages	35,548	-	130,201	-	(130,201)	-100%
Overtime	135	-	1,195	-	(1,195)	-100%
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	50,067	-	94,347	-	(94,347)	-100%
Supplies	187,064	-	-	-	-	N/A
Professional Services	411,353	-	801,496	-	(801,496)	-100%
Communication	46	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	836	-	2,973	-	(2,973)	-100%
Rentals	525,319	955,000	936,086	996,000	59,914	6%
Insurance	-	-	-	-	-	N/A
Utilities	1,723	-	-	-	-	N/A
Repairs & Maintenance	2,287,115	9,499,989	1,686,907	171,969	(1,514,938)	-90%
Other Services & Charges	10,448	-	90,789	-	(90,789)	-100%
Intergovernmental	-	-	250,362	-	(250,362)	-100%
Capital	-	-	-	-	-	N/A
Interfund Payments	84,831	249,411	-	174,886	174,886	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	3,594,485	10,704,400	3,994,356	1,342,855	(2,651,501)	-66%
NET CHANGES	1,164,041	2,464,332	(970,568)	258,162	1,228,730	-127%
FUND BALANCE JANUARY 1	(40,004)	1,208,804	1,208,804	238,236	(970,568)	-80%
FUND BALANCE DECEMBER 31	\$1,124,037	\$3,673,136	\$238,236	\$496,398	\$258,162	108%

Fund Notes:

The Parks Maintenance Projects Fund is used to account for major maintenance and related projects within general government, including maintenance related to park facilities. The Park Maintenance Projects Fund was created in 2011.

TRANSPORTATION MAJOR MAINTENANCE PROJECTS FUND (096)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	1,319,231	-	12,029,196	3,791,002	(8,238,194)	-68%
Charges for Services	(6,036)	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	(2,102)	382,661	115,000	109,000	(6,000)	-5%
Other Revenue	5,342	-	(1,939)	401,688	403,627	-20816%
Non-Revenue	5,400,000	7,511,789	8,943,478	9,557,950	614,472	7%
TOTAL REVENUE	6,716,435	7,894,450	21,085,735	13,859,640	(7,226,095)	-34%
EXPENDITURES						
Salaries & Wages	1,773,809	-	587,540	-	(587,540)	-100%
Overtime	9,338	-	11,546	-	(11,546)	-100%
Supplemental Help	14,131	-	-	-	-	N/A
Other Compensation	11,950	-	-	-	-	N/A
Personnel Benefits	(1,321,862)	-	391,517	-	(391,517)	-100%
Supplies	1,482	-	-	-	-	N/A
Professional Services	764,533	-	2,926,647	-	(2,926,647)	-100%
Communication	928	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	551	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	14,050	-	45,667	-	(45,667)	-100%
Repairs & Maintenance	2,007,919	6,939,659	13,787,222	10,047,965	(3,739,257)	-27%
Other Services & Charges	14,463	-	72,084	-	(72,084)	-100%
Intergovernmental	-	-	1,045,659	-	(1,045,659)	-100%
Capital	-	-	-	-	-	N/A
Interfund Payments	501,915	1,040,644	2,607,753	706,272	(1,901,481)	-73%
Debt Service	195,749	194,806	194,804	193,860	(944)	0%
Transfers Out	938,800	935,700	935,700	938,100	2,400	0%
TOTAL EXPENDITURES	4,927,756	9,110,809	22,606,139	11,886,197	(10,719,942)	-47%
NET CHANGES	1,788,678	(1,216,359)	(1,520,404)	1,973,443	3,493,847	-230%
FUND BALANCE JANUARY 1	7,041,305	2,649,319	2,649,319	1,128,915	(1,520,404)	-57%
FUND BALANCE DECEMBER 31	\$8,829,983	\$1,432,960	\$1,128,915	\$3,102,358	\$1,973,443	175%

Fund Notes:

The Transportation Maintenance Projects Fund is used to account for major maintenance and related projects within general government, including major maintenance related to transportation. The Transportation Maintenance Projects Fund was created in 2011.

GENERAL GOVERNMENT MAJOR MAINTENANCE PROJECTS FUND (099)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	580,000	580,000	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	580,000	580,000	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	4,216,299	-	(4,216,299)	-100%
Charges for Services	279,437	265,843	312,185	258,034	(54,151)	-17%
Fines & Forfeits	11,818	-	30,072	-	(30,072)	-100%
Interest	17,022	30,080	156,159	36,960	(119,199)	-76%
Other Revenue	1,000,224	2,550,000	8,281,096	3,575,000	(4,706,096)	-57%
Non-Revenue	16,813,788	6,091,542	4,650,474	3,201,775	(1,448,699)	-31%
TOTAL REVENUE	18,122,290	8,937,465	17,646,285	7,651,769	(9,994,516)	-57%
EXPENDITURES						
Salaries & Wages	154,145	-	4,622	-	(4,622)	-100%
Overtime	66	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	134,218	-	8,890	-	(8,890)	-100%
Supplies	161,347	-	-	-	-	N/A
Professional Services	989,983	31,046	698,991	1,608,435	909,444	130%
Communication	142	-	-	-	-	N/A
Training	447	-	-	-	-	N/A
Advertising	630	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	86,162	-	93,204	-	(93,204)	-100%
Repairs & Maintenance	2,917,179	6,043,649	3,194,055	2,191,483	(1,002,572)	-31%
Other Services & Charges	1,640,412	1,038,350	4,040,503	3,575,000	(465,503)	-12%
Intergovernmental	-	-	111,673	-	(111,673)	-100%
Capital	10,129,656	-	-	-	-	N/A
Interfund Payments	85,336	213,248	101,860	283,063	181,203	178%
Debt Service	-	-	-	-	-	N/A
Transfers Out	1,591,835	-	-	8,281,096	8,281,096	N/A
TOTAL EXPENDITURES	17,891,557	7,326,293	8,253,798	15,939,077	7,685,279	93%
NET CHANGES	230,733	1,611,172	9,392,487	(8,287,308)	(17,679,795)	-188%
FUND BALANCE JANUARY 1	1,018,684	1,248,196	1,248,196	10,640,683	9,392,487	752%
FUND BALANCE DECEMBER 31	\$1,249,417	\$2,859,369	\$10,640,683	\$2,353,375	(\$8,287,308)	-78%

Fund Notes:

The General Government Maintenance Projects Fund is used to account for major maintenance related to governmental assets and related projects within general government. The General Government Maintenance Projects Fund was created in 2011.

TOTAL SPECIAL REVENUE FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	993,483	1,158,070	995,071	1,158,070	162,999	16%
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	16,323,479	10,000,000	14,344,545	8,000,000	(6,344,545)	-44%
Total Taxes	17,316,962	11,158,070	15,339,615	9,158,070	(6,181,545)	-40%
Licenses & Permits	5,926,710	14,309,013	13,810,294	11,966,817	(1,843,477)	-13%
Intergovernmental	1,176,001	1,002,980	571,681	652,980	81,299	14%
Charges for Services	20,883,759	22,969,817	19,488,931	23,958,898	4,469,967	23%
Fines & Forfeits	67,166	27,355	50,725	34,400	(16,325)	-32%
Interest	392,646	111,846	746,139	405,683	(340,456)	-46%
Other Revenue	170,631	168,538	485,404	101,235	(384,169)	-79%
Non-Revenue	1,980,800	1,970,000	2,234,848	2,894,207	659,359	30%
TOTAL REVENUE	47,914,677	51,717,619	52,727,637	49,172,290	(3,555,347)	-7%
EXPENDITURES						
Salaries & Wages	12,647,560	20,203,304	16,738,230	16,628,145	(110,085)	-1%
Overtime	1,773,287	1,928,000	1,909,463	2,147,470	238,007	12%
Supplemental Help	802,928	844,144	501,270	136,000	(365,270)	-73%
Other Compensation	12,129	23,271	8,752	6,692	(2,060)	-24%
Personnel Benefits	4,629,327	7,721,830	6,197,303	6,108,447	(88,857)	-1%
Supplies	954,234	973,240	1,051,274	523,306	(527,968)	-50%
Professional Services	3,077,622	3,847,734	3,619,455	1,849,070	(1,770,385)	-49%
Communication	64,952	172,889	104,493	141,210	36,717	35%
Training	34,804	186,498	93,092	157,153	64,061	69%
Advertising	86,746	124,320	84,312	8,833	(75,479)	-90%
Rentals	33,521	93,264	32,975	95,350	62,375	189%
Insurance	-	-	-	-	-	N/A
Utilities	13,964	60,000	122,443	-	(122,443)	-100%
Repairs & Maintenance	40,851	59,180	50,889	28,400	(22,489)	-44%
Other Services & Charges	2,276,716	1,970,731	1,154,934	1,628,110	473,176	41%
Intergovernmental	199,992	269,515	242,902	494,966	252,064	104%
Capital	495,398	262,000	420,756	120,000	(300,756)	-71%
Interfund Payments	855,021	1,045,936	1,022,761	1,646,240	623,479	61%
Debt Service	-	-	-	-	-	N/A
Transfers Out	17,930,712	12,142,920	8,854,884	8,728,000	(126,884)	-1%
TOTAL EXPENDITURES	45,929,763	51,928,775	42,210,189	40,447,392	(1,762,797)	-4%
NET CHANGES	1,984,914	(211,157)	10,517,448	8,724,898	(1,792,550)	-17%
FUND BALANCE JANUARY 1	13,432,845	15,459,656	15,459,657	25,977,104	10,517,447	68%
FUND BALANCE DECEMBER 31	\$15,417,759	\$15,248,499	\$25,977,104	\$34,702,002	\$8,724,898	34%

Fund Notes:

The Special Revenue Funds are restricted to specific purposes either by the state law, the source of revenues, City Council or other restrictions. A review of each Special Revenue fund will indicate the nature of the restriction of that particular revenue source.

RECREATION ACTIVITY FUND (110)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	34,929	68,000	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	4,938,783	5,048,800	2,234,951	3,567,029	1,332,078	60%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	26,110	19,000	19,116	16,579	(2,537)	-13%
Other Revenue	89,232	167,000	362,285	99,735	(262,550)	-72%
Non-Revenue	-	-	264,848	524,207	259,359	98%
TOTAL REVENUE	5,089,054	5,302,800	2,881,200	4,207,550	1,326,350	46%
EXPENDITURES						
Salaries & Wages	1,555,196	995,059	920,278	208,343	(711,935)	-77%
Overtime	12,155	-	17,684	-	(17,684)	-100%
Supplemental Help	725,699	812,144	443,798	76,000	(367,798)	-83%
Other Compensation	7,332	4,807	2,871	1,200	(1,671)	-58%
Personnel Benefits	744,532	646,662	445,444	84,093	(361,352)	-81%
Supplies	263,398	290,292	142,794	20,000	(122,794)	-86%
Professional Services	1,623,623	1,180,480	858,397	35,500	(822,897)	-96%
Communication	638	9,924	579	4,320	3,741	646%
Training	7,853	15,998	3,205	-	(3,205)	-100%
Advertising	53,880	42,320	74,051	-	(74,051)	-100%
Rentals	24,068	89,064	28,512	53,750	25,238	89%
Insurance	-	-	-	-	-	N/A
Utilities	422	-	-	-	-	N/A
Repairs & Maintenance	9,142	1,144	1,842	-	(1,842)	-100%
Other Services & Charges	359,294	359,218	241,967	238,988	(2,979)	-1%
Intergovernmental	-	64,000	60,306	-	(60,306)	-100%
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	5,387,231	4,511,111	3,241,728	722,194	(2,519,534)	-78%
NET CHANGES	(298,177)	791,689	(360,529)	3,485,356	3,845,885	-1067%
FUND BALANCE JANUARY 1	586,375	360,528	360,529	-	(360,529)	-100%
FUND BALANCE DECEMBER 31	\$ 288,198	\$ 1,152,217	\$ -	\$ 3,485,356	\$ 3,485,356	N/A

Fund Notes:

The Recreation Activity Fund accounts for those recreation classes and other activities that are entirely funded by user fees. There are no tax revenues subsidizing the activities within this fund.

DEVELOPMENT REVIEW FUND (115)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	5,634,549	13,954,173	13,514,029	11,621,817	(1,892,212)	-14%
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	55,634	-	200,541	120,000	(80,541)	-40%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	5,690,183	13,954,173	13,714,571	11,741,817	(1,972,754)	-14%
EXPENDITURES						
Salaries & Wages	1,729,690	8,827,333	6,330,100	6,183,572	(146,529)	-2%
Overtime	40,062	-	31,957	-	(31,957)	-100%
Supplemental Help	15,439	-	26,039	-	(26,039)	-100%
Other Compensation	1,400	16,973	4,467	4,436	(31)	-1%
Personnel Benefits	598,338	3,478,849	2,255,180	2,242,236	(12,944)	-1%
Supplies	128,945	70,348	70,125	12,800	(57,325)	-82%
Professional Services	102,535	900,000	760,611	95,000	(665,611)	-88%
Communication	6,145	58,465	30,445	70,671	40,226	132%
Training	7,781	97,000	46,261	84,700	38,439	83%
Advertising	5,444	-	5,196	-	(5,196)	-100%
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	2,118	14,636	3,353	-	(3,353)	-100%
Other Services & Charges	63,049	108,804	20,891	190,869	169,978	814%
Intergovernmental	7,779	-	-	-	-	N/A
Capital	125,702	-	188,558	-	(188,558)	-100%
Interfund Payments	26	96,750	80,750	63,689	(17,061)	-21%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	282,000	282,000	N/A
TOTAL EXPENDITURES	2,834,453	13,669,158	9,853,935	9,229,973	(623,962)	-6%
NET CHANGES	2,855,730	285,015	3,860,635	2,511,844	(1,348,792)	-35%
FUND BALANCE JANUARY 1	1,113,675	3,979,131	3,979,131	7,839,767	3,860,636	97%
FUND BALANCE DECEMBER 31	\$3,969,405	\$4,264,146	\$7,839,767	\$10,351,611	\$2,511,844	32%

Fund Notes:

The Development Review Fund was reactivated due to development agreements established in 2014.

CABLE ACCESS FUND (117)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	19,816	20,041	11,779	674	(11,105)	-94%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	19,816	20,041	11,779	674	(11,105)	-94%
EXPENDITURES						
Salaries & Wages	5,506	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	20,000	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	2,019	-	-	-	-	N/A
Supplies	39,577	156,000	12,584	-	(12,584)	-100%
Professional Services	20,789	86,500	407,366	43,250	(364,116)	-89%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	3,000	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	10,000	-	-	-	N/A
Other Services & Charges	7,019	50,000	-	23,732	23,732	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	307,904	142,000	71,786	-	(71,786)	-100%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	382,814	467,500	491,736	66,982	(424,754)	-86%
NET CHANGES	(362,998)	(447,459)	(479,957)	(66,308)	413,649	-86%
FUND BALANCE JANUARY 1	913,786	546,265	546,265	66,308	(479,957)	-88%
FUND BALANCE DECEMBER 31	\$ 550,788	\$ 98,806	\$ 66,308	\$ -	\$ (66,308)	-100%

Fund Notes:

The Cable Access Fund accounts for revenues provided by cable subscribers which are used to provide public and community-based programming, including the broadcast of public meetings.

OPERATING GRANTS FUND (118)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	257,232	286,840	296,265	345,000	48,735	16%
Intergovernmental	948,468	794,346	445,565	444,346	(1,219)	0%
Charges for Services	-	-	2,378	-	(2,378)	-100%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	15,726	12,531	28,358	13,147	(15,211)	-54%
Other Revenue	80,000	-	-	-	-	N/A
Non-Revenue	1,980,800	1,970,000	1,970,000	170,000	(1,800,000)	-91%
TOTAL REVENUE	3,282,226	3,063,717	2,742,566	972,493	(1,770,073)	-65%
EXPENDITURES						
Salaries & Wages	1,011,020	914,374	589,960	502,775	(87,185)	-15%
Overtime	1,869	-	941	-	(941)	-100%
Supplemental Help	41,373	-	22,494	-	(22,494)	-100%
Other Compensation	1,865	1	270	360	90	33%
Personnel Benefits	392,652	317,697	236,805	180,542	(56,263)	-24%
Supplies	33,802	15,000	64,752	9,406	(55,346)	-85%
Professional Services	567,149	564,839	573,238	463,424	(109,814)	-19%
Communication	1,025	1,700	212	1,719	1,507	712%
Training	1,857	6,300	2,182	4,453	2,271	104%
Advertising	24,508	50,000	3,666	3,833	167	5%
Rentals	1,516	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	3,000	-	-	-	N/A
Other Services & Charges	1,336,546	810,100	475,913	588,029	112,116	24%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	7,781	814	814	846	32	4%
Debt Service	-	-	-	-	-	N/A
Transfers Out	250	-	550	-	(550)	-100%
TOTAL EXPENDITURES	3,423,213	2,683,824	1,971,798	1,755,387	(216,410)	-11%
NET CHANGES	(140,988)	379,893	770,768	(782,894)	(1,553,662)	-202%
FUND BALANCE JANUARY 1	730,158	617,073	617,073	1,387,841	770,768	125%
FUND BALANCE DECEMBER 31	\$589,170	\$996,966	\$1,387,841	\$604,947	(\$782,894)	-56%

Fund Notes:

The Operating Grants Fund accounts for grants which are largely related to reducing congestion on roadways. The City provides both direct and pass-through incentives for congestion relief.

ADVANCED LIFE SUPPORT (ALS) FUND (122)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	5,577	-	7,063	-	(7,063)	-100%
Charges for Services	14,042,531	16,028,446	15,268,163	18,241,120	2,972,957	19%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	344	-	2,450	-	(2,450)	-100%
Other Revenue	-	-	2,764	-	(2,764)	-100%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	14,048,452	16,028,446	15,280,441	18,241,120	2,960,679	19%
EXPENDITURES						
Salaries & Wages	7,755,684	8,755,121	8,218,794	9,062,910	844,115	10%
Overtime	1,658,291	1,860,000	1,805,976	2,117,470	311,494	17%
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	369	409	120	696	576	480%
Personnel Benefits	2,649,320	2,989,359	2,962,044	3,333,068	371,024	13%
Supplies	326,946	314,000	700,904	400,100	(300,804)	-43%
Professional Services	50,857	60,000	146,444	80,500	(65,944)	-45%
Communication	54,675	61,600	66,919	60,500	(6,419)	-10%
Training	9,302	60,000	12,185	60,000	47,815	392%
Advertising	-	-	-	-	-	N/A
Rentals	606	-	-	36,600	36,600	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	27,688	30,000	45,152	26,400	(18,752)	-42%
Other Services & Charges	171,925	209,296	122,277	197,991	75,714	62%
Intergovernmental	192,213	205,515	182,595	494,966	312,371	171%
Capital	61,792	-	142,964	-	(142,964)	-100%
Interfund Payments	659,134	679,101	671,888	1,278,086	606,198	90%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	8,000	8,000	N/A
TOTAL EXPENDITURES	13,618,802	15,224,401	15,078,262	17,157,287	2,079,025	14%
NET CHANGES	429,651	804,045	202,179	1,083,833	881,654	436%
FUND BALANCE JANUARY 1	846,920	1,252,314	1,252,314	1,454,493	202,179	16%
FUND BALANCE DECEMBER 31	\$1,276,571	\$2,056,359	\$1,454,493	\$2,538,326	\$1,083,833	75%

Fund Notes:

The ALS Fund accounts for the provision of ALS services (paramedic) within the City and Fire District 34 service areas. The City provides these services in contract with King County Medic One and the County provides the resources for this service.

AID CAR DONATION FUND (124)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	108,597	117,459	-	127,043	127,043	N/A
Fines & Forfeits	32,700	27,355	34,500	34,400	(100)	0%
Interest	7,162	3,251	14,915	18,259	3,344	22%
Other Revenue	1,060	1,538	119,837	1,500	(118,337)	-99%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	149,519	149,603	169,252	181,202	11,950	7%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	79,667	40,000	1,552	40,000	38,448	2478%
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	120,000	17,448	120,000	102,552	588%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	79,667	160,000	18,999	160,000	141,001	742%
NET CHANGES	69,852	(10,397)	150,253	21,202	(129,051)	-86%
FUND BALANCE JANUARY 1	229,452	284,448	284,448	434,701	150,253	53%
FUND BALANCE DECEMBER 31	\$299,304	\$274,051	\$434,701	\$455,903	\$21,202	5%

Fund Notes:

The Aid Car Donation Fund is used to account for the donations made to the Fire Department.

