City of Redmond
WASHINGTON

Adopted Budget

2019-2020

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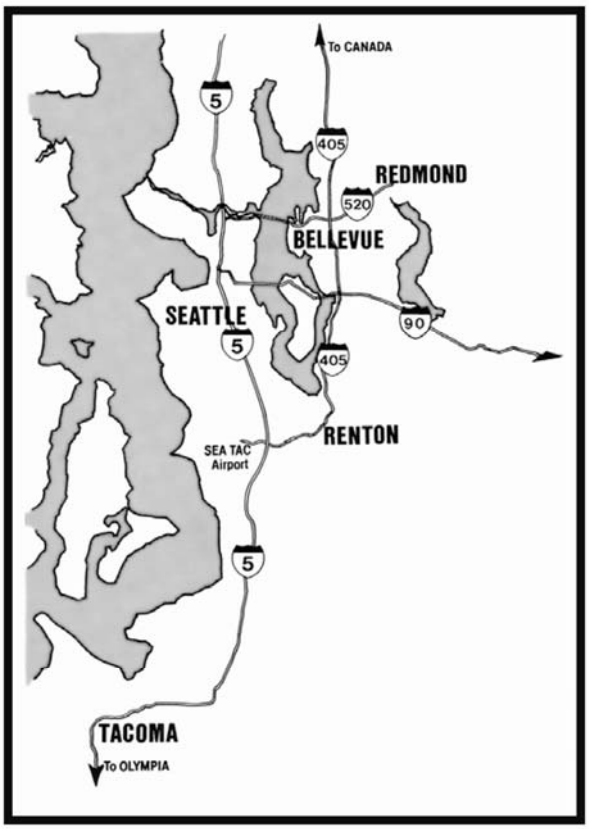


The City of Redmond

Incorporated in 1912, Redmond is the sixteenth largest city in the State of Washington with a population of approximately 64,050 residents in 2018. 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 eight citizen 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 94,059. employees and also enjoys a strong and diversified retail sector.

As Redmond continues to evolve into a thriving city of increasing diversity, it seeks to promote its sense of community through programs designed to celebrate its heritage, enhance its neighborhoods and preserve its historical and natural treasures.

CITY OF REDMOND, WASHINGTON

ADOPTED OPERATING BUDGET

FOR THE FISCAL YEARS
JANUARY 1, 2019 - DECEMBER 31, 2020

JOHN MARCHIONE
MAYOR

MAXINE WHATTAM
CHIEF OPERATING OFFICER

MALISA FILES
FINANCE DIRECTOR

KELLEY COCHRAN
DEPUTY FINANCE DIRECTOR

NANCY VIOLANTE
SENIOR FINANCIAL ANALYST

JULIE ELSOM
SENIOR FINANCIAL ANALYST

HARITHA NARRA
SENIOR FINANCIAL ANALYST

RYAN EDWARDSEN
SENIOR FINANCIAL ANALYST

ELECTED OFFICIALS

MAYOR
JOHN MARCHIONE

CITY COUNCIL

JERALEE ANDERSON

ANGELA BIRNEY
(PRESIDENT)

DAVID CARSON
(VICE PRESIDENT)