REAL ESTATE EXCISE TAX (REET) FUND (125)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	16,323,479	10,000,000	14,344,545	8,000,000	(6,344,545)	-44%
Total Taxes	16,323,479	10,000,000	14,344,545	8,000,000	(6,344,545)	-44%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	224,083	30,000	410,192	200,000	(210,192)	-51%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	2,200,000	2,200,000	N/A
TOTAL REVENUE	16,547,562	10,030,000	14,754,737	10,400,000	(4,354,737)	-30%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	17,580,000	11,742,922	8,540,334	8,000,000	(540,334)	-6%
TOTAL EXPENDITURES	17,580,000	11,742,922	8,540,334	8,000,000	(540,334)	-6%
NET CHANGES	(1,032,438)	(1,712,922)	6,214,403	2,400,000	(3,814,403)	-61%
FUND BALANCE JANUARY 1	7,564,589	6,507,085	6,507,085	12,721,488	6,214,403	96%
FUND BALANCE DECEMBER 31	\$6,532,151	\$4,794,163	\$12,721,488	\$15,121,488	\$2,400,000	19%

Fund Notes:

The Real Estate Excise Tax (REET) Fund is used to account for these tax revenues which are restricted in use to certain types of capital investments and are transferred to the appropriate capital improvement fund when a qualifying project is approved for construction or acquisition. The source is 0.5% tax on the transfer of real property within Redmond's city limits.

DRUG ENFORCEMENT FUND (126)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	34,466	-	16,225	-	(16,225)	-100%
Interest	3,446	-	2,699	-	(2,699)	-100%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	37,911	-	18,925	-	(18,925)	-100%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	184	-	(184)	-100%
Personnel Benefits	-	-	-	-	-	N/A
Supplies	39,760	-	1,200	-	(1,200)	-100%
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	4,565	-	25,557	-	(25,557)	-100%
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	1,902	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	46,227	-	26,940	-	(26,940)	-100%
NET CHANGES	(8,316)	-	(8,016)	-	8,016	-100%
FUND BALANCE JANUARY 1	134,428	125,617	125,617	117,601	(8,016)	-6%
FUND BALANCE DECEMBER 31	\$126,112	\$125,617	\$117,601	\$117,601	\$ -	0%

Fund Notes:

The Drug Enforcement Fund accounts for revenues received as a result of drug enforcement action wherein cash or property is forfeited. The proceeds from these revenues are restricted to future drug enforcement activities.

TOURISM (HOTEL/MOTEL TAX) FUND (131)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	993,483	1,158,070	995,071	1,158,070	162,999	16%
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	993,483	1,158,070	995,071	1,158,070	162,999	16%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	21,525	16,761	26,570	16,751	(9,819)	-37%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	1,015,009	1,174,831	1,021,641	1,174,821	153,180	15%
EXPENDITURES						
Salaries & Wages	1,994	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	907	-	-	-	-	N/A
Supplies	91	-	58	-	(58)	-100%
Professional Services	532,429	605,125	570,805	634,529	63,725	11%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	1,930	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	6,704	20,513	25,722	33,501	7,779	30%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	309,309	399,998	314,000	400,000	86,000	27%
TOTAL EXPENDITURES	853,364	1,025,636	910,584	1,068,030	157,446	17%
NET CHANGES	161,645	149,195	111,056	106,791	(4,265)	-4%
FUND BALANCE JANUARY 1	645,247	805,029	805,029	916,085	111,056	14%
FUND BALANCE DECEMBER 31	\$806,892	\$954,224	\$916,085	\$1,022,876	\$106,791	12%

Fund Notes:

The Tourism (Hotel/Motel Tax) Fund accumulates lodging taxes which can only be used in support of tourism-related activities and functions.

SOLID WASTE RECYCLING FUND (140)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	221,956	208,634	119,053	208,634	89,581	75%
Charges for Services	1,793,848	1,775,112	1,983,439	2,023,706	40,267	2%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	18,801	10,262	29,517	20,273	(9,244)	-31%
Other Revenue	339	-	518	-	(518)	-100%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	2,034,944	1,994,008	2,132,527	2,252,613	120,086	6%
EXPENDITURES						
Salaries & Wages	588,470	711,418	679,098	670,546	(8,552)	-1%
Overtime	60,910	68,000	52,905	30,000	(22,905)	-43%
Supplemental Help	20,417	12,000	8,939	60,000	51,061	571%
Other Compensation	1,163	1,081	840	-	(840)	-100%
Personnel Benefits	241,558	289,263	297,829	268,507	(29,322)	-10%
Supplies	42,048	87,600	57,306	41,000	(16,306)	-28%
Professional Services	180,240	450,790	302,595	496,867	194,272	64%
Communication	2,470	41,200	6,337	4,000	(2,337)	-37%
Training	3,447	7,200	3,702	8,000	4,298	116%
Advertising	984	29,000	1,399	5,000	3,601	257%
Rentals	7,331	4,200	4,464	5,000	536	12%
Insurance	-	-	-	-	-	N/A
Utilities	13,543	60,000	122,443	-	(122,443)	-100%
Repairs & Maintenance	-	400	542	2,000	1,458	269%
Other Services & Charges	332,178	412,800	268,164	355,000	86,836	32%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	188,080	269,271	269,310	303,619	34,309	13%
Debt Service	-	-	-	-	-	N/A
Transfers Out	41,152	-	-	38,000	38,000	N/A
TOTAL EXPENDITURES	1,723,992	2,444,223	2,075,872	2,287,539	211,667	10%
NET CHANGES	310,952	(450,215)	56,655	(34,926)	(91,581)	-162%
FUND BALANCE JANUARY 1	668,215	982,165	982,165	1,038,820	56,655	6%
FUND BALANCE DECEMBER 31	\$979,167	\$531,950	\$1,038,820	\$1,003,894	(\$34,926)	-3%

Fund Notes:

The Solid Waste Recycling Fund accounts for the revenues received from garbage service providers and is used for various recycling and other waste management programs.

TOTAL DEBT SERVICE FUND

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	2,636,084	2,737,161	2,737,161	2,600,000	(137,161)	-5%
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	2,636,084	2,737,161	2,737,161	2,600,000	(137,161)	-5%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	771,465	764,997	764,997	548,150	(216,847)	-28%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	88,531	35,000	54,567	10,000	(44,567)	-82%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	7,373,735	5,776,200	5,776,200	8,414,928	2,638,728	46%
TOTAL REVENUE	10,869,815	9,313,358	9,332,925	11,573,078	2,240,153	24%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	1,500	-	2,654	-	(2,654)	-100%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	11,234,863	11,225,062	11,127,462	11,545,462	418,000	4%
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	11,236,363	11,225,062	11,130,116	11,545,462	415,346	4%
NET CHANGES	(366,548)	(1,911,704)	(1,797,191)	27,616	1,824,807	-102%
FUND BALANCE JANUARY 1	2,197,834	1,823,146	1,823,146	25,955	(1,797,191)	-99%
FUND BALANCE DECEMBER 31	\$1,831,286	(\$88,558)	\$25,955	\$53,571	\$27,616	106%

Fund Notes:

Debt Service Funds are used to account for City debt payments including both principal and interest.

DEBT SERVICE FUND (233)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	2,636,084	2,737,161	2,737,161	2,600,000	(137,161)	-5%
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	2,636,084	2,737,161	2,737,161	2,600,000	(137,161)	-5%
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	771,465	764,997	764,997	548,150	(216,847)	-28%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	88,531	35,000	54,567	10,000	(44,567)	-82%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	7,373,735	5,776,200	5,776,200	8,414,928	2,638,728	46%
TOTAL REVENUE	10,869,815	9,313,358	9,332,925	11,573,078	2,240,153	24%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	1,500	-	2,654	-	(2,654)	-100%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	11,234,863	11,225,062	11,127,462	11,545,462	418,000	4%
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	11,236,363	11,225,062	11,130,116	11,545,462	415,346	4%
NET CHANGES	(366,548)	(1,911,704)	(1,797,191)	27,616	1,824,807	-102%
FUND BALANCE JANUARY 1	2,197,834	1,823,146	1,823,146	25,955	(1,797,191)	-99%
FUND BALANCE DECEMBER 31	\$1,831,286	(\$88,558)	\$25,955	\$53,571	\$27,616	106%

Fund Notes:

The Debt Service Fund is a limited tax debt service fund used to account for debt which was approved by the City Council and not the voters. Therefore, there are no additional resources (excess levies) available to pay debt service. Debt service payments are made from transfers into the fund, in this case from the General Fund and Capital Investment Program (CIP) Funds. The debt in this Fund was issued for the acquisition of Downtown Park, construction of Bear Creek Parkway as well as debt payments on City Hall.

TOTAL CAPITAL INVESTMENT PROGRAM (CIP) FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	14,172,686	23,130,945	5,560,385	9,323,205	3,762,820	68%
Charges for Services	14,246,706	8,079,275	5,159,988	8,320,952	3,160,964	61%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	857,511	66,236	969,869	432,982	(536,887)	-55%
Other Revenue	380,034	1,518,822	4,551,841	3,844,674	(707,167)	-16%
Non-Revenue	27,007,345	17,205,194	17,557,779	23,683,757	6,125,978	35%
TOTAL REVENUE	56,664,282	50,000,472	33,799,862	45,605,570	11,805,708	35%
EXPENDITURES						
Salaries & Wages	1,681,488	-	1,288,602	-	(1,288,602)	-100%
Overtime	36,309	-	13,358	-	(13,358)	-100%
Supplemental Help	60	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	1,630,742	-	1,069,352	-	(1,069,352)	-100%
Supplies	102,171	-	-	-	-	N/A
Professional Services	7,726,538	-	4,811,491	-	(4,811,491)	-100%
Communication	12,047	-	-	-	-	N/A
Training	339	-	-	-	-	N/A
Advertising	19,703	-	-	-	-	N/A
Rentals	-	-	513	-	(513)	-100%
Insurance	-	-	-	-	-	N/A
Utilities	121,499	-	154,936	-	(154,936)	-100%
Repairs & Maintenance	6,204	-	418,106	103,318	(314,788)	-75%
Other Services & Charges	474,640	-	696,105	-	(696,105)	-100%
Intergovernmental	-	-	285,195	-	(285,195)	-100%
Capital	31,239,369	47,058,169	18,957,596	41,224,312	22,266,716	117%
Interfund Payments	39,575	-	(2,852,574)	-	2,852,574	-100%
Debt Service	1,796,175	1,793,776	1,803,282	898,863	(904,419)	-50%
Transfers Out	15,760,000	5,711,222	4,281,222	6,924,000	2,642,778	62%
TOTAL EXPENDITURES	60,646,858	54,563,167	30,927,184	49,150,493	18,223,309	59%
NET CHANGES	(3,982,576)	(4,562,695)	2,872,678	(3,544,923)	(6,417,601)	-223%
FUND BALANCE JANUARY 1	29,178,201	29,481,551	29,481,551	32,354,229	2,872,678	10%
FUND BALANCE DECEMBER 31	\$25,195,625	\$24,918,857	\$32,354,229	\$28,809,306	(\$3,544,923)	-11%

Fund Notes:

Capital Investment Program funds are used to account for capital construction and related projects within general government (other than utilities or internal enterprise).

PARKS CIP FUND (315)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	2,950,000	1,221,000	-	-	-	N/A
Charges for Services	6,137,211	3,600,000	-	3,350,000	3,350,000	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	164,193	-	195,716	93,869	(101,847)	-52%
Other Revenue	375,034	180,000	4,206,576	750,000	(3,456,576)	-82%
Non-Revenue	9,328,861	914,326	8,225,875	12,384,999	4,159,124	51%
TOTAL REVENUE	18,955,300	5,915,326	12,628,167	16,578,868	3,950,701	31%
EXPENDITURES						
Salaries & Wages	403,774	-	259,705	-	(259,705)	-100%
Overtime	1,338	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	328,709	-	232,156	-	(232,156)	-100%
Supplies	87,942	-	-	-	-	N/A
Professional Services	1,544,756	-	2,020,718	-	(2,020,718)	-100%
Communication	4,753	-	-	-	-	N/A
Training	339	-	-	-	-	N/A
Advertising	1,718	-	-	-	-	N/A
Rentals	-	-	513	-	(513)	-100%
Insurance	-	-	-	-	-	N/A
Utilities	86,222	-	2,385	-	(2,385)	-100%
Repairs & Maintenance	-	-	-	103,318	103,318	N/A
Other Services & Charges	149,899	-	140,990	-	(140,990)	-100%
Intergovernmental	-	-	285,195	-	(285,195)	-100%
Capital	12,340,773	3,494,509	7,411,899	16,035,181	8,623,282	116%
Interfund Payments	3,946	-	(279,346)	-	279,346	-100%
Debt Service	1,796,175	1,793,776	1,803,282	898,863	(904,419)	-50%
Transfers Out	3,250,000	2,800,000	1,870,000	2,816,000	946,000	51%
TOTAL EXPENDITURES	20,000,346	8,088,285	13,747,497	19,853,362	6,105,865	44%
NET CHANGES	(1,045,047)	(2,172,959)	(1,119,330)	(3,274,494)	(2,155,164)	193%
FUND BALANCE JANUARY 1	7,766,096	6,693,480	6,693,480	5,574,150	(1,119,330)	-17%
FUND BALANCE DECEMBER 31	\$6,721,049	\$4,520,521	\$5,574,150	\$2,299,656	(\$3,274,494)	-59%

Fund Notes:

The Parks CIP Fund accounts for capital projects related to park facilities including land acquisition, design and development. The source of funds varies, but includes grants, general funds, real estate excise tax and others.

TRANSPORTATION CIP FUND (316)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	10,872,686	21,909,945	5,560,385	9,323,205	3,762,820	68%
Charges for Services	7,413,615	4,200,000	3,906,387	4,700,000	793,613	20%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	588,357	1	676,463	292,248	(384,215)	-57%
Other Revenue	-	1,338,822	322,402	-	(322,402)	-100%
Non-Revenue	10,030,234	15,649,868	7,157,552	7,999,363	841,811	12%
TOTAL REVENUE	28,904,892	43,098,636	17,623,189	22,314,816	4,691,627	27%
EXPENDITURES						
Salaries & Wages	1,154,074	-	760,871	-	(760,871)	-100%
Overtime	29,247	-	12,123	-	(12,123)	-100%
Supplemental Help	60	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	1,135,175	-	588,175	-	(588,175)	-100%
Supplies	12,429	-	-	-	-	N/A
Professional Services	5,799,818	-	1,827,306	-	(1,827,306)	-100%
Communication	6,947	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	17,407	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	35,277	-	152,551	-	(152,551)	-100%
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	313,590	-	162,894	-	(162,894)	-100%
Intergovernmental	-	-	-	-	-	N/A
Capital	16,584,830	42,952,660	10,565,939	20,577,597	10,011,658	95%
Interfund Payments	30,780	-	(2,582,463)	-	2,582,463	-100%
Debt Service	-	-	-	-	-	N/A
Transfers Out	8,400,000	1,200,000	700,000	4,108,000	3,408,000	487%
TOTAL EXPENDITURES	33,519,634	44,152,660	12,187,396	24,685,597	12,498,201	103%
NET CHANGES	(4,614,743)	(1,054,024)	5,435,793	(2,370,781)	(7,806,574)	-144%
FUND BALANCE JANUARY 1	20,153,214	19,832,064	19,832,064	25,267,857	5,435,793	27%
FUND BALANCE DECEMBER 31	\$15,538,471	\$18,778,040	\$25,267,857	\$22,897,076	(\$2,370,781)	-9%

Fund Notes:

The Transportation CIP Fund accounts for capital projects related to transportation improvements including land acquisition, design and development. The source of funds varies, but includes grants, general funds, real estate excise tax, business taxes and others.

GENERAL GOVERNMENT CIP FUND (319)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	350,000	-	-	-	-	N/A
Charges for Services	695,880	279,275	1,253,601	270,952	(982,649)	-78%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	104,961	66,235	97,690	46,865	(50,825)	-52%
Other Revenue	5,000	-	22,863	3,094,674	3,071,811	13436%
Non-Revenue	7,648,250	641,000	2,174,352	3,299,395	1,125,043	52%
TOTAL REVENUE	8,804,091	986,510	3,548,506	6,711,886	3,163,380	89%
EXPENDITURES						
Salaries & Wages	123,640	-	268,026	-	(268,026)	-100%
Overtime	5,723	-	1,235	-	(1,235)	-100%
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	166,858	-	249,021	-	(249,021)	-100%
Supplies	1,800	-	-	-	-	N/A
Professional Services	381,963	-	963,467	-	(963,467)	-100%
Communication	347	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	578	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	6,204	-	418,106	-	(418,106)	-100%
Other Services & Charges	11,151	-	392,221	-	(392,221)	-100%
Intergovernmental	-	-	-	-	-	N/A
Capital	2,313,766	611,000	979,758	4,611,534	3,631,776	371%
Interfund Payments	4,848	-	9,235	-	(9,235)	-100%
Debt Service	-	-	-	-	-	N/A
Transfers Out	4,110,000	1,711,222	1,711,222	-	(1,711,222)	-100%
TOTAL EXPENDITURES	7,126,878	2,322,222	4,992,291	4,611,534	(380,757)	-8%
NET CHANGES	1,677,213	(1,335,712)	(1,443,785)	2,100,352	3,544,137	-245%
FUND BALANCE JANUARY 1	1,258,891	2,956,007	2,956,007	1,512,222	(1,443,785)	-49%
FUND BALANCE DECEMBER 31	\$2,936,104	\$1,620,296	\$1,512,222	\$3,612,574	\$2,100,352	139%

Fund Notes:

The General Government CIP Fund accounts for capital projects related to general government facilities and equipment. The source of funds varies, but includes grants, general funds and others. Starting in 2013-2014, this Fund includes the Council, Police and Fire CIPs.

TOTAL COMMUNITY FACILITIES DISTRICT (CFD) FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	2,215,665	-	(2,215,665)	-100%
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	948,858	748,000	1,145,041	900,000	(245,041)	-21%
Other Revenue	7,985,018	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	8,933,877	748,000	3,360,706	900,000	(2,460,706)	-73%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	580	-	(580)	-100%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	2,191	3,810	1,944	3,800	1,856	95%
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	28	-	(28)	-100%
Intergovernmental	8,829	6,000	7,199	9,000	1,801	25%
Capital	-	22,483,413	15,000,000	7,623,621	(7,376,379)	-49%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	8,346,302	13,186,657	6,573,383	4,543,660	(2,029,723)	-31%
TOTAL EXPENDITURES	8,357,322	35,679,880	21,583,133	12,180,081	(9,403,052)	-44%
NET CHANGES	576,554	(34,931,880)	(18,222,427)	(11,280,081)	6,942,346	-38%
FUND BALANCE JANUARY 1	-	34,931,880	35,705,307	17,482,880	(18,222,427)	-51%
FUND BALANCE DECEMBER 31	\$576,554	\$ -	17,482,880	\$6,202,799	(\$11,280,081)	-65%

Fund Notes:

Community Facilities District funds established on July 15, 2014 and June 21, 2016 by Council Resolution No. 1411 and 1453 to fund improvements including the Overlake Transit Center (OTC), the multimodal improvements at 154th Ave NE and NE 51st street along with bicycle lanes, the intersection of NE 31st street and 156th Ave NE and the NE 40th street trunkline project.

Council approved changing from fiduciary funds to CIP funds on 2/21/2017.

COMMUNITY FACILITIES DISTRICT FUND 2014-1 (361)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	583,863	400,000	642,692	450,000	(192,692)	-30%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	583,863	400,000	642,692	450,000	(192,692)	-30%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	580	-	(580)	-100%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	1,323	1,810	573	1,800	1,227	214%
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	28	-	(28)	-100%
Intergovernmental	5,986	6,000	3,625	6,000	2,375	66%
Capital	-	22,483,413	15,000,000	7,623,621	(7,376,379)	-49%
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	7,309	22,491,223	15,004,806	7,631,421	(7,373,385)	-49%
NET CHANGES	576,554	(22,091,223)	(14,362,114)	(7,181,421)	7,180,693	-50%
FUND BALANCE JANUARY 1	-	22,091,223	21,543,535	7,181,421	(14,362,114)	-67%
FUND BALANCE DECEMBER 31	\$ 576,554	\$ -	\$ 7,181,421	\$ -	\$ (7,181,421)	-100%

Fund Notes:

The Community Facilities District was established July 15, 2014 by Council Resolution No. 1411 to fund improvements at the Overlake Transit Center (OTC).

Council approved changing CFD 2014-1 from fiduciary fund (650) to CIP fund (361) on 02/27/2017

COMMUNITY FACILITIES DISTRICT FUND 2016-1 (362)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	2,215,665	-	(2,215,665)	-100%
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	364,995	348,000	502,349	450,000	(52,349)	-10%
Other Revenue	7,985,018	-	-	-	-	N/A
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	8,350,013	348,000	2,718,014	450,000	(2,268,014)	-83%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	-	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	869	2,000	1,371	2,000	629	46%
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	2,843	-	3,573	3,000	(573)	-16%
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	8,346,302	13,186,657	6,573,383	4,543,660	(2,029,723)	-31%
TOTAL EXPENDITURES	8,350,013	13,188,657	6,578,327	4,548,660	(2,029,667)	-31%
NET CHANGES	-	(12,840,657)	(3,860,313)	(4,098,660)	(238,347)	6%
FUND BALANCE JANUARY 1	-	12,840,657	14,161,772	10,301,459	(3,860,313)	-27%
FUND BALANCE DECEMBER 31	\$ -	\$ -	\$ 10,301,459	\$ 6,202,799	\$ (4,098,660)	-40%

Fund Notes:

The Community Facilities District (CFD 2016-1) was established July 21, 2016 by Council Resolution No. 1453 to fund improvements the multimodal improvements at 154th Ave NE and NE 51st street along with bicycle lanes, the intersection of NE 31st street and 156th Ave NE.

CFD 2016-1 was amended on July 18th, 2017 by Council Resolution No. 1478 to include multimodal, intersection and signal improvements at the intersection of 156th Ave NE and NE 51st Street and the NE 40th street trunkline project.

Council approved changing CFD 2016-1 from Fiduciary fund (651) to CIP fund (362) on 02/21/2017.

TOTAL ENTERPRISE FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	23,578	21,000	-	-	-	N/A
Intergovernmental	2,210,165	3,848,850	2,302,896	2,412,697	109,801	5%
Charges for Services	116,909,228	122,094,700	116,326,610	115,520,586	(806,024)	-1%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	2,590,891	1,324,793	4,226,975	1,431,371	(2,795,604)	-66%
Other Revenue	13,287,407	6,648,572	9,511,949	2,313,986	(7,197,963)	-76%
Non-Revenue	34,184,135	21,277,115	17,231,128	25,181,564	7,950,436	46%
TOTAL REVENUE	169,205,404	155,215,030	149,599,558	146,860,204	(2,739,354)	-2%
EXPENDITURES						
Salaries & Wages	13,172,241	13,292,203	13,025,840	14,523,420	1,497,580	11%
Overtime	170,055	141,000	157,713	166,000	8,287	5%
Supplemental Help	172,282	258,200	82,032	-	(82,032)	-100%
Other Compensation	16,919	15,597	17,473	12,724	(4,750)	-27%
Personnel Benefits	6,367,346	5,633,553	5,271,741	5,969,700	697,959	13%
Supplies	1,089,773	1,720,560	11,956,023	1,149,410	(10,806,613)	-90%
Professional Services	15,144,799	3,715,700	2,618,028	2,406,647	(211,381)	-8%
Communication	196,388	210,734	213,870	227,050	13,180	6%
Training	134,313	277,500	144,591	263,500	118,909	82%
Advertising	12,458	17,900	14,553	20,400	5,847	40%
Rentals	17,095	40,000	16,669	37,000	20,331	122%
Insurance	-	-	-	-	-	N/A
Utilities	926,228	1,032,108	842,046	968,108	126,062	15%
Repairs & Maintenance	1,421,000	1,472,000	1,806,746	1,681,000	(125,746)	-7%
Other Services & Charges	20,291,815	19,439,608	38,584,714	22,487,003	(16,097,711)	-42%
Intergovernmental	39,440,109	40,537,821	5,474,927	37,310,853	31,835,926	581%
Capital	13,905,576	54,347,910	38,428,944	39,751,941	1,322,997	3%
Interfund Payments	9,284,909	9,710,635	9,696,195	9,592,414	(103,781)	-1%
Debt Service	10,599,734	4,126,908	3,963,391	4,767,225	803,834	20%
Transfers Out	25,076,600	18,528,076	16,826,484	24,529,786	7,703,302	46%
TOTAL EXPENDITURES	157,439,639	174,518,013	149,141,980	165,864,180	16,722,201	11%
NET CHANGES	11,765,765	(19,302,983)	457,578	(19,003,976)	(19,461,555)	-4253%
FUND BALANCE JANUARY 1	90,875,409	101,369,054	101,369,054	101,826,633	457,578	0%
FUND BALANCE DECEMBER 31	\$102,641,174	\$82,066,071	\$101,826,633	\$82,822,656	(\$19,003,976)	-19%

Fund Notes:

Enterprise Funds account for business-type activities where the customers are external to the City (such as residents or businesses in a utility). An enterprise fund is used as it provides an accounting methodology that determines the long-term viability of the enterprise (using full accrual accounting).

CITY WATER/WASTEWATER OPERATING FUND (401)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	183,678	170,000	210,957	210,000	(957)	0%
Charges for Services	73,797,734	78,744,232	73,848,290	72,349,434	(1,498,856)	-2%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	368,684	177,032	401,397	220,614	(180,783)	-45%
Other Revenue	795,488	320,000	249,890	200,000	(49,890)	-20%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	75,145,584	79,411,264	74,710,534	72,980,048	(1,730,486)	-2%
EXPENDITURES						
Salaries & Wages	6,838,155	7,661,204	7,532,845	8,018,957	486,113	6%
Overtime	120,970	101,000	124,427	116,000	(8,427)	-7%
Supplemental Help	95,731	103,200	45,977	-	(45,977)	-100%
Other Compensation	9,734	8,844	9,711	5,236	(4,476)	-46%
Personnel Benefits	2,921,969	3,337,410	2,902,281	3,421,752	519,471	18%
Supplies	811,643	716,960	11,785,143	733,760	(11,051,383)	-94%
Professional Services	949,543	1,602,500	1,319,259	607,550	(711,709)	-54%
Communication	117,014	126,634	121,271	131,202	9,931	8%
Training	90,534	180,000	105,620	172,500	66,880	63%
Advertising	5,934	12,900	12,402	15,400	2,998	24%
Rentals	7,075	17,000	8,610	15,000	6,390	74%
Insurance	-	-	-	-	-	N/A
Utilities	602,263	607,000	560,066	594,305	34,238	6%
Repairs & Maintenance	618,603	556,000	894,124	514,000	(380,124)	-43%
Other Services & Charges	16,694,805	16,002,509	35,357,161	18,070,411	(17,286,750)	-49%
Intergovernmental	34,045,650	34,182,298	1,549	30,832,676	30,831,127	1990736%
Capital	593,093	160,000	240,076	160,000	(80,076)	-33%
Interfund Payments	2,538,769	2,206,150	2,499,160	2,382,053	(117,107)	-5%
Debt Service	6,796,071	-	-	634,239	634,239	N/A
Transfers Out	6,974,710	9,434,440	8,932,847	8,211,918	(720,929)	-8%
TOTAL EXPENDITURES	80,832,266	77,016,049	72,452,529	74,636,960	2,184,431	3%
NET CHANGES	(5,686,682)	2,395,215	2,258,005	(1,656,912)	(3,914,917)	-173%
FUND BALANCE JANUARY 1	14,867,222	9,180,541	9,180,541	11,438,546	2,258,005	25%
FUND BALANCE DECEMBER 31	\$9,180,540	\$11,575,756	\$11,438,546	\$9,781,634	(\$1,656,912)	-14%

Fund Notes:

The Water/Wastewater Operating Fund accounts for the water and wastewater utility within the City. Revenues are primarily utility rates.

NOVELTY HILL WATER/WASTEWATER OPERATING FUND (402)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	15,455,340	15,856,124	14,529,006	15,435,001	905,995	6%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	177,276	72,954	350,666	108,414	(242,252)	-69%
Other Revenue	36,450	-	440	-	(440)	-100%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	15,669,065	15,929,078	14,880,112	15,543,415	663,303	4%
EXPENDITURES						
Salaries & Wages	-	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	-	-	-	-	-	N/A
Supplies	69,406	142,000	11,457	146,000	134,543	1174%
Professional Services	58,999	272,100	88,007	272,100	184,093	209%
Communication	53,782	62,000	59,907	64,818	4,911	8%
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	3,000	-	2,000	2,000	N/A
Insurance	-	-	-	-	-	N/A
Utilities	144,294	169,400	137,587	149,975	12,389	9%
Repairs & Maintenance	59,826	130,000	67,854	130,000	62,146	92%
Other Services & Charges	3,051,659	2,846,999	2,738,446	3,380,746	642,300	23%
Intergovernmental	4,546,674	5,563,892	4,753,729	6,181,177	1,427,448	30%
Capital	9,878	75,000	-	75,000	75,000	N/A
Interfund Payments	2,741,456	3,215,102	2,917,915	2,960,024	42,108	1%
Debt Service	-	-	-	-	-	N/A
Transfers Out	6,295,777	2,973,949	2,973,949	2,832,589	(141,360)	-5%
TOTAL EXPENDITURES	17,031,752	15,453,442	13,748,852	16,194,429	2,445,577	18%
NET CHANGES	(1,362,687)	475,636	1,131,260	(651,014)	(1,782,273)	-158%
FUND BALANCE JANUARY 1	6,027,060	4,664,373	4,664,373	5,795,633	1,131,260	24%
FUND BALANCE DECEMBER 31	\$4,664,373	\$5,140,009	\$5,795,633	\$5,144,619	(\$651,014)	-11%

Fund Notes:
The Novelty Hill Operating Fund accounts for the water and wastewater utility outside of the City. Revenues are primarily utility rates.

CITY WATER CIP FUND (403)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	493,221	244,739	745,541	142,179	(603,362)	-81%
Other Revenue	3,189,401	1,854,360	1,341,683	454,500	(887,183)	-66%
Non-Revenue	4,882,990	6,561,866	6,160,273	6,051,199	(109,074)	-2%
TOTAL REVENUE	8,565,613	8,660,965	8,247,498	6,647,878	(1,599,620)	-19%
EXPENDITURES						
Salaries & Wages	305,780	-	-	-	-	N/A
Overtime	1,323	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	304,584	-	-	-	-	N/A
Supplies	79	-	-	-	-	N/A
Professional Services	831,697	-	-	-	-	N/A
Communication	2,435	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	1,007	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	4,186	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	28,629	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	5,146,900	8,071,528	13,216,363	12,331,312	(885,051)	-7%
Interfund Payments	9,668	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	6,636,287	8,071,528	13,216,363	12,331,312	(885,051)	-7%
NET CHANGES	1,929,326	589,437	(4,968,865)	(5,683,434)	(714,569)	14%
FUND BALANCE JANUARY 1	14,379,134	16,715,225	16,715,225	11,746,360	(4,968,865)	-30%
FUND BALANCE DECEMBER 31	\$16,308,460	\$17,304,662	\$11,746,360	\$6,062,926	(\$5,683,434)	-48%

Fund Notes:

The Water CIP Fund accounts for the capital projects related to the City's water system within the Water/ Wastewater Utility.

CITY WASTEWATER CIP FUND (404)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	265,367	172,173	537,821	56,342	(481,479)	-90%
Other Revenue	4,112,643	2,150,000	3,372,617	376,875	(2,995,742)	-89%
Non-Revenue	6,008,500	2,872,574	2,793,777	8,372,753	5,578,976	200%
TOTAL REVENUE	10,386,509	5,194,747	6,704,215	8,805,970	2,101,755	31%
EXPENDITURES						
Salaries & Wages	273,865	-	-	-	-	N/A
Overtime	2,470	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	387,245	-	-	-	-	N/A
Supplies	3,514	-	-	-	-	N/A
Professional Services	1,248,572	-	-	-	-	N/A
Communication	912	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	884	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	927	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	52,361	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	1,275,961	16,798,379	15,622,336	12,563,565	(3,058,771)	-20%
Interfund Payments	16,695	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	3,263,405	16,798,379	15,622,336	12,563,565	(3,058,771)	-20%
NET CHANGES	7,123,104	(11,603,632)	(8,918,121)	(3,757,595)	5,160,526	-58%
FUND BALANCE JANUARY 1	8,146,080	15,565,818	15,565,818	6,647,697	(8,918,121)	-57%
FUND BALANCE DECEMBER 31	\$15,269,184	\$3,962,186	\$6,647,697	\$2,890,102	(\$3,757,595)	-57%

Fund Notes:

The Wastewater CIP Fund accounts for capital projects related to the City's wastewater system within the Water/Wastewater Utility.

STORMWATER OPERATING FUND (405)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	23,578	21,000	-	-	-	N/A
Intergovernmental	718,358	840,000	833,651	702,697	(130,954)	-16%
Charges for Services	27,656,154	27,494,344	27,949,314	27,736,151	(213,163)	-1%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	351,991	17,881	452,523	46,787	(405,736)	-90%
Other Revenue	10,338	-	153	-	(153)	-100%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	28,760,419	28,373,225	29,235,640	28,485,635	(750,005)	-3%
EXPENDITURES						
Salaries & Wages	5,227,163	5,630,999	5,492,995	6,504,462	1,011,467	18%
Overtime	43,514	40,000	33,286	50,000	16,714	50%
Supplemental Help	71,031	155,000	36,055	-	(36,055)	-100%
Other Compensation	7,185	6,753	7,762	7,488	(274)	-4%
Personnel Benefits	2,093,570	2,296,142	2,369,460	2,547,948	178,488	8%
Supplies	169,141	861,600	159,423	269,650	110,227	69%
Professional Services	1,249,504	1,841,100	1,210,762	1,526,997	316,235	26%
Communication	22,106	22,100	32,692	31,030	(1,662)	-5%
Training	43,053	97,500	38,971	91,000	52,029	134%
Advertising	2,032	5,000	2,152	5,000	2,848	132%
Rentals	10,019	20,000	8,059	20,000	11,941	148%
Insurance	-	-	-	-	-	N/A
Utilities	164,588	255,708	144,393	223,828	79,435	55%
Repairs & Maintenance	742,571	786,000	844,768	1,037,000	192,232	23%
Other Services & Charges	373,375	590,100	489,107	1,035,846	546,739	112%
Intergovernmental	847,785	791,631	719,649	297,000	(422,649)	-59%
Capital	43,758	-	23,403	-	(23,403)	-100%
Interfund Payments	3,942,692	4,289,383	4,279,120	4,250,337	(28,782)	-1%
Debt Service	3,803,663	4,126,908	3,963,391	4,132,986	169,595	4%
Transfers Out	11,806,113	6,119,687	4,919,688	5,513,206	593,518	12%
TOTAL EXPENDITURES	30,662,864	27,935,611	24,775,134	27,543,778	2,768,645	11%
NET CHANGES	(1,902,445)	437,614	4,460,507	941,857	(3,518,650)	-79%
FUND BALANCE JANUARY 1	6,528,334	4,625,889	4,625,889	9,086,396	4,460,507	96%
FUND BALANCE DECEMBER 31	\$4,625,889	\$5,063,503	\$9,086,396	\$10,028,253	\$941,857	10%

Fund Notes:

The Stormwater Operating Fund accounts for the stormwater utility within the City. Revenues are primarily utility rates.

STORMWATER CIP FUND (406)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	1,308,129	2,838,850	1,258,288	1,500,000	241,712	19%
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	501,516	293,887	1,046,297	523,973	(522,325)	-50%
Other Revenue	5,143,087	2,324,212	4,547,166	1,282,611	(3,264,555)	-72%
Non-Revenue	17,042,673	8,868,726	5,496,404	7,957,823	2,461,419	45%
TOTAL REVENUE	23,995,405	14,325,675	12,348,155	11,264,407	(1,083,748)	-9%
EXPENDITURES						
Salaries & Wages	461,860	-	-	-	-	N/A
Overtime	1,778	-	-	-	-	N/A
Supplemental Help	5,520	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	584,418	-	-	-	-	N/A
Supplies	24,299	-	-	-	-	N/A
Professional Services	10,664,357	-	-	-	-	N/A
Communication	139	-	-	-	-	N/A
Training	725	-	-	-	-	N/A
Advertising	2,526	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	9,970	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	89,492	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	6,001,968	28,560,206	7,857,217	12,167,070	4,309,853	55%
Interfund Payments	31,667	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	1,500,839	1,500,839	N/A
TOTAL EXPENDITURES	17,878,720	28,560,206	7,857,217	13,667,909	5,810,692	74%
NET CHANGES	6,116,685	(14,234,531)	4,490,938	(2,403,502)	(6,894,440)	-154%
FUND BALANCE JANUARY 1	25,698,325	29,839,491	29,839,491	34,330,429	4,490,938	15%
FUND BALANCE DECEMBER 31	\$31,815,010	\$15,604,960	\$34,330,429	\$31,926,927	(\$2,403,502)	-7%

Fund Notes:

The Stormwater CIP Fund accounts for the capital projects related to the City's stormwater system within the Stormwater Utility.

NOVELTY HILL WATER CIP FUND (407)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	204,629	163,963	323,332	158,013	(165,319)	-51%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	3,410,604	1,437,968	1,350,219	1,366,471	16,252	1%
TOTAL REVENUE	3,615,233	1,601,931	1,673,551	1,524,484	(149,067)	-9%
EXPENDITURES						
Salaries & Wages	65,203	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	75,463	-	-	-	-	N/A
Supplies	11,690	-	-	-	-	N/A
Professional Services	141,246	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	75	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	1,494	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	834,019	682,797	1,166,216	1,888,353	722,137	62%
Interfund Payments	3,956	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	1,133,146	682,797	1,166,216	1,888,353	722,137	62%
NET CHANGES	2,482,088	919,134	507,335	(363,869)	(871,204)	-172%
FUND BALANCE JANUARY 1	7,379,159	9,861,246	9,861,247	10,368,582	507,335	5%
FUND BALANCE DECEMBER 31	\$9,861,247	\$10,780,380	\$10,368,582	\$10,004,713	(\$363,869)	-4%

Fund Notes:

The Novelty Hill Water CIP Fund accounts for the capital projects related to the City's water system outside of the City.

NOVELTY HILL WASTEWATER CIP FUND (408)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	-	-	-	-	-	N/A
Fines & Forfeits	-	-	-	-	-	N/A
Interest	228,207	182,164	369,398	175,049	(194,349)	-53%
Other Revenue	-	-	-	-	-	N/A
Non-Revenue	2,839,368	1,535,981	1,430,455	1,433,318	2,863	0%
TOTAL REVENUE	3,067,575	1,718,145	1,799,853	1,608,367	(191,486)	-11%
EXPENDITURES						
Salaries & Wages	215	-	-	-	-	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	-	-	-	-	-	N/A
Personnel Benefits	96	-	-	-	-	N/A
Supplies	-	-	-	-	-	N/A
Professional Services	882	-	-	-	-	N/A
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	303,333	566,641	263,308	87%
Interfund Payments	7	-	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	6,471,234	6,471,234	N/A
TOTAL EXPENDITURES	1,199	-	303,333	7,037,875	6,734,542	2220%
NET CHANGES	3,066,376	1,718,145	1,496,520	(5,429,508)	(6,926,028)	-463%
FUND BALANCE JANUARY 1	7,850,095	10,916,471	10,916,471	12,412,990	1,496,519	14%
FUND BALANCE DECEMBER 31	\$10,916,471	\$12,634,616	\$12,412,990	\$6,983,482	(\$5,429,508)	-44%

Fund Notes:

The Novelty Hill Wastewater CIP Fund accounts for the capital projects related to the City's wastewater system outside of the City.