STEVE FIELDS

DAYLE (HANK) MARGESON

HANK MYERS

TANIKA PADHYE

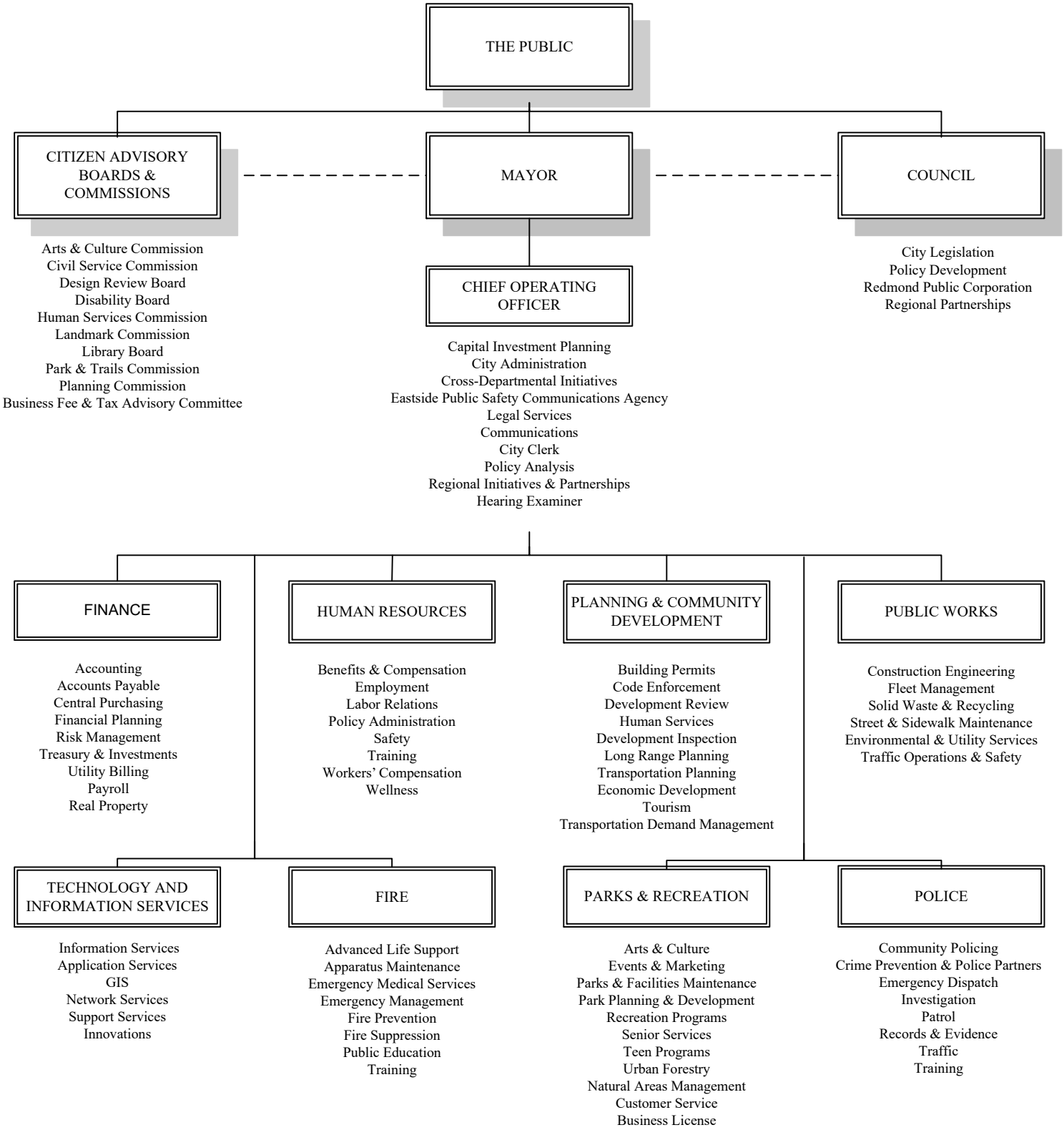
EXECUTIVE STAFF & LEGAL COUNSEL

CHIEF OPERATING OFFICER	MAXINE WHATTAM
FINANCE DIRECTOR	MALISA FILES
FIRE CHIEF	TOMMY SMITH
HUMAN RESOURCES DIRECTOR	MELLODY MATTHES
PARKS & RECREATION DIRECTOR	RACHEL VAN WINKLE
PLANNING & COMMUNITY DEVELOPMENT DIRECTOR	ERIKA VANDENBRANDE
POLICE CHIEF	KRISTI WILSON
PUBLIC WORKS DIRECTOR	MARTIN PASTUCHA
TECHNOLOGY AND INFORMATION SERVICES DIRECTOR	JONNY CHAMBERS
BOND ATTORNEY	PACIFICA LAW GROUP
CITY ATTORNEY	OGDEN MURPHY WALLACE
PROSECUTOR	LARRY MITCHELL

ORGANIZATIONAL STRUCTURE

2019-2020 ADOPTED BUDGET

CITY OF REDMOND



CityofRedmond
WASHINGTON

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.

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 sense of belonging in Redmond.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Redmond

Washington

For the Biennium Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

CITY OF REDMOND

READER'S GUIDE TO THE BUDGET

In 2008, the City of Redmond changed its budget process to emphasize community outcomes and citizen priorities. The overall structure of the budget follows the City's six 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 both appear in this section. The Budget Highlights describe the major budget changes contained within each of the six priorities.

BUDGET AT A GLANCE
The Budget at a Glance includes a Budget Overview illustrating the Price of Government model used for decision making related to revenues as well as the results of the six-year financial forecast. Also reflected 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 by Priorities process and a calendar of budget events.

PRIORITY SECTIONS
The details of each priority can be found in their individual sections. These sections describe the Request for Offers developed by the Results Teams as well as an Outcome Map used to define the factors and sub-factors of each priority and the City's dashboard measures. In addition, each section contains an Offer Summary outlining the Results Teams' rankings and the Mayor's funding decisions. Following the Offer Summaries are the individual offers and associated logic models that were submitted by departments, including information relevant to each program outcome.