TOTAL INTERNAL SERVICE FUNDS

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	43,420,576	50,334,577	49,487,580	53,149,122	3,661,542	7%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	490,711	376,197	418,703	365,947	(52,756)	-13%
Other Revenue	4,307,575	3,181,586	3,757,498	3,742,787	(14,711)	0%
Non-Revenue	584,740	1,947,425	2,329,963	8,148,694	5,818,731	250%
TOTAL REVENUE	48,803,602	55,839,785	55,993,744	65,406,550	9,412,806	17%
EXPENDITURES						
Salaries & Wages	6,880,289	8,501,865	8,614,165	9,828,491	1,214,326	14%
Overtime	17,539	16,000	9,618	4,000	(5,618)	-58%
Supplemental Help	-	-	25,873	-	(25,873)	-100%
Other Compensation	18,926	21,192	17,823	23,280	5,457	31%
Personnel Benefits	28,905,598	27,432,087	36,473,209	31,087,282	(5,385,927)	-15%
Supplies	666,480	748,825	894,468	592,061	(302,406)	-34%
Professional Services	2,205,884	7,237,214	4,426,012	11,365,955	6,939,943	157%
Communication	203,536	271,371	257,335	241,116	(16,219)	-6%
Training	92,337	182,200	64,378	40,422	(23,956)	-37%
Advertising	4,409	3,100	3,392	1,000	(2,392)	-71%
Rentals	-	100	-	1,000	1,000	N/A
Insurance	2,109,062	2,143,449	2,187,089	2,397,047	209,958	10%
Utilities	2,276	2,000	-	2,500	2,500	N/A
Repairs & Maintenance	2,504,937	3,708,088	4,839,391	5,120,394	281,003	6%
Other Services & Charges	1,129,054	1,165,251	481,323	1,285,939	804,616	167%
Intergovernmental	498,100	80,832	557,593	778,161	220,568	40%
Capital	(0)	3,283,569	3,274,096	2,117,337	(1,156,759)	-35%
Interfund Payments	193,275	201,112	16,484	209,296	192,812	1170%
Debt Service	-	-	-	-	-	N/A
Transfers Out	2,300,000	80,000	-	80,000	80,000	N/A
TOTAL EXPENDITURES	47,731,703	55,078,255	62,142,249	65,175,282	3,033,033	5%
NET CHANGES	1,071,899	761,530	(6,148,505)	231,268	6,379,773	-104%
FUND BALANCE JANUARY 1	18,816,996	16,198,230	16,274,539	10,126,035	(6,148,504)	-38%
FUND BALANCE DECEMBER 31	\$19,888,895	\$16,959,760	\$10,126,034	\$10,357,303	\$231,269	2%

Fund Notes:

Internal Service Funds are used to account for business-like activities where the customers are largely internal to the City. The goal is to provide a long-term financial viability perspective which is accomplished through full accrual accounting.

FLEET MAINTENANCE FUND (501)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	4,695,218	5,512,773	5,546,866	4,792,563	(754,303)	-14%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	127,279	117,289	47,939	61,853	13,914	29%
Other Revenue	81,811	-	382,709	-	(382,709)	-100%
Non-Revenue	379,565	381,209	-	2,509,645	2,509,645	N/A
TOTAL REVENUE	5,283,873	6,011,271	5,977,514	7,364,061	1,386,547	23%
EXPENDITURES						
Salaries & Wages	1,173,003	1,249,496	1,168,237	1,357,443	189,205	16%
Overtime	3,031	4,000	8,258	4,000	(4,258)	-52%
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	8,726	8,464	7,300	11,580	4,280	59%
Personnel Benefits	399,315	510,718	476,410	571,021	94,611	20%
Supplies	415,469	443,000	549,694	468,000	(81,694)	-15%
Professional Services	92,844	50,000	118,186	50,000	(68,186)	-58%
Communication	5,235	7,000	6,018	7,000	982	16%
Training	16,428	16,000	18,639	20,000	1,361	7%
Advertising	-	1,500	-	1,000	1,000	N/A
Rentals	-	-	-	1,000	1,000	N/A
Insurance	-	-	-	-	-	N/A
Utilities	2,276	2,000	-	2,500	2,500	N/A
Repairs & Maintenance	122,917	180,000	466,278	160,000	(306,278)	-66%
Other Services & Charges	632,793	741,000	46,611	622,500	575,889	1236%
Intergovernmental	513	700	488	502	14	3%
Capital	(0)	3,263,569	3,263,569	2,117,337	(1,146,232)	-35%
Interfund Payments	152,426	107,291	104,951	95,764	(9,187)	-9%
Debt Service	-	-	-	-	-	N/A
Transfers Out	2,300,000	-	-	-	-	N/A
TOTAL EXPENDITURES	5,324,978	6,584,738	6,234,640	5,489,646	(744,994)	-12%
NET CHANGES	(41,105)	(573,467)	(257,125)	1,874,415	2,131,540	-829%
FUND BALANCE JANUARY 1	5,423,873	2,826,300	2,826,300	2,569,175	(257,125)	-9%
FUND BALANCE DECEMBER 31	\$5,382,768	\$2,252,833	\$2,569,175	\$4,443,590	\$1,874,415	73%

Fund Notes:

The Fleet Fund accounts for the maintenance and replacement of vehicles in the City's fleet. Revenues are provided by a transfer from the customer funds into this fund.

INSURANCE CLAIMS & RESERVES FUND (510)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	2,105,633	2,299,519	2,299,519	2,876,359	576,840	25%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	24,621	-	20,725	20,000	(725)	-3%
Other Revenue	45,883	60,000	49,753	40,000	(9,753)	-20%
Non-Revenue	-	-	-	-	-	N/A
TOTAL REVENUE	2,176,136	2,359,519	2,369,996	2,936,359	566,363	24%
EXPENDITURES						
Salaries & Wages	115,356	359,558	174,284	184,039	9,756	6%
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	150	-	-	-	-	N/A
Personnel Benefits	25,477	115,554	57,663	56,495	(1,167)	-2%
Supplies	-	600	1,055	1,264	209	20%
Professional Services	19,281	35,000	4,453	5,530	1,077	24%
Communication	-	500	24	506	482	2000%
Training	1,062	600	243	607	364	150%
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	2,109,062	2,143,449	2,187,089	2,397,047	209,958	10%
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	600	-	-	-	N/A
Other Services & Charges	123,845	80,000	265,042	162,500	(102,542)	-39%
Intergovernmental	-	-	-	-	-	N/A
Capital	-	-	-	-	-	N/A
Interfund Payments	25,000	25,000	25,263	26,407	1,144	5%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	2,419,233	2,760,861	2,715,115	2,834,396	119,281	4%
NET CHANGES	(243,096)	(401,342)	(345,119)	101,963	447,082	-130%
FUND BALANCE JANUARY 1	1,397,426	1,122,991	1,122,991	777,872	(345,119)	-31%
FUND BALANCE DECEMBER 31	\$1,154,330	\$721,649	\$777,872	\$879,835	\$101,963	13%

Fund Notes:

The City Insurance Claims & Reserves Fund accounts for the activity and the accumulation of reserves for the City's self-insurance program. The City participates in a pool made up of other cities and local governments which lowers the cost of purchasing stop-loss coverage. Revenues come from other City funds.

MEDICAL SELF-INSURANCE FUND (511)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	20,653,697	24,317,393	23,630,909	26,026,888	2,395,979	10%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	292,484	245,708	247,083	270,894	23,811	10%
Other Revenue	3,690,769	3,000,586	3,192,511	3,581,787	389,277	12%
Non-Revenue	45,695	-	-	-	-	N/A
TOTAL REVENUE	24,682,644	27,563,687	27,070,503	29,879,569	2,809,067	10%
EXPENDITURES						
Salaries & Wages	-	-	-	81,082	81,082	N/A
Overtime	-	-	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	4,268	6,600	4,573	6,900	2,327	51%
Personnel Benefits	23,682,268	21,498,634	30,849,058	25,047,079	(5,801,978)	-19%
Supplies	-	33,225	86,776	47,393	(39,383)	-45%
Professional Services	700,117	4,230,771	1,230,463	4,452,035	3,221,572	262%
Communication	-	-	-	-	-	N/A
Training	-	-	-	-	-	N/A
Advertising	-	-	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	-	-	-	-	N/A
Other Services & Charges	288,665	288,551	44,444	391,136	346,692	780%
Intergovernmental	44,440	80,132	47,589	-	(47,589)	-100%
Capital	-	-	-	-	-	N/A
Interfund Payments	-	-	(169,708)	-	169,708	-100%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	80,000	-	80,000	80,000	N/A
TOTAL EXPENDITURES	24,719,757	26,217,913	32,093,195	30,105,626	(1,987,569)	-6%
NET CHANGES	(37,113)	1,345,774	(5,022,693)	(226,057)	4,796,636	-95%
FUND BALANCE JANUARY 1	9,339,575	9,272,099	9,272,099	4,249,406	(5,022,693)	-54%
FUND BALANCE DECEMBER 31	\$9,302,462	\$10,617,873	\$4,249,406	\$4,023,349	(\$226,057)	-5%

Fund Notes:

The Medical Self-Insurance Fund accounts for the activity and accumulation of reserves for the City's self-insured medical program. The program is managed by the City with the assistance of an employee committee. Revenues come from other City funds.

WORKERS' COMPENSATION FUND (512)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	3,124,794	3,487,739	3,216,004	4,170,383	954,379	30%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	4,908	13,200	20,801	13,200	(7,601)	-37%
Other Revenue	494,903	121,000	132,526	121,000	(11,526)	-9%
Non-Revenue	159,480	-	-	-	-	N/A
TOTAL REVENUE	3,784,085	3,621,939	3,369,331	4,304,583	935,252	28%
EXPENDITURES						
Salaries & Wages	177,640	184,168	173,174	230,662	57,488	33%
Overtime	9,131	12,000	-	-	-	N/A
Supplemental Help	-	-	-	-	-	N/A
Other Compensation	175	120	-	-	-	N/A
Personnel Benefits	3,360,722	2,889,987	2,601,472	2,680,376	78,904	3%
Supplies	3,551	1,000	-	-	-	N/A
Professional Services	44,778	107,508	47,104	64,097	16,993	36%
Communication	-	400	-	-	-	N/A
Training	3,880	3,000	-	-	-	N/A
Advertising	-	1,600	-	-	-	N/A
Rentals	-	-	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	-	250	-	-	-	N/A
Other Services & Charges	2,091	18,500	37,299	39,416	2,117	6%
Intergovernmental	453,147	-	509,516	777,659	268,143	53%
Capital	-	-	-	-	-	N/A
Interfund Payments	12,842	12,842	-	-	-	N/A
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	4,067,956	3,231,375	3,368,565	3,792,210	423,645	13%
NET CHANGES	(283,871)	390,564	766	512,373	511,607	66785%
FUND BALANCE JANUARY 1	381,407	421,080	497,389	498,155	766	0%
FUND BALANCE DECEMBER 31	\$97,536	\$811,644	\$498,155	\$1,010,529	\$512,373	103%

Fund Notes:

The Workers' Compensation Fund accounts for the activity and accumulation of reserves for the City's self-insured workers' compensation program. The program is managed by the City with the assistance of an employee committee. Revenues come from other City funds.

INFORMATION TECHNOLOGY FUND (520)

	2017-2018 Actual	2019-2020 Budget	2019-2020 Estimates	2021-2022 Budget	Change	Percent Change
REVENUE						
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales Tax	-	-	-	-	-	N/A
Utility Taxes	-	-	-	-	-	N/A
Other Taxes	-	-	-	-	-	N/A
Total Taxes	-	-	-	-	-	N/A
Licenses and Permits	-	-	-	-	-	N/A
Intergovernmental	-	-	-	-	-	N/A
Charges for Services	12,841,234	14,717,153	14,794,282	15,282,929	488,647	3%
Fines & Forfeits	-	-	-	-	-	N/A
Interest	41,419	-	82,155	-	(82,155)	-100%
Other Revenue	(5,790)	-	-	-	-	N/A
Non-Revenue	-	1,566,216	2,329,963	5,639,049	3,309,086	142%
TOTAL REVENUE	12,876,863	16,283,369	17,206,400	20,921,978	3,715,578	22%
EXPENDITURES						
Salaries & Wages	5,414,290	6,708,642	7,098,470	7,975,265	876,796	12%
Overtime	5,376	-	1,360	-	(1,360)	-100%
Supplemental Help	-	-	25,873	-	(25,873)	-100%
Other Compensation	5,607	6,008	5,950	4,800	(1,150)	-19%
Personnel Benefits	1,437,816	2,417,195	2,488,607	2,732,311	243,704	10%
Supplies	247,461	271,000	256,942	75,404	(181,537)	-71%
Professional Services	1,348,864	2,813,935	3,025,806	6,794,293	3,768,487	125%
Communication	198,300	263,471	251,293	233,610	(17,683)	-7%
Training	70,967	162,600	45,496	19,815	(25,681)	-56%
Advertising	4,409	-	3,392	-	(3,392)	-100%
Rentals	-	100	-	-	-	N/A
Insurance	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	N/A
Repairs & Maintenance	2,382,020	3,527,238	4,373,113	4,960,394	587,281	13%
Other Services & Charges	81,661	37,200	87,927	70,387	(17,540)	-20%
Intergovernmental	-	-	-	-	-	N/A
Capital	(0)	20,000	10,527	-	(10,527)	-100%
Interfund Payments	3,007	55,979	55,979	87,125	31,146	56%
Debt Service	-	-	-	-	-	N/A
Transfers Out	-	-	-	-	-	N/A
TOTAL EXPENDITURES	11,199,779	16,283,368	17,730,734	22,953,404	5,222,670	29%
NET CHANGES	1,677,084	1	(524,334)	(2,031,426)	(1,507,092)	287%
FUND BALANCE JANUARY 1	2,274,715	2,555,760	2,555,760	2,031,426	(524,334)	-21%
FUND BALANCE DECEMBER 31	\$3,951,799	\$2,555,761	\$2,031,426	-	(\$2,031,426)	-100%

Fund Notes:

The Information Technology Fund accounts for the activity of the Technology and Information Services Department. The revenues come from other City departments.



Redmond
WASHINGTON

This page intentionally left blank

SUPPLEMENTAL INFORMATION

FISCAL POLICIES
DEPARTMENT ORGANIZATIONAL CHARTS
STAFFING AUTHORIZATION BY DEPARTMENT

FISCAL POLICIES

Fiscal Policies

City of Redmond, Washington

1. General Financial Goals

- a. To provide a financial base sufficient to sustain municipal services to maintain the social well-being and physical conditions of the City.
- b. To be able to withstand local and regional economic trauma, to adjust to changes in the service requirements, and to respond to other changes as they affect the community.
- c. To maintain an excellent credit rating in the financial community and assure taxpayers that Redmond city government is maintained in sound fiscal condition.
- d. To consider and provide for the needs of future generations in the Redmond community.

2. Operating Budget Policies

- a. The base operating budget is the City's comprehensive two-year financial plan which provides for the desired level of city services as defined by the City's priorities. A budget will be developed every two years using a "Budgeting by Priorities" process.
- b. The goals of the Budgeting by Priorities process are:
 - Align the budget with community priorities
 - Measure progress towards priorities
 - Get the best value for each tax dollar
 - Foster continuous learning in the City
 - Build regional cooperation
- c. "One-time" expenses require specific authority to be carried forward into subsequent budgets.
- d. Revenues and expenditures for the General Fund and all major operating funds shall be projected for the current biennium and the ensuing four years.
- e. Biennial operating budgets should provide for design, construction, maintenance and replacement of the City's capital, plant and equipment consistent with the Capital Facilities Plan including the related cost for operating such new facilities.
- f. The City will maintain all its assets at a level such that it protects the City's capital investment and minimizes future maintenance and replacement costs.
- g. The City will maintain an equipment replacement and maintenance needs analysis for the life cycle of the equipment and will update this projection every two years consistent with budget development.

- h. All general government current operating expenditures will be paid from current revenues. The City:
 - Reports on revenues and expenditures will be prepared on a timely basis monthly and reviewed quarterly by the City Council.
 - Will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.
 - Defines a balanced budget as current biennium revenues (including fund balances) are equal to or greater than current biennium budgeted expenditures.
 - Defines a structurally balanced budget as current on-going revenues (without including fund balances) as equal to or greater than current on-going expenses.
 - Will not use one-time revenues for operations.
- i. All supplemental appropriations for programs (appropriations requested after the original budget is adopted) will be considered as a result of changes since the adoption of the biennial budget including the availability of new revenues (such as unanticipated grants).
All supplemental appropriations will conform to the “budgeting by priorities” process.
- j. Budget Calendar
 - In order to facilitate and implement the budget process, the Mayor will propose a biennial budget calendar at the first regular Council meeting in April in every even year.
 - The calendar will be comprehensive in nature and generally provide for a process that resembles the Best Practices for municipal budgets as published by the Government Finance Officers Association.

3. Revenue Policies

- a. The City will strive to maintain as diversified and stable a revenue system as permitted by state law to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn. To pursue this policy goal the City Council will consider revenue changes in the context of its review of the City’s Long Range Financial Strategy.
- b. Because revenues, especially those of the General Fund, are sensitive to both local and regional economic activities, revenue estimates provided to the City Council shall be conservative.
- c. The City will estimate its biennial revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association. Economic assumptions will be based on reliable and relevant sources such as the Washington State Office of Forecast Council.
- d. The City will project revenues for the next six years and will update this projection biennially. This projection will be consistent with policy 2d above and

the overall “price of government” as described in the Long Range Financial Strategy.

The Finance Department will biennially review and make available to the Finance, Administration and Communications Committee an analysis of each potential major revenue source before going to the full Council for review.

The City will refrain from making budgetary decisions (specifically allocating resources to be expended) outside of a budget process as described by this policy (inclusive of the biennial budget as well as a formal budget amendment).

- e. The City will establish all user charges at a level related to the cost of providing the service and within policy parameters established by the City Council.
- f. In each odd numbered year, the City will review user fees to adjust for the effects of inflation and other factors as appropriate. The City will set fees for user activities, such as recreational services, at a level to support the direct and indirect costs of the activity in accordance with cost recovery policies adopted by Council.
- g. The City will set fees and user charges for each enterprise fund at a level that fully supports the total direct and indirect cost of the activity including the cost of annual depreciation of capital assets. For rate modeling purposes the City will utilize three financial tests: Net Income Test, Cash Flow Test, and Coverage Test, to evaluate revenue sufficiency. The results of these tests will be used in the rate setting process to ensure that the enterprise funds generate the appropriate level of revenue to satisfy all operating costs, cash obligations, and debt coverage requirement of 1.2 times annual debt service.

4. Expenditure Policies

- a. The City budget will provide for a sustainable level of service as defined in the context of the Budgeting by Priorities process.
- b. The City’s operating budget will not use one-time revenues to support ongoing expenditures.
- c. The City will maintain expenditure categories according to state statute and administrative regulation. Capital expenditures shall meet the requirements of generally accepted accounting principles (GAAP).
- d. The City will forecast its General Fund expenditures biennially for the next six years. The drivers and assumptions used in the forecast will be described.
- e. A cost allocation plan will be maintained and updated as a part of each City budget. The cost allocation plan will be the basis for distribution of general government costs to other funds or capital projects (also known as indirect costs).

5. Capital Investment Budget Policies

- a. The City will make capital improvements in accordance with an adopted capital investment program. Capital funds may be used on:

1. Non-recurring capital expenditures (such as capital projects).
 - a. Qualifying non-recurring capital projects should be at least \$50,000 (or part of a system with a value of more than \$50,000); and
 - b. Towards an asset with a useful life of at least five years; or
 - c. Directly for related costs (such as studies, plans, monitoring of capital asset performance, etc); or
 - d. Planning efforts that result in specific capital improvements identified in the City's Capital Investment Strategy and approved by the Capital Investment Program Governance Committee.
- b. The capital investment program and the base operating budget will be reviewed at the same time to ensure that the City's capital and operating needs are balanced with each other and that the capital investment program is aligned with the City's other long-range plans.
- c. The City will develop a six-year plan for capital improvements including operations and maintenance costs and update it every biennium. Capital expenditures will be forecasted taking into account changes in population, changes in real estate development, or changes in relevant economic condition of the City and the region.
- d. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval. The City will use intergovernmental assistance and other outside resources whenever possible.
- e. All staff (FTEs) related to capital project implementation will charge directly to capital projects if the projects are a part of the Capital Investment Strategy and approved by the City's Capital Investment Program Governance Committee.
- f. The City will determine the least costly financing method for all new projects.
- g. The City will transfer, annually, at least five percent (5%) of discretionary General Fund revenues made up of one-time and ongoing funds and the pavement management contribution to the capital investment program as part of the City's biennial budget. *(Revision sunsets on 12.31.2020 per Council Action on 7.7.2020).*
- h. The City will develop and maintain a "Capital Investment Strategy" (also known as the "Vision Blueprint") that facilitates the planning for meeting the facility and other capital needs of the community consistent with the City's vision, comprehensive plan and functional area plans (in that order).
- i. Discretionary capital investment revenues collected from the five percent (5%) or more General Fund transfer and real estate excise tax will be utilized for capital improvements that support the vision of the city consistent with the City's Capital Investment Strategy.
- j. Real Estate Excise Tax will be used for one-time capital project funding, not for general maintenance of the City's infrastructure as allowed by law.
- k. A contribution (\$1.1 million) from sales tax on construction, adjusted annually for inflation, will be transferred into the capital investment program.

- l. Applications to receive grant funding will only be submitted if the project receiving the funding is a part of the City's Capital Investment Strategy and/or approved by the Capital Investment Program Governance Committee.
- m. The City will utilize the Business Fee and Tax Advisory Committee to advise the City on expenditures from the transportation surcharge portion of the Business Tax as outlined in City Council Resolution Number 1375.

6. Short-Term Debt Policies

- a. Short-term debt is defined as a period of three years or less.
- b. The City may use short-term debt to cover temporary cash flow shortages, which may be caused by a delay in receipting tax revenues or issuing long-term debt. The City will not use short-term debt for current operations.
- c. The City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. All interfund short-term borrowing will be subject to Council approval and will bear interest based upon prevailing rates.

7. Long-Term Debt Policies

- a. Long Term debt is that debt which exceeds three years.
- b. The City will utilize long-term borrowing for capital improvements that cannot reasonably be financed on a pay-as-you-go basis from anticipated cash flows.
- c. Acceptable uses of bond proceeds are items which can be capitalized and depreciated. Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is at least four percent (4%).
- d. The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City's best interest when planning to incur debt to finance capital improvements.
- e. The City will not use long-term debt for current operations.
- f. The City will maintain proactive communications with the investment community about its financial condition. The City will follow a policy of full disclosure on financial reports and bond prospectus including proactive compliance with disclosure to the secondary market.
- g. General Obligation Bond Policy
 - 1. Every project proposed for financing through general obligation debt shall be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
 - 2. Bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.

3. Before general obligation bond propositions are placed before the voters, the capital project under consideration should have been included in the Capital Improvement Program. The source of funds should describe the intended use of bond financing.
- h. Limited Tax General Obligation Bond Policies
1. As a precondition to the issuance of limited tax general obligation bonds, alternative methods of financing should also be examined.
 2. Limited tax general obligation bonds should only be issued under certain conditions:
 - A project requires monies not available from alternative sources;
 - Matching fund monies are available which may be lost if not applied for in a timely manner; or
 - Catastrophic conditions.
- i. Financing of Lease Purchases
1. Under Washington State law, the public may vote to approve bond issues for general government purposes in an amount not to exceed 2.5% of assessed valuation. Within the 2.5% limit, the Redmond City Council may approve bond issues and/or lease purchases up to 1.5% of the city's total assessed value. In addition, state law provides for an additional 2.5% of assessed valuation for parks and open space purposes with a vote of the public.
 2. Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.
- j. Long Term Interfund Loans
1. The City may issue interfund loans rather than outside debt instruments as a means of financing capital improvements. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's anticipated operations. All interfund borrowing will be subject to prior approval by the City Council and will bear interest based upon prevailing rates.
 2. The decision to use interfund loans rather than outside debt will be based on which is deemed to be the most cost-effective approach to meet city capital needs. Such assessment will be reviewed by the City's Financial Advisor who shall provide an objective analysis and recommendation to the City Council.

8. Reserve Fund Policies

- a. The City will maintain a General Operating Reserve of at least 8.5% of the total General Fund budgeted revenue, excluding the beginning fund balance, development review revenue, and any significant one-time revenue. This reserve shall be created and maintained to:
 - 1) Provide sufficient cash flow to meet daily financial needs.

- 2) Sustain City services in the event of a catastrophic event such as a natural/manmade disaster (e.g. earthquake, windstorm, flood, terrorist attack) or a major downturn in the economy.
- b. Biennium surpluses in the General Fund will be used to fund one-time operations and capital expenditures, dedicated to the Capital Improvement Program or placed in an economic contingency account if there are surplus balances remaining after all current expenditure obligations and reserve requirements are met.
- c. A surplus is defined as the difference between the actual beginning fund balance and the budgeted beginning fund balance. It consists of under-expenditures and excess revenues over and above the amounts included in the biennial budget.
- d. The City will also maintain an Economic Contingency to serve as a hedge against economic fluctuations, fund future one-time operational and capital needs or support City services on a one-time basis pending the development of a longer-term financial solution. The City shall maintain 4% of total General Fund budgeted revenue, excluding the beginning fund balance, development review revenue, and any significant one-time revenue as a target for the Economic Contingency.

This contingency shall serve as a hedge against underperforming revenue estimates with council's approval prior to its use. The City shall endeavor to support ongoing operations with ongoing revenues but may use reserves on a one-time basis to support City services pending the development of a longer-term financial solution. However, in no event shall reserves be used longer than one biennium to support City operations. If reserves are used, the City will begin to replenish these reserves at the end of the biennium if a surplus exists, but no later than the biennium following their use.
- e. The City will maintain operating reserves in the following funds: 12% (55 days) for the Water/Wastewater Operations and Maintenance Funds, not including Metro Wastewater Treatment expenses, 5% for the Stormwater Management Fund and 12% for the Solid Waste/Recycling Fund. This operating reserve shall be created and maintained to provide sufficient cash flow to meet daily financial needs and will be based upon total operating expenses. The reserve requirement for the Water/Wastewater Operations and Maintenance Funds can be met by the fund balance of the rate stabilization fund. For budgeting purposes, operating expenses will be calculated upon the funds' total expense budgets excluding ending fund balances, capital purchases, and the current year's portion of principal paid on outstanding debt.
- f. In order to maintain the significant investments in utility capital assets there shall be a transfer from the utility operations funds to the utility capital project or reserve funds to be expended on future utility capital projects. The transfer will be calculated on the current year's depreciation expense, less the annual principal payments on outstanding debt.

- g. The City will establish a revenue stabilization fund for the Water and Wastewater utilities. The required fund balance shall be set at 15% of the total of water and wastewater revenues collected through monthly rates excluding the portion of monthly revenues for King County wastewater treatment. The balance of this fund can be utilized to meet the reserve requirement for the Water/Wastewater Operations and Maintenance Funds. Monies may be withdrawn from the revenue stabilization funds to supplement operating revenues in years of revenue shortfalls caused by reduced sales due to weather or restrictions on water use. The revenue stabilization funds will be replenished within four years of a withdrawal.
- h. Bond reserves shall be created and maintained by the Water/Wastewater and Stormwater Utilities in accordance with the provisions set forth in the bond covenants. These shall be in addition to the reserves described above.
- i. The City shall additionally maintain the following Equipment Replacement Reserve Funds:
 - 1) Fleet Maintenance Reserve;
 - 2) Fire Equipment Reserve; and
 - 3) Capital Equipment Reserve for general asset replacement.
 The Equipment Reserve Funds will be maintained at a level sufficient to meet scheduled equipment replacement so as to sustain an acceptable level of municipal services and prevent a physical deterioration of City assets. An assessment of the sufficiency of this reserve will be made during each budget cycle.
- j. The City shall also maintain Reserve Funds as follows:
 - 1) All statutorily required reserve funds to guarantee debt service; and
 - 2) A vacation accrual reserve.
 - 3) A reserve to stabilize contributions to state retirement systems due to temporary fluctuations in state rates, as necessary.
 No reserve shall be established for sick leave. One-fourth of accrued sick leave is payable only upon qualifying retirement and is not considered material.

9. Investment Policies

The Finance & Information Services Director will biennially submit any recommended amendments to the City's investment policy to the City Council for review.

10. Special Revenue Policies

- a. The City will establish and maintain Special Revenue Funds in accordance with Generally Accepted Accounting Principles which will be used to account for the

proceeds of specific revenue sources to finance specified activities which are required by statute, ordinance, resolution or executive order.

1) The City will comply with GASB Statement 54 which defines the appropriate use of Special Revenue Funds for reporting purposes. The City Council may determine to separate the General Fund into supporting "sub-funds" for budgeting and management purposes. These "sub-funds" will be combined for financial reporting purposes to comply with GASB Statement 54.

- b. Special Revenue Funds having biennial operating budgets will be reviewed by the City during the budget process.

11. Accounting, Auditing, and Financial Reporting Policies

- a. The City will establish and maintain a high standard of internal controls and accounting practices. The City budgets and accounts for revenues and expenditures on a modified accrual basis in its day to day operations.
- b. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting and the State of Washington Budgeting, Accounting, and Reporting Systems.
- c. Regular monthly and annual financial reports will present a summary of financial activity by major types of funds. Such reports will be available via the City's website (www.redmond.gov).
- d. The annual financial report shall conform to Generally Accepted Accounting Principles and be in the form of a Comprehensive Annual Financial Report as described by the GFOA. This report will contain all required information necessary to comply with secondary market disclosures for outstanding bonds (see policy 7f above).
- e. A fixed asset system will be maintained to identify all City assets, their location, condition, and disposition.
- f. The City will ensure that City records are audited annually, and which will result in the issuance of a financial opinion. The results of such audit are to be available to the public via the city's website (www.redmond.gov).



Redmond
WASHINGTON

This page intentionally left blank

DEPARTMENT ORGANIZATIONAL CHARTS
STAFFING AUTHORIZATIONS

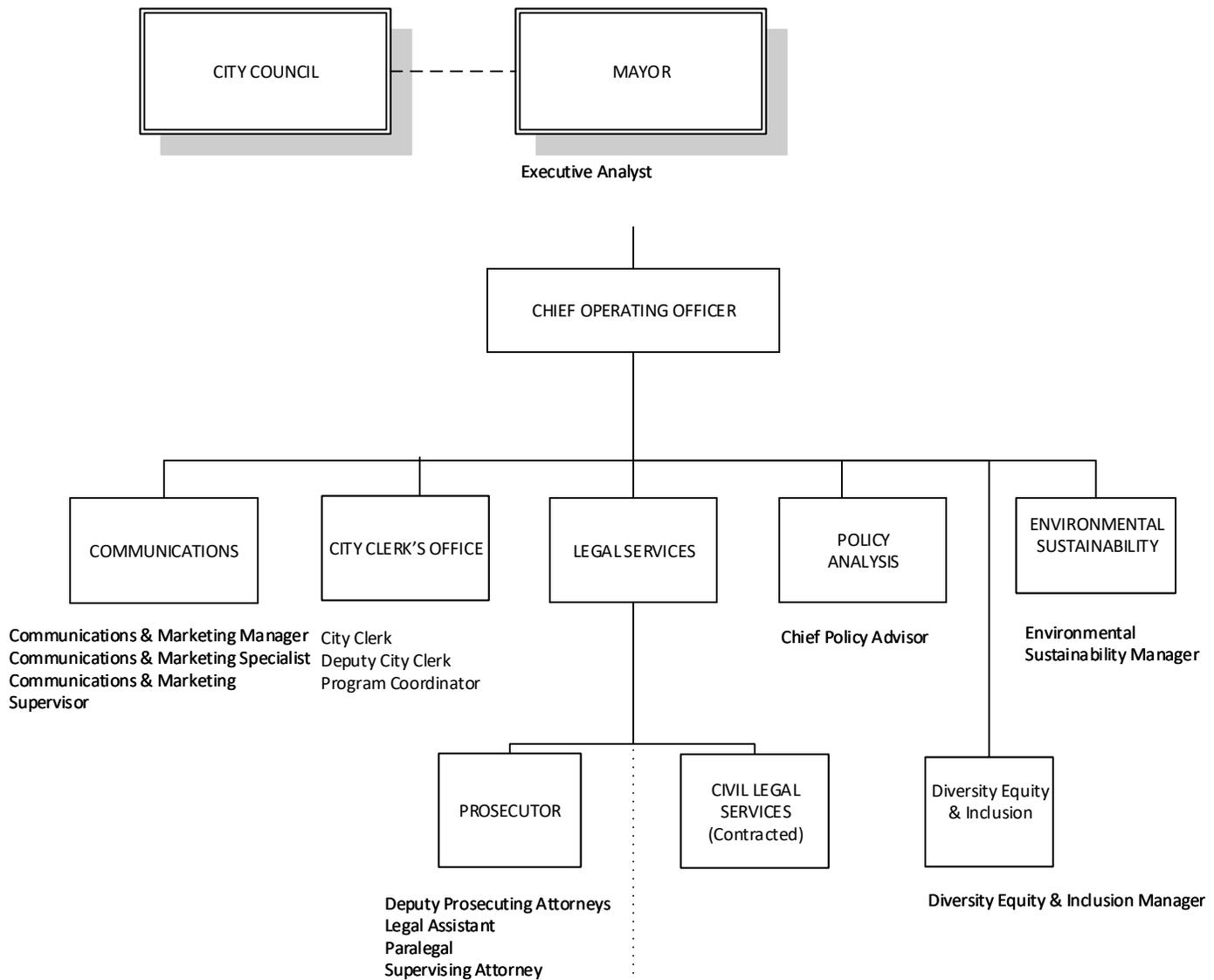
EXECUTIVE

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

The mission of the Executive Department is to assess public needs, propose policies and develop strategies to address those needs, as well as coordinate and support implementation by the departments.



The mission of Legal Services is to provide high quality legal advice to the Mayor, City Council, Boards and Commissions and City staff, to represent the City in civil and criminal proceedings, and to assist in the negotiations of labor contracts.

**EXECUTIVE
STAFFING AUTHORIZATIONS**

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Administrative Specialist ²	1.00	-	-	-	-
Chief Operating Officer	1.00	1.00	-	1.00	1.00
Chief Policy Advisor	1.00	1.00	-	1.00	1.00
Department Administrative Coordinator ²	-	-	-	-	-
Deputy City Administrator	1.00	-	-	-	-
Executive Analyst ²	-	1.00	-	1.00	1.00
Executive Assistant ⁴	1.00	1.00	(1.00)	-	-
Mayor	1.00	1.00	-	1.00	1.00
	6.00	5.00	(1.00)	4.00	4.00
OFFICE OF COMMUNICATIONS					
Communications & Marketing Manager	1.00	1.00	-	1.00	1.00
Communications & Marketing Project Administrator ²	1.00	-	-	-	-
Communications & Marketing Specialist ^{1,2}	2.00	4.00	-	4.00	4.00
Communications & Marketing Supervisor ^{1,2}	-	2.00	-	2.00	2.00
Graphics Designer ⁸	1.00	-	-	-	-
	5.00	7.00	-	7.00	7.00
ENVIRONMENTAL SUSTAINABILITY					
Environmental Sustainability Program Manager	-	1.00	-	1.00	1.00
Program Administrator ¹	-	-	-	-	1.00
	-	1.00	-	1.00	2.00
DIVERSITY EQUITY & INCLUSION					
Diversity and Equity Inclusion Manager ¹	-	-	-	-	1.00
	-	-	-	-	1.00
EASTSIDE PUBLIC SAFETY COMMUNICATIONS AGENCY (EPSCA)					
EPSCA 800 MHz Technician	1.00	-	-	-	-
EPSCA Senior Accounting Associate ¹	1.00	-	-	-	-
	2.00	-	-	-	-
CITY CLERK					
Administrative Specialist ²	1.00	-	-	-	-
City Clerk	1.00	1.00	-	1.00	1.00
Program Coordinator ²	1.00	2.00	-	2.00	2.00
Deputy City Clerk	1.00	1.00	-	1.00	1.00
	4.00	4.00	-	4.00	4.00
LEGAL SERVICES					
Legal Assistant	1.00	1.00	-	1.00	1.00
Paralegal	0.75	0.75	-	0.75	0.75
Deputy Prosecuting Attorney	1.50	1.50	-	1.50	1.50
Supervising Attorney	1.00	1.00	-	1.00	1.00
	4.25	4.25	-	4.25	4.25
TOTAL FTEs	21.25	21.25	(1.00)	20.25	22.25
SUPPLEMENTAL FTEs ⁶	0.76				-

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

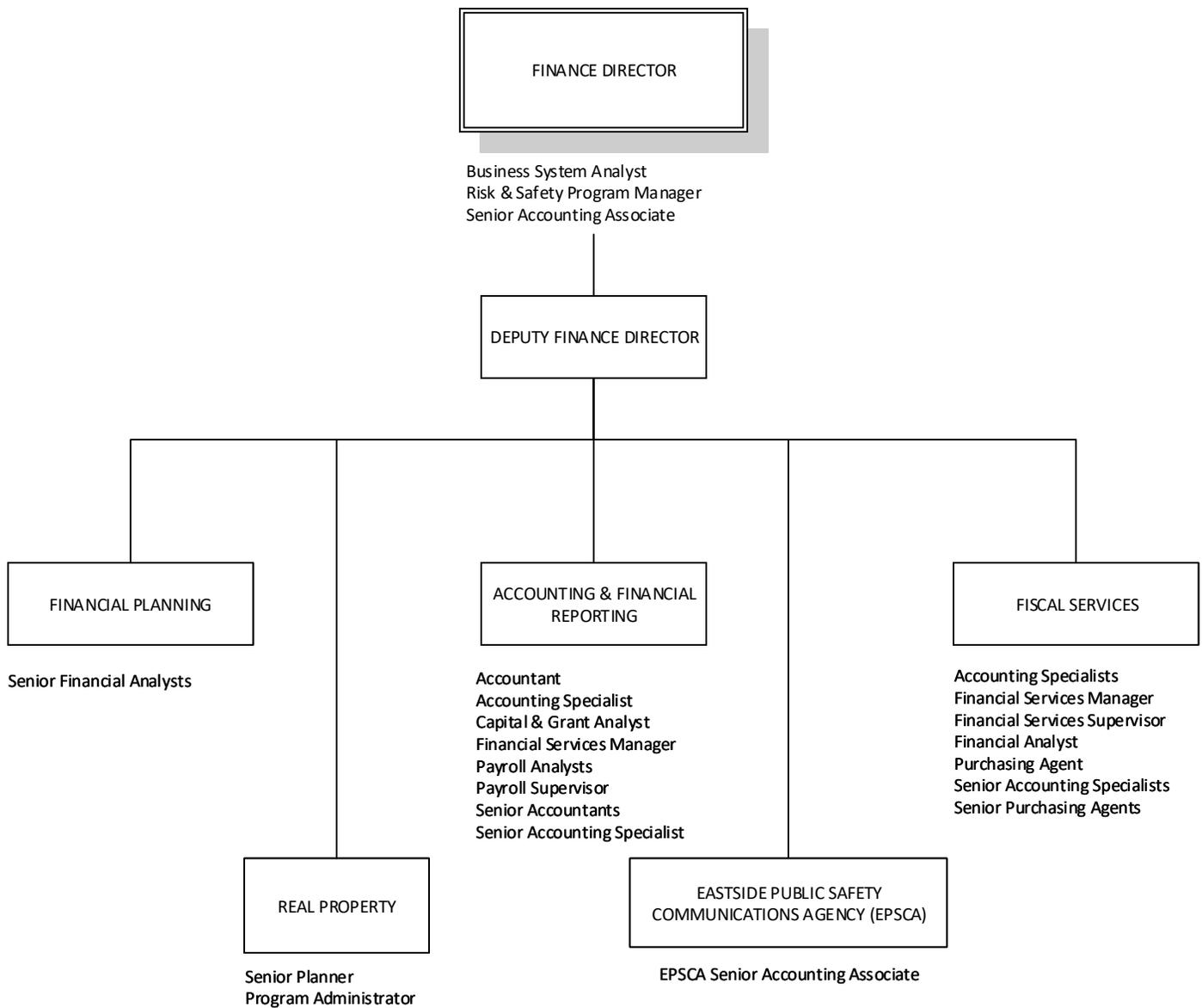
FINANCE

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

In the spirit of excellence and financial integrity, we cultivate partnerships to meet shared goals that preserve, enhance and support our customers.