CAPITAL INVESTMENT PROGRAM
The Capital Investment Program (CIP) section has been structured to more closely align with the City's vision of two vibrant urban centers and connected neighborhoods. Included is an overview discussing the Capital Investment Program expenditures and revenues as well as projects for Downtown, Overlake, Redmond Neighborhoods and Citywide CIP and maintenance costs through 2024. Each section provides a narrative of the 2030 vision, the strategic approach to achieving the vision, the planned project outcomes, a list of applicable projects, planned project investments and project location maps.

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

SUPPLEMENTAL INFORMATION
The Supplemental Information section contains a summary of the City's 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.

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MAYOR’S MESSAGE

October 2, 2018

Redmond City Council and the Redmond Community:

It is my pleasure to present the 2019-2020 City of Redmond Biennial Budget. As the City enters one of the most transformative phases of its evolution, we are supporting this transition by building on the vision for its continued growth, connection to the community and fiscal health. This budget sets the parameters for success in the next six years by providing funding for programs that our community finds most important, maintaining investments and reinforcing continued improvements to how the City delivers valued services that improve Redmond residents' quality of life.

To guide our future, this biennial budget utilizes the six priorities identified by the community in 2008 and re-confirmed with residents through annual surveys. The priorities and our goals for each are:

- Clean & Green – Continue to advance our environmental stewardship
- Diverse & Connected Community – Enhance outreach and inclusive support of our global and connected community
- Infrastructure – Preserve, maintain or replace what we must to help prepare us for the future
- Responsible Government – Improve processes, systems, and invest in our employees through training opportunities and succession planning to allow us to better serve the community
- Safety – Maintain our safe community and enhance community character
- Vibrant Economy – Support Redmond's robust local economy, businesses, and job growth

The community's influence on the budget continued through the Civic Results Team made up of twelve community members; the most we've had in any biennium. Their advice helped the Directors and I steer the budget toward programs the residents and businesses value most. Other in-person input opportunities helped frame our approach as well. These included the "Neighborhood Conversations" held last year around the community, the National Night Out with sixty-five community events (more than we have ever had) and the traditional public hearings on the budget.

To set Redmond up for a bright, safe and healthy future, this budget focuses on our environmental efforts through increasing our tree canopy, repurposing a position in the Public Works Department to concentrate on our Environmental Sustainability Strategic Plan and creating zero waste initiatives. A capital investment of $500,000 annually, a

66% increase, will be committed to the ongoing goal of providing affordable housing for Redmond residents.

At the same time, the City will expand cultural inclusion through translation services and arts and events. In the Infrastructure Priority, Redmond will again emphasize maintaining what we have through capital investments in buildings, sidewalks and streets while integrating light rail into the existing built environment. As a part of a technologically forward-thinking community, staff will implement a new Workforce Management system to allow for efficient data capture of employee information from hire to retirement as well as concentrate on effectively managing Citywide records. An improved, consistent Records Management system will create efficiencies in responding to the volume of public records requests organization wide. In addition, we will focus on our ongoing efforts toward customer service, process improvement and organizational development. These are only some of the initiatives we will be pursuing. In the following pages you can find a more complete discussion of other programmatic strategies that will launch Redmond into the next biennium.

This is my sixth budget as Mayor of the City of Redmond, and I am proud of what we've accomplished together over the past decade. I remain committed to delivering high-value, sustainable services to the community, now and in the future. Each budget cycle we concentrate on "raising the bar" by delivering the community's priorities, but for a lower "price of government." We can accomplish this by working together as a team of employees, community and elected leaders, which is integral to our success.

I encourage you to share your questions and suggestions on the community issues that are important to you and on the services we provide. You can contact me by phone at (425) 556-2101 or email at mayor@redmond.gov.

Sincerely,

BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

The City of Redmond is expecting considerable change in the next six years. The City is preparing to support this change by building on the vision for its continued growth, connection to the community and fiscal health. The focus remains on "One City, One Team" to help support and implement the transformation ahead of us.

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.

Beginning in 2008, Redmond has embraced the Budgeting for Outcomes approach to allocating municipal resources. The approach focuses on greater transparency and accountability to the community, as well as 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 conforming to Council policies. There is an intentional logic in the design of the City's financial planning strategy. It is represented in the illustration below and referred to often in this 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 April 2018. The strategy is comprehensive for all City functions and funds and includes the