FINANCE
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Business Systems Analyst - Senior ¹	1.00	1.00	-	1.00	1.00
Senior Accounting Associate	1.00	1.00	-	1.00	1.00
Risk & Safety Program Coordinator	1.00	1.00	-	1.00	1.00
Director	1.00	1.00	-	1.00	1.00
	3.00	4.00	-	4.00	4.00
REAL PROPERTY					
Program Administrator ⁴	1.00	1.00	-	1.00	1.00
Planner - Senior	1.00	1.00	-	1.00	1.00
	2.00	2.00	-	2.00	2.00
EASTSIDE PUBLIC SAFETY COMMUNICATIONS AGENCY (EPSCA)					
EPSCA Senior Accounting Associate ¹	-	1.00	-	1.00	1.00
	-	1.00	-	1.00	1.00
FISCAL SERVICES					
Accountant ²	1.00	-	-	-	-
Financial Services Manager	1.00	1.00	-	1.00	1.00
Financial Services Supervisor ²	-	1.00	-	1.00	1.00
Financial Analyst ²	-	1.00	-	1.00	1.00
Accounting Specialist	2.00	2.00	-	2.00	2.00
Accounting Specialist - Senior ²	1.00	-	-	-	-
Purchasing Agent	1.00	1.00	-	1.00	1.00
Purchasing Agent - Senior	2.00	2.00	-	2.00	2.00
	8.00	8.00	-	8.00	8.00
FINANCIAL PLANNING					
Financial Analyst ²	1.00	-	-	-	-
Financial Analyst - Senior ^{1,2}	3.00	6.00	-	6.00	6.00
Financial Planning Manager ²	1.00	-	-	-	-
Deputy Finance Director ²	-	1.00	-	1.00	1.00
	5.00	7.00	-	7.00	7.00
ACCOUNTING & FINANCIAL REPORTING					
Accountant	1.00	1.00	-	1.00	1.00
Accountant - Senior	2.00	2.00	-	2.00	2.00
Capital & Grant Analyst ¹	-	1.00	-	1.00	1.00
Financial Services Manager	1.00	1.00	-	1.00	1.00
Payroll Analyst	2.00	2.00	-	2.00	2.00
Payroll Supervisor	1.00	1.00	-	1.00	1.00
Accounting Specialist	2.00	2.00	-	2.00	2.00
Accounting Specialist - Senior ¹	1.00	1.57	-	1.57	1.57
	10.00	11.57	-	11.57	11.57
TOTAL FTEs	28.00	33.57	-	33.57	33.57
SUPPLEMENTAL FTEs ⁶	-	-	-	-	-

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

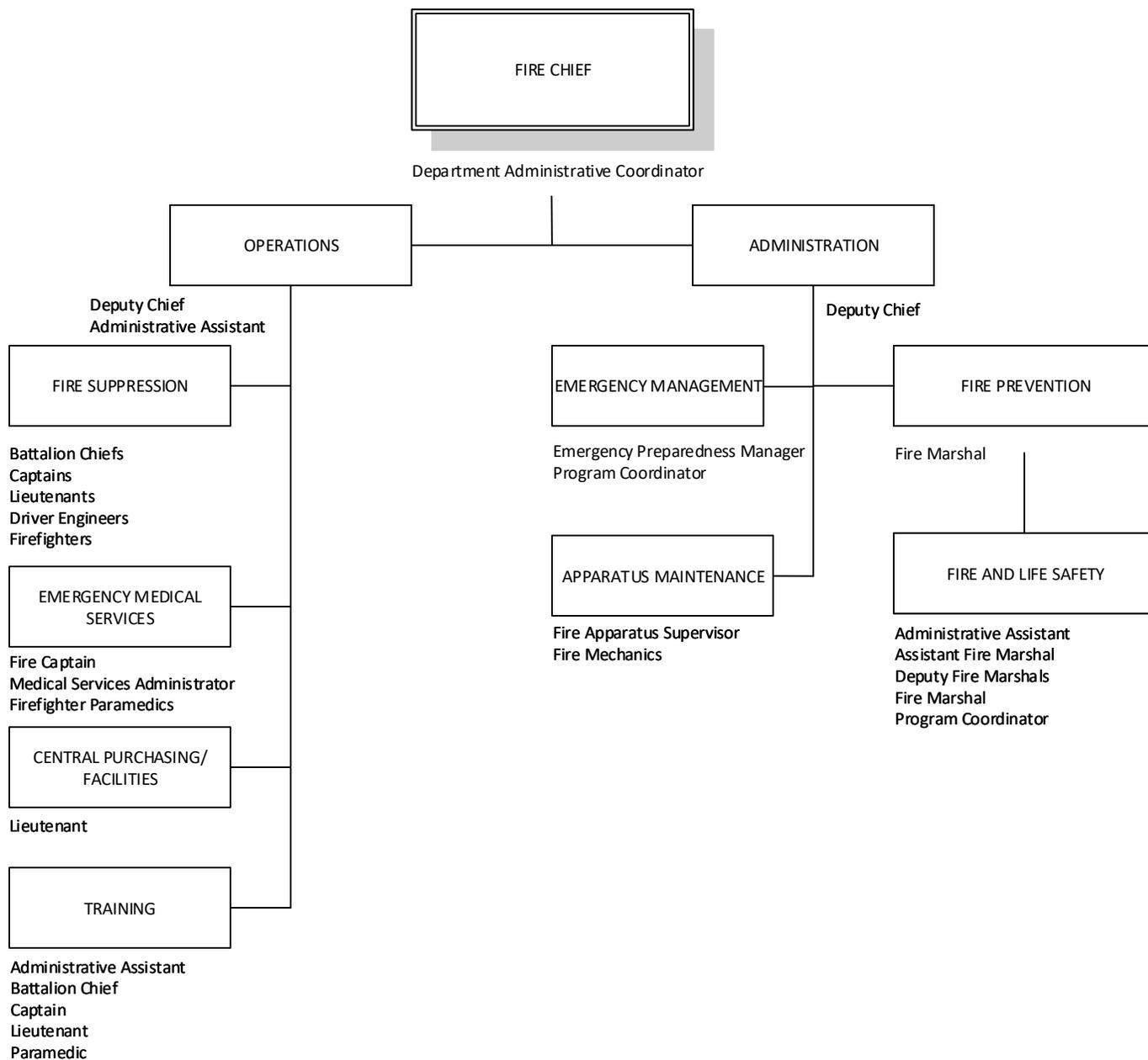
FIRE

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

The mission of the Fire Department is to continuously protect and preserve life and property through quality education, prevention, disaster preparedness and rapid emergency response.



FIRE
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Administrative Assistant	4.00	4.00	-	4.00	4.00
Assistant Fire Marshal	2.00	2.00	-	2.00	2.00
Department Administrative Coordinator	1.00	1.00	-	1.00	1.00
Program Coordinator (Emergency Management) ⁵	2.00	2.00	-	2.00	1.00
Program Coordinator ³	-	-	-	-	1.00
Emergency Preparedness Manager	1.00	1.00	-	1.00	1.00
Deputy Chief	2.00	2.00	-	2.00	2.00
Deputy Fire Marshal ^{5,8}	4.00	6.00	-	6.00	5.00
Finance Officer ¹	1.00	-	-	-	-
Fire Apparatus Supervisor	1.00	1.00	-	1.00	1.00
Fire Chief	1.00	1.00	-	1.00	1.00
Fire Marshal	1.00	1.00	-	1.00	1.00
Fire Mechanic ⁵	2.00	2.00	-	2.00	1.00
	22.00	23.00	-	23.00	21.00
OPERATIONS					
Battalion Chief	3.00	3.00	-	3.00	3.00
Battalion Chief - Training	1.00	1.00	-	1.00	1.00
Captain	6.00	6.00	-	6.00	6.00
Captain - Training	1.00	1.00	-	1.00	1.00
Driver Engineer	18.00	18.00	-	18.00	18.00
Firefighter ^{2,7}	46.00	44.00	-	44.00	44.00
Lieutenant	15.00	15.00	-	15.00	15.00
Lieutenant - Central Purchasing Officer	1.00	1.00	-	1.00	1.00
Lieutenant - Training	1.00	1.00	-	1.00	1.00
	92.00	90.00	-	90.00	90.00
ADVANCED LIFE SUPPORT					
Fire Captain ³	3.00	4.00	-	4.00	4.00
Medical Services Administrator	1.00	1.00	-	1.00	1.00
Paramedic	26.00	26.00	-	26.00	26.00
Paramedic - Training	1.00	1.00	-	1.00	1.00
	31.00	32.00	-	32.00	32.00
FIRE LEVY					
Captain	1.00	1.00	-	1.00	1.00
Driver Engineer	3.00	3.00	-	3.00	3.00
Firefighter	15.00	15.00	-	15.00	15.00
Lieutenant	2.00	2.00	-	2.00	2.00
	21.00	21.00	-	21.00	21.00
TOTAL FTEs	166.00	166.00	-	166.00	164.00
SUPPLEMENTAL FTEs ⁶	0.89	-	-	-	-

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).
7. The Fire Department received approval to overhire Firefighters by 2.0 in the 2018-2018 biennium to provide staffing flexibility and decrease overtime costs. This authority was increased to 4.0 Ftes beginning in 2019.
8. Several years ago, two Firefighter FTEs were assigned to the Fire Prevention Division as Deputy Fire Marshals to address the development surge. One of these positions (Firefighter 1.0 FTE) is eliminated in the 2021-2022 Budget. The other position appears on this table as a Deputy fire Marshal. Note: these positions appear as Firefighters in the 2019-2020 Budget.

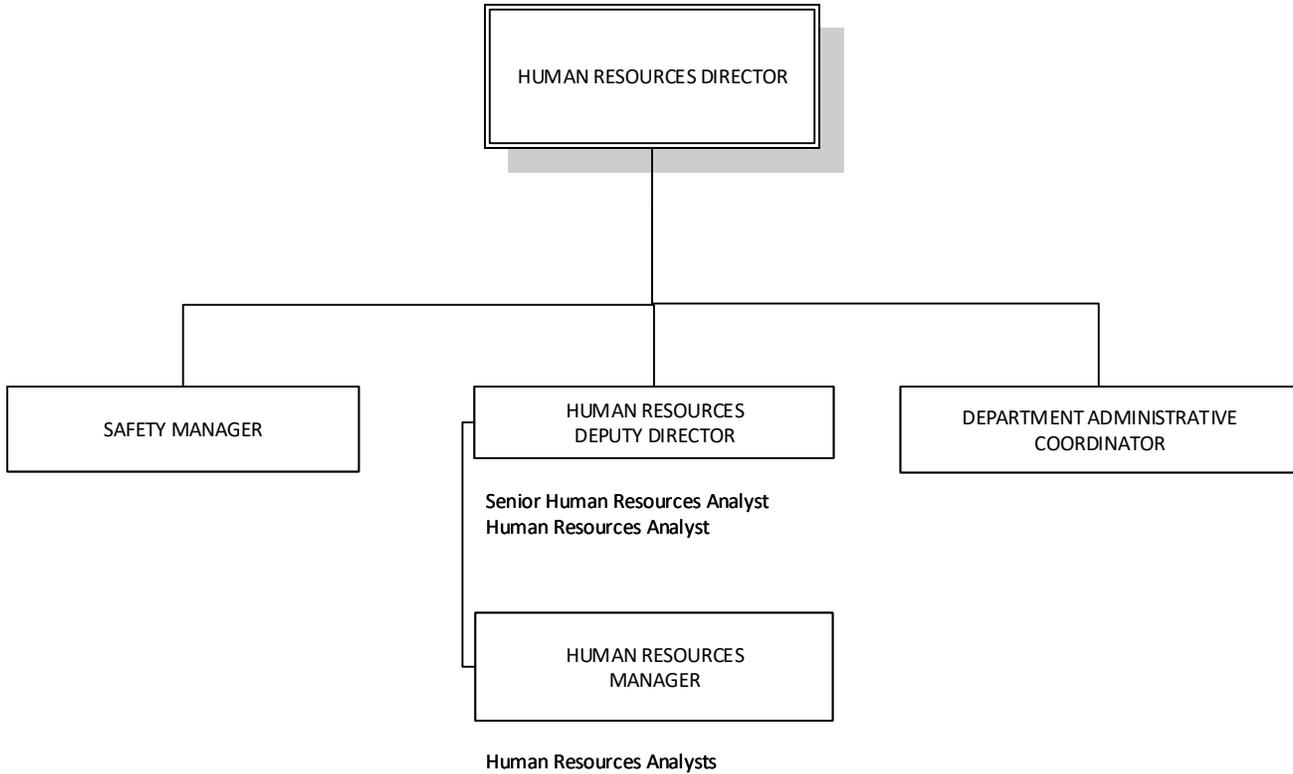
HUMAN RESOURCES

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

Building a positive, productive workplace is the mission of the Human Resources Department.



HUMAN RESOURCES

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Administrative Assistant ⁵	1.00	1.00	(1.00)	-	-
Administrative Specialist	1.00	-	-	-	-
Department Administrative Coordinator	1.00	1.00	-	1.00	1.00
Deputy Human Resources Director	1.00	1.00	-	1.00	1.00
Director	1.00	1.00	-	1.00	1.00
Human Resources Analyst - Senior ²	2.00	3.00	-	3.00	3.00
Human Resources Analyst ^{1,3}	4.00	4.33	-	4.33	5.00
Human Resources Manager ²	-	-	-	1.00	1.00
Human Resources Programs Manager ²	1.00	1.00	-	-	-
Safety Program Manager	-	1.00	-	1.00	1.00
	12.00	13.33	(1.00)	12.33	13.00
TOTAL FTEs	12.00	13.33	(1.00)	12.33	13.00
SUPPLEMENTAL FTEs⁶	0.31	0.34			0.35

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

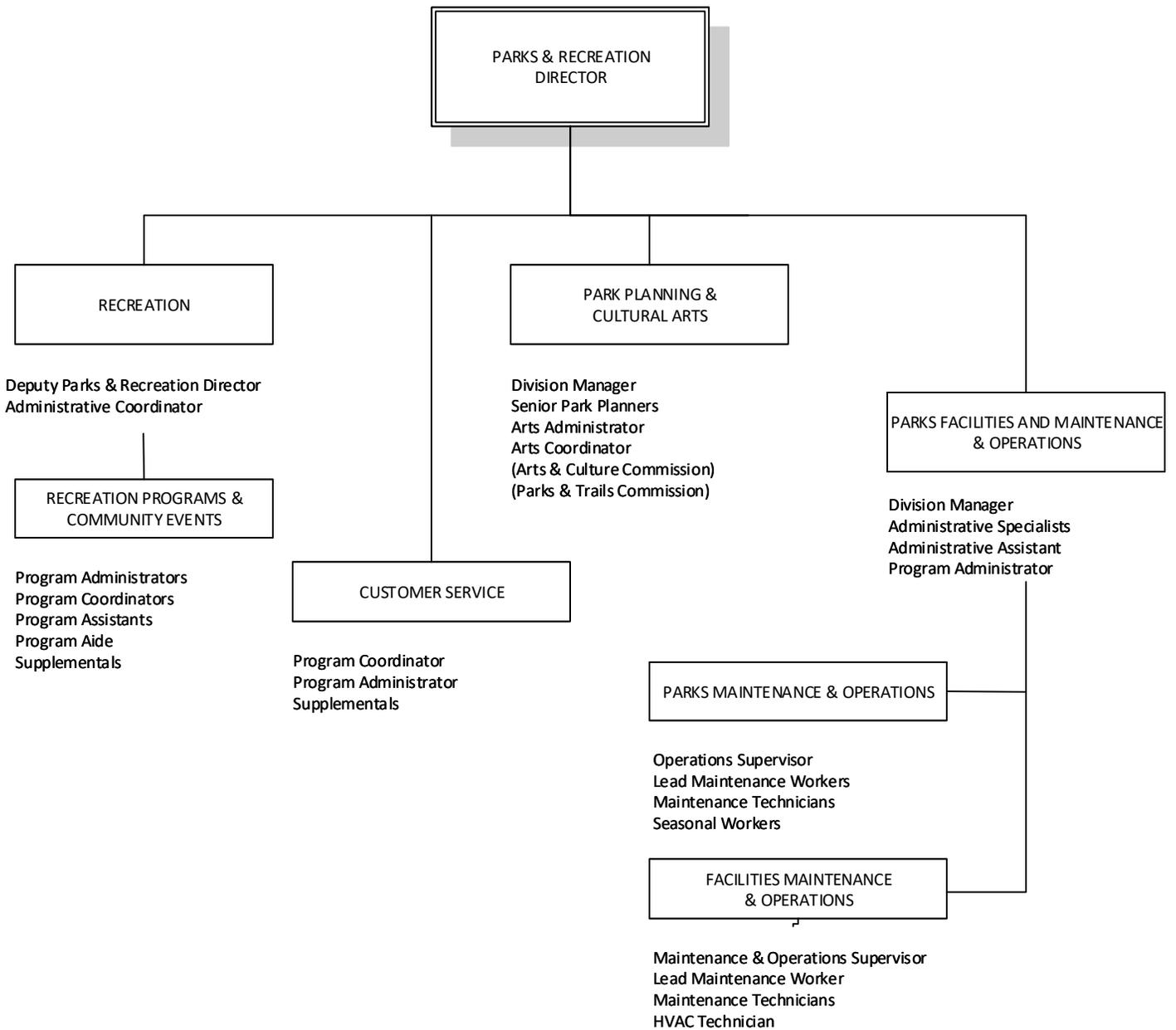
PARKS & RECREATION

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

We are leaders in providing sustainable parks, innovative recreation services, unique art and cultural experiences that continue to build a high quality of life in Redmond.



PARKS & RECREATION

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Cultural Arts Administrator	0.50	0.50	-	0.50	0.49
Department Administrative Coordinator	1.00	-	-	-	-
Deputy Director	1.00	1.00	-	1.00	1.00
Director	1.00	1.00	-	1.00	1.00
Parks Planning & Cultural Arts Manager	1.00	1.00	-	1.00	1.00
Planner - Senior ¹	2.00	1.00	-	1.00	1.00
	6.50	4.50	-	4.50	4.49
ARTS ACTIVITY					
Cultural Arts Administrator	0.50	0.50	-	0.50	0.51
Program Coordinator ⁵	0.50	0.50	-	0.50	0.50
	1.00	1.00	-	1.00	1.01
RECREATION SERVICES					
Administrative Assistant	0.62	-	-	-	-
Graphics Designer	0.40	-	-	-	-
Recreation Program Manager ²	1.00	-	-	-	-
Program Administrator	3.08	3.00	-	3.00	2.50
Program Aid ⁵	0.63	0.63	-	0.63	-
Program Assistant ⁵	-	2.00	-	2.00	1.00
Program Coordinator ⁵	4.24	4.00	-	4.00	3.00
Customer Experience Manager ²	-	1.00	-	1.00	1.00
Recreation Division Manager ²	-	1.00	-	1.00	1.00
	9.97	11.63	-	11.63	8.50
RECREATION ACTIVITY					
Administrative Assistant	0.38	-	-	-	-
Graphics Designer	0.60	-	-	-	-
Program Administrator	1.92	2.00	-	2.00	1.00
Program Assistant ^{2,4,5}	5.00	2.00	(1.00)	1.00	-
Program Coordinator ^{2,4,5}	2.26	3.50	(1.00)	2.50	-
	10.16	7.50	(2.00)	5.50	1.00
SPECIAL EVENTS					
Administrative Assistant	-	1.00	-	1.00	1.00
Program Coordinator ⁵	1.00	1.00	-	1.00	0.50
	1.00	2.00	-	2.00	1.50
PARKS LEVY					
Department Administrative Coordinator ⁵	1.00	1.00	-	1.00	-
Program Administrator	-	-	-	-	2.50
Program Assistant	-	1.00	-	1.00	-
Program Coordinator ⁵	2.00	2.00	-	2.00	1.00
	3.00	4.00	-	4.00	3.50
CUSTOMER SERVICE					
Program Coordinator ^{2,5}	-	3.00	-	3.00	2.00
Customer Service Manager ²	1.00	-	-	-	-
Customer Experience Manager ²	-	-	-	-	-
Administrative Assistant ²	1.00	-	-	-	-
Accounting Specialist - Senior ²	1.00	-	-	-	-
Program Administrator ²	1.00	1.00	-	1.00	1.00
	4.00	4.00	-	4.00	3.00
PARKS MAINTENANCE & OPERATIONS					
Administrative Specialist	0.71	0.55	-	0.55	0.47
Lead Maintenance Technician	4.00	4.00	-	4.00	4.00
Maintenance Technician	10.68	11.00	-	11.00	12.00
Parks Maintenance & Operations Manager	1.00	0.80	-	0.80	1.00
Parks Maintenance Supervisor ²	1.00	-	-	-	-
Parks Operations Supervisor ²	1.00	2.00	-	2.00	2.00
Program Administrator	1.00	1.00	-	1.00	1.00
	19.39	19.35	-	19.35	20.47

PARKS & RECREATION

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
FACILITIES MAINTENANCE & OPERATIONS					
HVAC Technician	1.00	1.00	-	1.00	1.00
Facilities Manager ²	-	1.00	-	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	-	1.00	1.00
Parks Maintenance & Operations Manager	-	0.20	-	0.20	-
Parks Assistant Maintenance & Operations Manager ²	-	-	-	-	-
Administrative Assistant (Operations) ²	0.88	1.00	-	1.00	1.00
Administrative Specialist ²	0.13	0.17	-	0.17	0.25
Lead Maintenance Technician	3.00	3.00	-	3.00	3.00
Maintenance Technician	12.00	13.00	-	13.00	12.00
	18.01	20.37	-	20.37	19.25
TOTAL FTEs	73.03	74.35	(2.00)	72.35	62.72
SUPPLEMENTAL FTEs ⁶		33.17			15.23

Notes:

1. Reallocated position within City
2. Reclassification with in Department
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

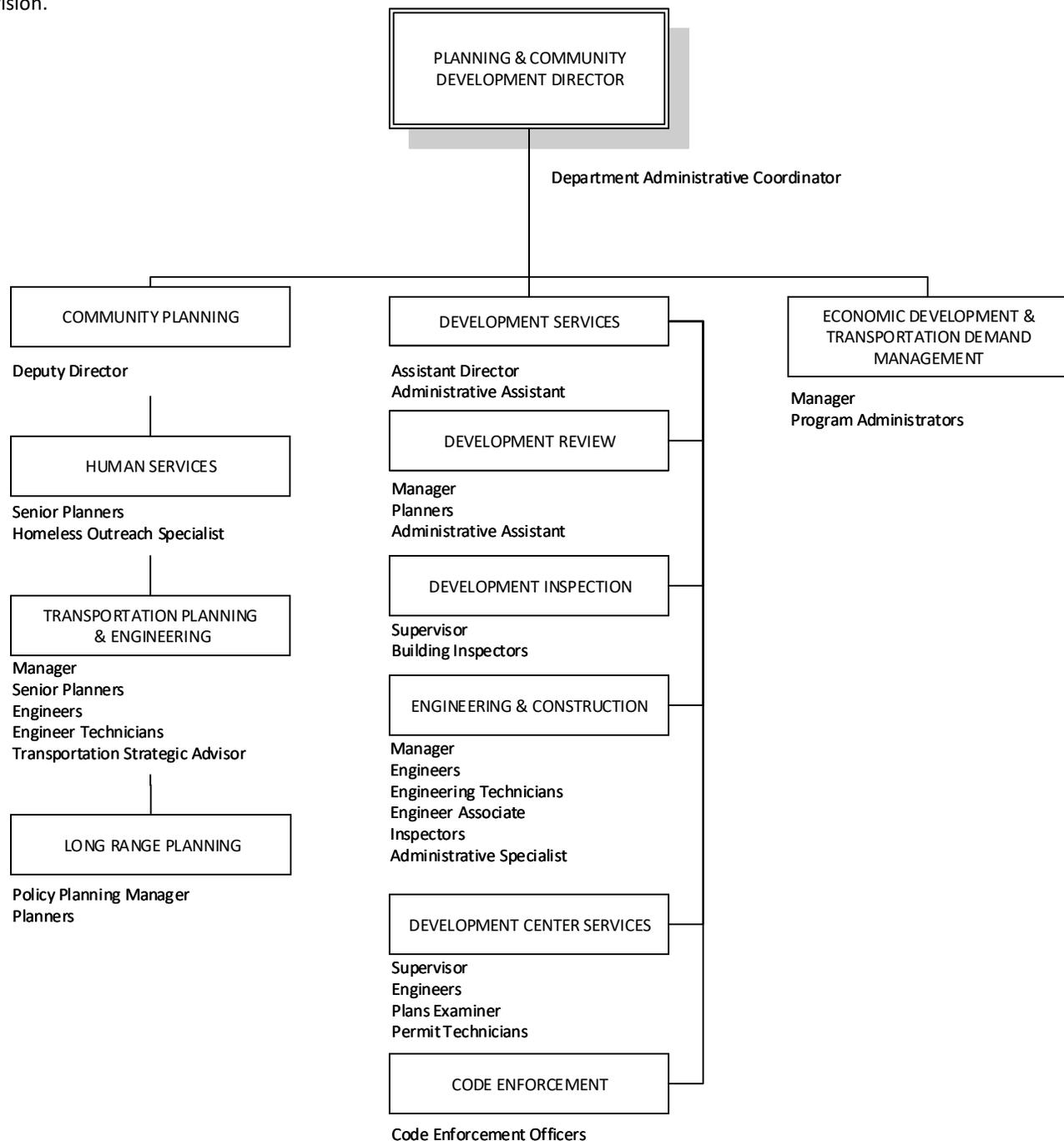
PLANNING & COMMUNITY DEVELOPMENT

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

The Planning & Community Development Department exists to prepare, promote and implement Redmond's community vision.



PLANNING & COMMUNITY DEVELOPMENT

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Department Administrative Coordinator	1.00	1.00	-	1.00	1.00
Deputy Director Planning and Community Development	-	-	-	1.00	1.00
Assistant Director Community Planning ²	1.00	1.00	-	-	-
Assistant Director Development Services	1.00	1.00	-	1.00	1.00
Director	1.00	1.00	-	1.00	1.00
	4.00	4.00	-	4.00	4.00
OPERATING GRANTS - TRANSPORTATION DEMAND MANAGEMENT (TDM)					
Administrative Specialist	1.00	1.00	(1.00)	-	-
Program Administrator	3.00	2.00	-	2.00	2.00
Planning Manager	-	1.00	-	1.00	0.30
	4.00	4.00	(1.00)	3.00	2.30
ECONOMIC DEVELOPMENT					
Planner - Senior ¹	1.00	-	-	-	-
Planning Manager	-	-	-	-	0.20
Economic Development Manager ¹	1.00	-	-	-	-
	2.00	-	-	-	0.20
HUMAN SERVICES					
Homeless Outreach Specialist	1.00	1.00	-	1.00	1.00
Planning Manager ²	-	-	-	-	0.50
Planner - Senior ¹	1.75	3.00	-	3.00	3.00
	2.75	4.00	-	4.00	4.50
TRANSPORTATION PLANNING & ENGINEERING					
Transportation Strategic Advisor	1.00	1.00	-	1.00	1.00
Engineer Technician - Senior	1.00	1.00	-	1.00	1.00
Engineering Manager	1.00	1.25	-	1.25	0.25
Planner ²	1.00	-	-	-	-
Engineer	1.00	1.00	-	1.00	1.00
Planner - Senior ²	-	3.00	-	3.00	2.00
	5.00	7.25	-	7.25	5.25
LONG RANGE PLANNING					
Planner - Senior ²	4.00	3.00	-	3.00	3.00
Planner	1.00	1.00	-	1.00	1.00
Planner - Principal ²	-	-	-	-	1.00
Planning Manager ²	1.00	1.00	-	1.00	0.70
	6.00	5.00	-	5.00	5.70
DEVELOPMENT REVIEW					
Administrative Assistant	1.00	1.00	-	1.00	1.00
Planner ¹	3.88	3.00	-	3.00	4.00
Planner - Assistant ^{2,4}	2.00	3.00	(1.00)	2.00	2.00
Planner - Principal ²	0.70	1.70	-	1.70	1.70
Planner - Senior	3.00	2.00	-	2.00	2.00
Planning Manager ²	1.00	-	-	-	0.30
	11.58	10.70	(1.00)	9.70	11.00
DEVELOPMENT CENTER SERVICES & CODE ENFORCEMENT					
Administrative Assistant	1.00	1.00	-	1.00	1.00
Code Enforcement Officer	2.00	2.00	-	2.00	2.00
Engineer - Senior	3.00	2.00	-	2.00	2.00
Permit Technician	3.00	3.00	-	3.00	3.00
Development Service Center Supervisor	1.00	1.00	-	1.00	1.00
Plans Examiner ¹	8.00	5.00	-	5.00	5.00
	18.00	14.00	-	14.00	14.00

PLANNING & COMMUNITY DEVELOPMENT

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
DEVELOPMENT ENGINEERING & CONSTRUCTION					
Administrative Specialist	1.00	1.00	-	1.00	1.00
Construction Inspector	4.00	4.00	-	4.00	4.00
Construction Inspector - Lead ²	1.00	-	-	-	-
Engineer - Senior ¹	6.00	7.00	-	7.00	7.00
Engineer Technician	1.00	1.00	-	1.00	1.00
Engineer Associate	1.00	1.00	-	1.00	1.00
Engineer Technician - Senior	1.00	1.00	-	1.00	1.00
Engineering Manager	1.00	1.00	-	1.00	1.00
Inspection Supervisor ²	-	1.00	-	1.00	1.00
	16.00	17.00	-	17.00	17.00
DEVELOPMENT INSPECTION					
Building Inspector ⁵	7.00	5.00		5.00	4.00
Building Inspector - Senior ²	4.00	7.00		7.00	7.00
Building Inspector Supervisor	1.00	1.00		1.00	1.00
	12.00	13.00	-	13.00	12.00
TOTAL FTEs	81.33	78.95	(2.00)	76.95	75.95
SUPPLEMENTAL FTEs⁶	0.46	0.46			0.01

Notes:

1. Reallocated position within City
2. Reclassification within Department
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

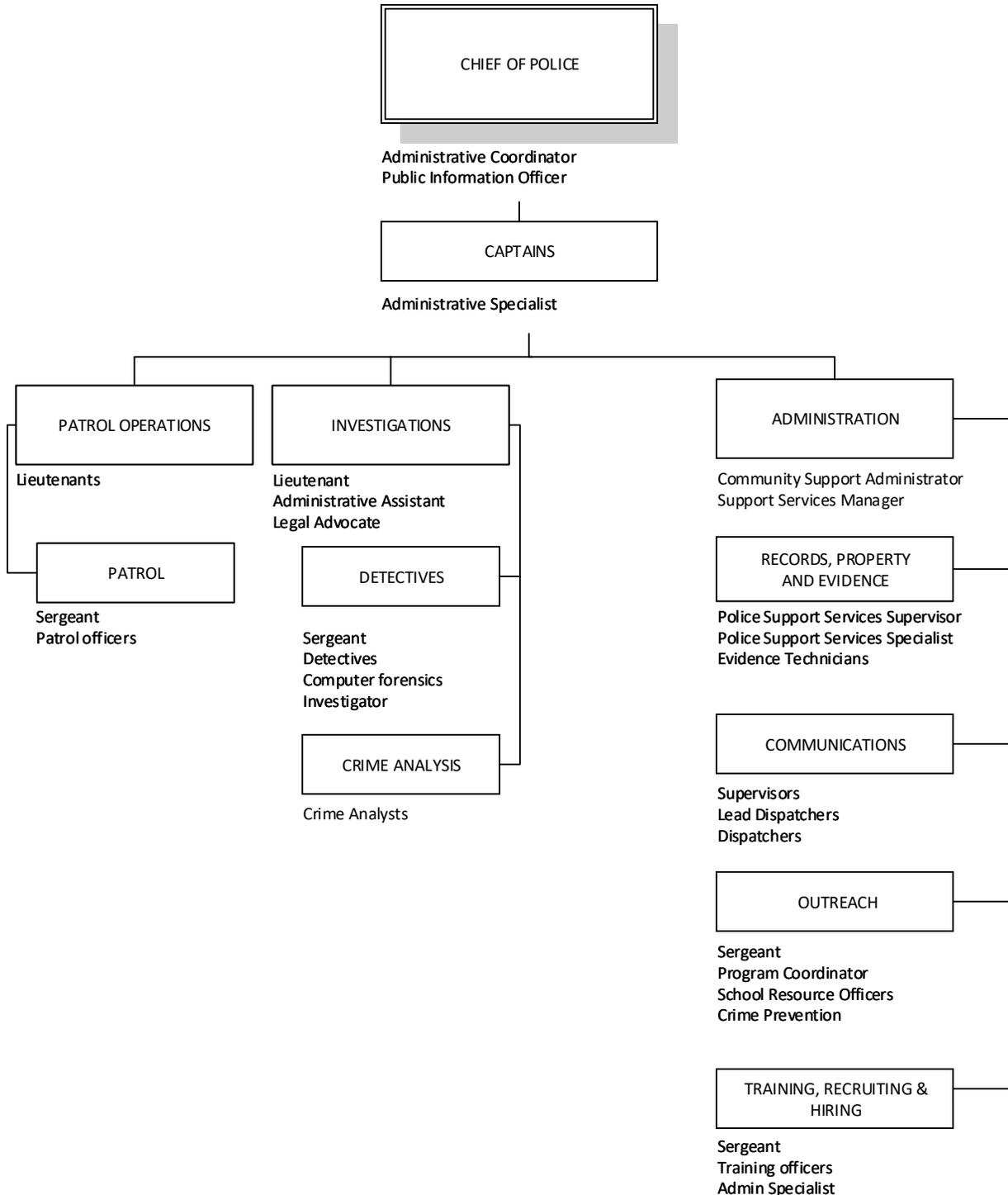
POLICE

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

The Redmond Police Department provides law enforcement services to our community in a manner that reflects our core values of Respect, Professionalism, Dedication and Leadership.



POLICE
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
COMMISSIONED					
Chief of Police	1.00	1.00	-	1.00	1.00
Police Captain	2.00	2.00	-	2.00	2.00
Lieutenant	3.00	3.00	-	3.00	3.00
Sergeant	12.00	12.00	-	12.00	11.00
Police Officer ¹	57.00	57.00	-	57.00	56.00
Community Support Administrator ³	-	1.00	-	1.00	1.00
	<u>75.00</u>	<u>76.00</u>	<u>-</u>	<u>76.00</u>	<u>74.00</u>
CIVILIAN					
Police Support Services Manager	1.00	1.00	-	1.00	1.00
Department Administrative Coordinator	1.00	1.00	-	1.00	1.00
Communications Supervisor	2.00	2.00	-	2.00	2.00
Lead Dispatcher	2.00	2.00	-	2.00	2.00
Communications Dispatcher	13.00	13.00	-	13.00	13.00
Computer Forensics Investigator - Senior ²	1.00	-	-	-	-
Crime Analyst	1.92	1.92	-	1.92	1.92
Legal Advocate	1.00	1.00	-	1.00	1.00
Police Program Coordinator	3.00	4.00	-	4.00	4.00
Police Support Administrative Specialist	1.00	1.00	-	1.00	1.00
Police Support Services Specialist ^{1,2}	4.50	3.00	-	3.00	3.00
Police Support Services Supervisor	1.00	1.00	-	1.00	1.00
Property/Evidence Technician	2.00	2.00	-	2.00	2.00
	<u>34.42</u>	<u>32.92</u>	<u>-</u>	<u>32.92</u>	<u>32.92</u>
POLICE LEVY					
Administrative Specialist	1.00	1.00	-	1.00	1.00
Communications Dispatcher	1.00	1.00	-	1.00	1.00
Crime Analyst	1.00	1.00	-	1.00	1.00
School Resource Officer	3.00	3.00	-	3.00	3.00
Patrol Officer	11.00	11.00	-	11.00	11.00
Police Program Coordinator	1.00	1.00	-	1.00	1.00
Police Support Administrative Specialist	1.00	1.00	-	1.00	1.00
Police Support Services Specialist	1.00	1.00	-	1.00	1.00
	<u>20.00</u>	<u>20.00</u>	<u>-</u>	<u>20.00</u>	<u>20.00</u>
TOTAL FTEs	129.42	128.92	-	128.92	126.92
SUPPLEMENTAL FTEs⁶	0.63	-	-	-	-

Notes:

1. Reallocated position within City
2. Reclassification within Department
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

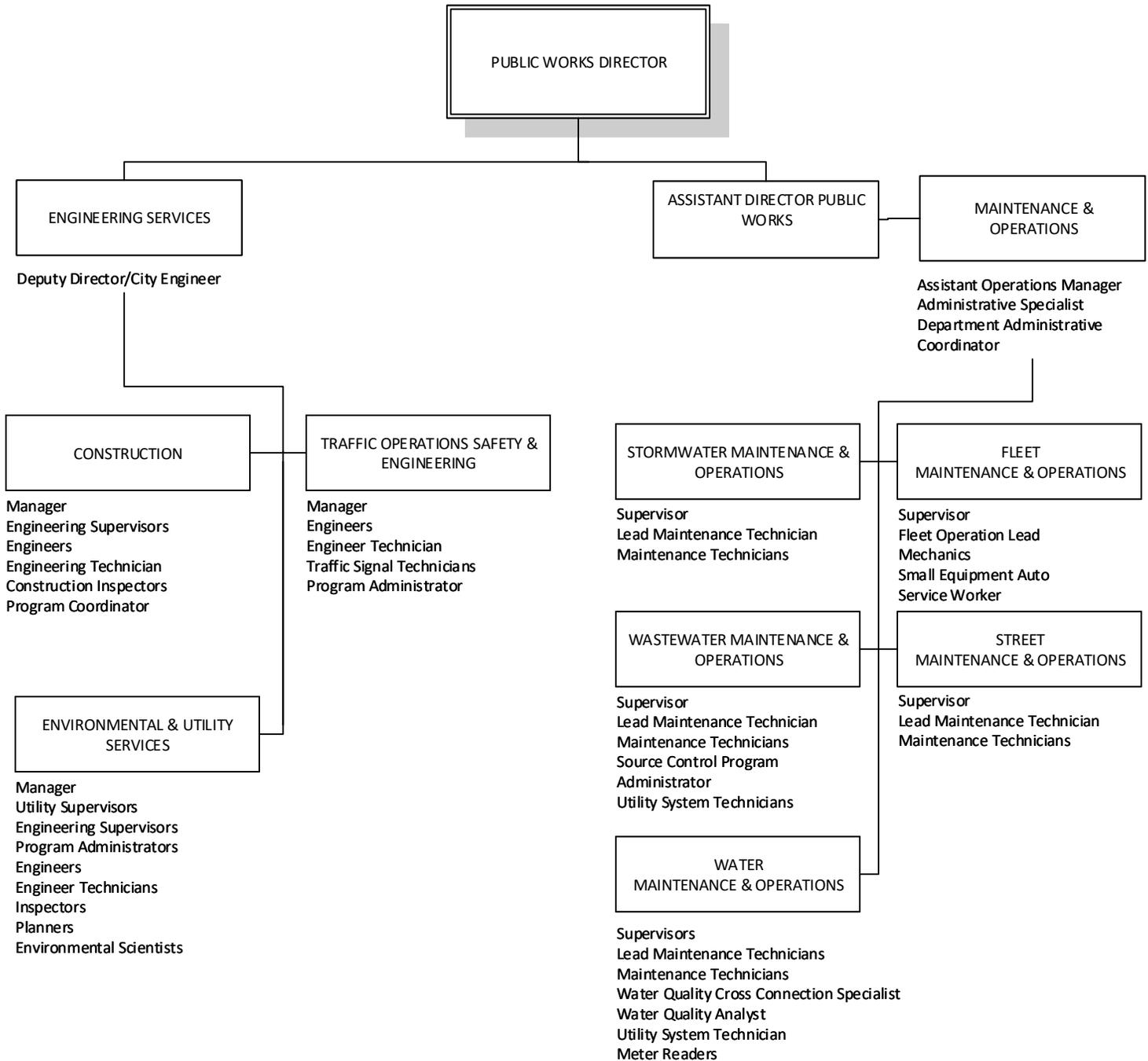
PUBLIC WORKS

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

We strategically build, operate and maintain public infrastructure and provide environmental stewardship for our dynamic community.



PUBLIC WORKS
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
FINANCIAL SERVICES & ADMINISTRATION					
Department Administrative Coordinator ¹	-	-	-	-	-
Administrative Specialist ²	0.33	-	-	-	-
Deputy Director ²	-	0.25	-	0.25	0.25
Assistant Director ²	0.50	-	-	-	-
Director	0.50	0.50	-	0.50	0.30
Environmental Sustainability Program Manager ¹	-	-	-	-	-
Strategic Funds Advisor ¹	1.00	-	-	-	-
	2.33	0.75	-	0.75	0.55
CONSTRUCTION RIGHT OF WAY INSPECTION					
Administrative Assistant	0.70	-	-	-	-
Administrative Specialist ⁵	-	0.70	-	0.70	-
Construction Inspector - Lead	1.00	1.00	-	1.00	1.00
Department Administrative Coordinator	0.60	-	-	-	-
Engineering Manager	0.50	0.50	-	0.50	0.50
Engineering Supervisor	0.50	0.50	-	0.50	0.50
Engineer	-	1.00	-	1.00	1.00
Engineer - Associate ²	1.00	-	-	-	-
Engineering Technician - Senior	1.00	1.00	-	1.00	1.00
	5.30	4.70	-	4.70	4.00
TRAFFIC OPERATIONS SAFETY & ENGINEERING					
Administrative Specialist	0.25	-	-	-	-
Department Administrative Coordinator	0.25	0.25	-	0.25	0.25
Engineer - Senior	3.00	3.00	-	3.00	3.00
Engineering Technician - Senior ²	1.00	1.00	-	1.00	1.00
Engineering Manager	1.00	1.00	-	1.00	1.00
GIS Analyst Senior ²	-	0.30	-	0.30	0.30
Intelligent Transportation System Network Technician	1.00	1.00	-	1.00	1.00
Lead Traffic Signal Technician	1.00	1.00	-	1.00	1.00
Program Administrator ¹	1.00	1.00	-	1.00	2.00
Traffic Signal Technician	2.00	2.00	-	2.00	2.00
	10.50	10.55	-	10.55	11.55
STREET MAINTENANCE & OPERATIONS					
Administrative Assistant	-	-	-	-	-
Administrative Specialist ²	0.20	0.20	-	0.20	0.20
Assistant Director	-	0.20	-	0.20	0.20
Department Administrative Coordinator ²	-	0.20	-	0.20	0.20
Program Administrator ⁴	0.20	0.20	(0.20)	-	-
Assistant Maintenance Manager ²	0.20	-	-	-	-
Lead Maintenance Technician	1.00	1.00	-	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	-	1.00	1.00
Maintenance Manager ²	0.20	0.40	-	0.40	0.40
Maintenance Technician	8.17	8.17	-	8.17	8.17
Management Analyst ²	0.20	-	-	-	-
	11.17	11.37	(0.20)	11.17	11.17
WATER & WASTEWATER					
Water Administration					
Accounting Specialist ¹	0.19	-	-	-	-
Department Administrative Coordinator ¹	-	-	-	-	-
Administrative Specialist	0.13	-	-	-	-
Assistant Director ²	0.15	-	-	-	-
Deputy Director ²	-	0.18	-	0.18	0.18
Environmental Sustainability Program Manager ¹	-	-	-	-	-
Director	0.10	0.10	-	0.10	0.10
	0.57	0.28	-	0.28	0.28

PUBLIC WORKS
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
Water Maintenance & Operations					
Administrative Specialist ²	0.20	0.20	-	0.20	0.20
Department Administrative Coordinator ²		0.20	-	0.20	0.20
Assistant Director Public Works		0.20	-	0.20	0.20
Program Administrator ⁴	0.20	0.20	(0.20)	-	-
Assistant Maintenance Manager ²	0.20	-	-	-	-
Lead Maintenance Technician	2.00	2.00	-	2.00	2.00
Maintenance & Operations Supervisor	1.00	2.00	-	2.00	2.00
Maintenance Manager ²	0.20	0.40	-	0.40	0.40
Maintenance Technician ¹	7.50	7.50	-	7.50	7.50
Meter Reader	1.50	1.50	-	1.50	1.50
Management Analyst ²	0.20	-	-	-	-
Utility Systems Technician	2.00	2.00	-	2.00	2.00
Water Quality Analyst	1.00	1.00	-	1.00	1.00
Water Quality Cross Connection Specialist	1.00	1.00	-	1.00	1.00
	17.00	18.20	(0.20)	18.00	18.00
Wastewater Administration					
Accounting Specialist ¹	0.19	-	-	-	-
Assistant Director ²	0.15	-	-	-	-
Environmental Sustainability Program Manager ¹	-	-	-	-	-
Department Administrative Coordinator ¹	0.13	-	-	-	-
Deputy Director ²	-	0.18	-	0.18	0.18
Director	0.10	0.10	-	0.10	0.10
	0.57	0.28	-	0.28	0.28
Wastewater Maintenance & Operations					
Administrative Specialist ²	0.20	0.20	-	0.20	0.20
Assistant Director ²	-	0.20	-	0.20	0.20
Department Administrator Coordinator ²	-	0.20	-	0.20	0.20
Program Administrator ⁴	0.20	0.20	(0.20)	-	-
Assistant Maintenance Manager ²	0.20	-	-	-	-
Lead Maintenance Technician	1.00	1.00	-	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	-	1.00	1.00
Maintenance Manager ²	0.20	0.40	-	0.40	0.40
Maintenance Technician	6.41	6.41	-	6.41	6.41
Meter Reader	0.50	0.50	-	0.50	0.50
Source Control Technician ¹	1.00	1.00	-	1.00	-
Management Analyst ²	0.20	-	-	-	-
Utility System Technician	2.00	2.00	-	2.00	2.00
	12.91	13.11	(0.20)	12.91	11.91
Water/Wastewater Engineering²					
Administrative Specialist	0.10	-	-	-	-
Department Administrative Coordinator	0.60	-	-	-	-
Engineer - Senior	3.00	-	-	-	-
Utility Supervisor	1.00	-	-	-	-
Engineering Manager	-	-	-	-	-
Engineering Technician - Senior	1.00	-	-	-	-
	5.70	-	-	-	-
ENVIRONMENTAL & UTILITY SERVICES					
Science & Data Management					
Environmental Scientist	-	1.25	-	1.25	1.25
Engineering Manager	-	-	-	-	0.20
Program Administrator ²	-	-	-	1.00	1.00
Engineering Technician ²	-	1.00	-	-	-
Utility Supervisor	-	0.50	-	0.50	0.50
	-	2.75	-	2.75	2.95

PUBLIC WORKS
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
Policy, Planning & Prevention					
Administrative Specialist	-	0.25	-	0.25	0.25
Department Administrative Coordinator ¹	-	-	-	-	-
Deputy Director ²	-	0.04	-	0.04	0.04
Director	-	0.10	-	0.10	0.10
Engineering Manager	-	0.20	-	0.20	0.25
Utility Supervisor	-	1.35	-	1.35	1.35
Environmental Scientist	-	1.75	-	1.75	1.75
Maintenance Technician	-	1.00	-	1.00	1.00
Planner-Senior	-	2.00	-	2.00	2.00
Environmental Sustainability Program Manager ¹	-	-	-	-	-
Program Administrator ⁵	-	4.00	-	4.00	3.00
Stormwater Inspector ¹	-	1.00	-	1.00	-
	-	11.69	-	11.69	9.74
System Engineering					
Utility Supervisor	-	0.15	-	0.15	0.15
Administrative Specialist	-	0.75	-	0.75	0.75
Business analyst ²	-	1.00	-	1.00	1.00
Department Administrative Coordinator ¹	-	0.75	-	0.75	0.75
Engineering Manager	-	0.80	-	0.80	0.55
Engineering Supervisor ¹	-	1.00	-	1.00	1.00
Engineering Technician ²	-	-	-	-	-
Engineering Technician - Senior ²	-	-	-	-	-
Engineer-Senior ^{1,2}	-	4.44	-	4.44	4.44
Environmental Scientist - Senior ³	-	0.50	-	0.50	0.50
GIS Analyst Senior ²	-	1.70	-	1.70	1.70
Planner-Senior	-	1.00	-	1.00	1.00
	-	12.09	-	12.09	11.84
STORMWATER MANAGEMENT					
Stormwater Administration					
Accounting Specialist ¹	-	-	-	-	-
Environmental Sustainability Program Manager ¹	-	-	-	-	-
Department Administrative Coordinator ¹	-	-	-	-	-
Assistant Director ²	-	-	-	-	-
Deputy Director ²	-	0.30	-	0.30	0.30
Director	-	0.20	-	0.20	0.30
	-	0.50	-	0.50	0.60
Stormwater Maintenance & Operations					
Administrative Specialist ²	0.20	0.20	-	0.20	0.20
Assistant Director ²	-	0.20	-	0.20	0.20
Department Administrative Coordinator ²	-	0.20	-	0.20	0.20
Program Administrator ⁴	0.20	0.20	(0.20)	-	-
Assistant Maintenance Manager ²	0.20	-	-	-	-
Lead Maintenance Technician	1.00	1.00	-	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	-	1.00	1.00
Maintenance Manager ²	0.20	0.40	-	0.40	0.40
Maintenance Technician	9.67	9.67	-	9.67	9.67
Management Analyst ²	0.20	-	-	-	-
	12.67	12.87	(0.20)	12.67	12.67
NATURAL RESOURCES/STORMWATER ENGINEERING/SOLID WASTE ²					
Administrative Specialist	0.88	-	-	-	-
Accounting Specialist	0.19	-	-	-	-
Assistant Director	0.20	-	-	-	-
Department Administrative Coordinator	0.10	-	-	-	-
Director	0.20	-	-	-	-
Engineer - Senior	3.00	-	-	-	-
Engineering Manager	0.55	-	-	-	-
Engineering Supervisor	0.75	-	-	-	-
Utility Supervisor	0.50	-	-	-	-
Engineering Technician	1.00	-	-	-	-
Engineering Technician - Senior	1.00	-	-	-	-
Planner - Senior	4.00	-	-	-	-
Program Administrator	1.20	-	-	-	-
Stormwater Inspector	1.00	-	-	-	-
	14.57	-	-	-	-

PUBLIC WORKS
STAFFING AUTHORIZATIONS
CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
Natural Resources - Wellhead ²					
Engineering Supervisor	0.25	-	-	-	-
Engineering Technician	1.00	-	-	-	-
Engineering Manager	0.20	-	-	-	-
Environmental Scientist	2.00	-	-	-	-
Program Administrator	1.00	-	-	-	-
	4.45	-	-	-	-
Solid Waste & Recycling ²					
Administrative Specialist	0.10	-	-	-	-
Department Administrative Coordinator	0.05	-	-	-	-
Director	0.10	-	-	-	-
Utility Supervisor	0.50	-	-	-	-
Engineering Manager	0.25	-	-	-	-
Maintenance Technician	1.00	-	-	-	-
Program Administrator	1.80	-	-	-	-
	3.80	-	-	-	-
FLEET MAINTENANCE & OPERATIONS					
Administrative Specialist ²	0.28	0.20	-	0.20	0.20
Assistant Director ²	-	0.20	-	0.20	0.20
Department Administrative Coordinator ^{1,2}	-	0.20	-	0.20	0.20
Deputy Director ²	-	0.05	-	0.05	0.05
Director	-	-	-	-	0.10
Program Administrator ⁴	0.20	0.20	(0.20)	-	-
Assistant Maintenance Manager ²	0.20	-	-	-	-
Maintenance Technician	0.25	0.25	-	0.25	0.25
Maintenance & Operations Supervisor	1.00	1.00	-	1.00	1.00
Fleet Operations Lead	1.00	1.00	-	1.00	1.00
Maintenance Manager ²	0.20	0.40	-	0.40	0.40
Mechanic	3.00	3.00	-	3.00	3.00
Small Equipment Auto Service Technician	1.00	1.00	-	1.00	1.00
Management Analyst ²	0.20	-	-	-	-
	7.33	7.50	(0.20)	7.30	7.40
CAPITAL INVESTMENT PROGRAM (CIP)					
Public Works					
Administrative Assistant	0.30	-	-	-	-
Administrative Specialist ^{2,5}	2.00	0.30	-	0.30	-
Construction Inspector ²	4.00	3.00	(1.00)	2.00	2.00
Construction Inspector - Lead	2.00	2.00	-	2.00	2.00
Department Administrative Coordinator	0.40	-	-	-	-
Engineer ²	1.00	3.00	(1.00)	2.00	2.00
Engineer - Associate ²	1.00	1.00	-	1.00	1.00
Engineer - Senior ⁵	7.00	8.00	-	8.00	7.00
Engineering Manager	0.50	0.50	-	0.50	0.50
Engineering Supervisor	1.50	1.50	-	1.50	1.50
Program Coordinator ²	-	2.00	-	2.00	2.00
Capital and Grant Analyst ¹	1.00	-	-	-	-
	20.70	21.30	(2.00)	19.30	18.00
TOTAL FTEs	129.57	127.94	(3.00)	124.94	120.94
SUPPLEMENTAL FTEs ^{5,6}	11.29	9.21			-

Notes:

1. Reallocated position within City
2. Reclassification
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

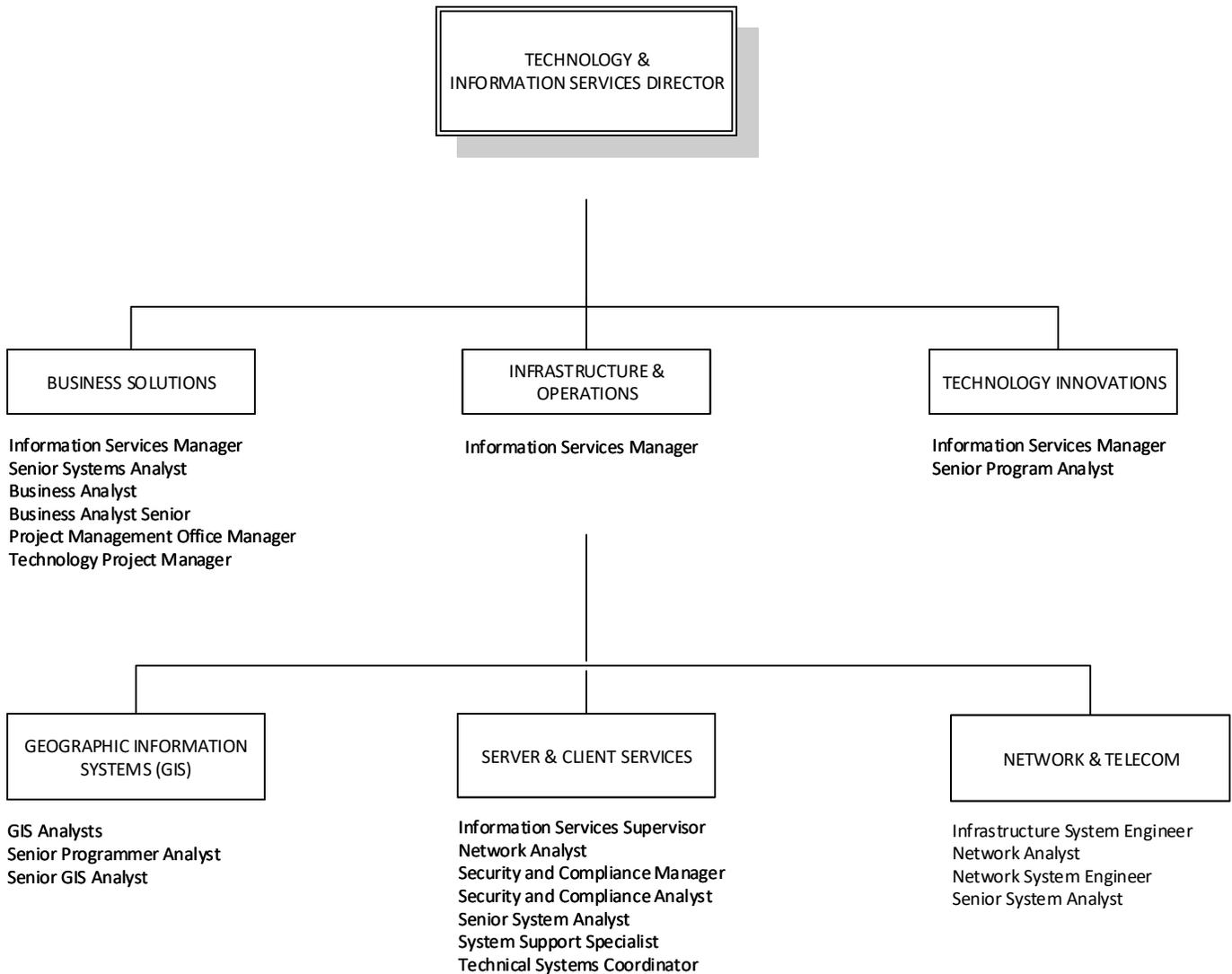
TECHNOLOGY & INFORMATION SERVICES

2021-2022 PRELIMINARY BUDGET

CITY OF REDMOND

MISSION STATEMENT

The Technology & Information Services Department connects people, process & technology in effective and innovative ways that enable the city to meet the needs of our community.



TECHNOLOGY & INFORMATION SERVICES

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
ADMINISTRATION					
Director	1.00	1.00	-	1.00	1.00
	1.00	1.00	-	1.00	1.00
INFRASTRUCTURE & OPERATIONS					
Information Services Manager	1.00	1.00	-	1.00	1.00
Information Services Supervisor ²	-	-	-	-	-
Information Services Supervisor	1.00	-	-	-	-
Systems Support Specialist	3.00	3.00	-	3.00	3.00
Network System Engineer ²	2.00	2.00	-	1.00	1.00
Network Analyst ²	1.00	1.00	-	2.00	2.00
Technical Systems Coordinator ²	2.00	-	-	-	-
GIS Analyst	2.00	2.00	-	2.00	2.00
GIS Analyst - Senior	1.00	1.00	-	1.00	1.00
GIS Data Technician ⁵	1.00	1.00	-	1.00	-
Programmer Analyst - Senior	1.00	1.00	-	1.00	1.00
Security and Compliance Manager ¹	-	1.00	-	1.00	1.00
Security and Compliance Analyst ¹	-	1.00	-	1.00	1.00
Senior System Analyst ¹	-	1.00	-	1.00	1.00
Infrastructure Systems Engineer ¹	-	1.00	-	1.00	1.00
	15.00	16.00	-	16.00	15.00
BUSINESS SOLUTIONS					
Information Services Manager ²	1.00	2.00	-	2.00	2.00
Systems Analyst - Senior ^{1,2}	5.00	5.00	-	5.00	5.00
Business Analyst ^{1,2}	2.00	1.00	-	1.00	1.00
Business Analyst SR ²	-	2.00	-	2.00	2.00
Project Management Office Manager	-	1.00	-	1.00	1.00
Technical Systems Coordinator - Police Levy	1.00	1.00	-	1.00	1.00
Data Analyst - Fire	1.00	1.00	-	1.00	1.00
Business Analyst SR HRIS ¹	-	1.00	-	1.00	1.00
Business Analyst HRIS ²	-	1.00	-	1.00	1.00
Tech Project Manager ^{1,2}	-	2.00	-	2.00	2.00
	10.00	17.00	-	17.00	17.00
TECHNOLOGY INNOVATIONS					
Information Services Manager	1.00	1.00	-	1.00	1.00
Programmer Analyst - Senior	2.00	2.00	-	2.00	2.00
Business Application Specialist	-	-	-	-	-
	3.00	3.00	-	3.00	3.00
TOTAL FTEs	29.00	37.00	-	37.00	36.00
SUPPLEMENTAL FTEs⁶	-	-	-	-	-

Notes:

1. Reallocated position within City
2. Reclassification with in Department
3. New Position
4. 2020 Reduction
5. 2021-2022 Reduction
6. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

DEVELOPMENT AGREEMENTS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2017-2018 Budget	2019-2020 Budget	2020 Reduction	2019-2020 Budget	2021-2022 Budget
MICROSOFT					
Fire Department					
Assistant Fire Marshal	1.00	1.00	-	1.00	1.00
Deputy Fire Marshal	4.00	4.00	-	4.00	3.00
	5.00	5.00	-	5.00	4.00
Planning Department					
Engineering Manager	-	-	-	-	0.25
Planning Manager	-	-	-	-	1.00
Administrative Assistant	1.00	1.00	-	1.00	1.00
Transportation Strategic Advisor	1.00	0.50	-	0.50	-
Engineer Technician - Senior	1.00	1.00	-	1.00	1.00
Construction Inspector	1.00	1.00	-	1.00	1.00
Building Inspector - Senior	6.00	3.00	-	3.00	3.00
Permit Technician	1.00	1.00	-	1.00	1.00
Planner - Senior	2.00	2.00	-	2.00	2.00
Engineer - Senior	5.00	4.31	-	4.31	5.00
Plans Examiner	3.00	3.00	-	3.00	2.00
	21.00	16.81	-	16.81	17.25
Public Works Department					
Engineer - Senior	1.00	1.00	-	1.00	1.00
SOUND TRANSIT					
Executive					
Communication & Marketing Specialist	0.50	0.50	-	0.50	0.25
Fire Department					
Deputy Fire Marshal	-	-	-	-	1.00
Planning Department					
Engineering Manager	-	-	-	-	0.50
Transportation Strategic Advisor	1.00	1.00	-	1.00	-
Planner - Senior	1.00	1.00	-	1.00	-
Plans Examiner	1.00	1.00	-	1.00	0.25
Building Inspector - Senior	1.00	1.00	-	1.00	1.00
Engineer - Senior	2.00	1.00	-	1.00	0.50
Construction Inspector	1.00	1.00	-	1.00	1.00
	7.00	6.00	-	6.00	3.25
Public Works Department					
Engineer - Senior	2.00	2.00	-	2.00	1.56
Engineer	1.00	1.00	-	1.00	1.00
	3.00	3.00	-	3.00	2.56
PEDESTRIAN BRIDGE					
Planning Department					
Construction Inspector	-	-	-	-	0.60
Public Works Department					
Engineer - Senior	-	-	-	-	0.40
TOTAL FTEs	37.50	32.31	-	32.31	30.31
SUPPLEMENTAL FTEs	-	-	-	-	-

Notes: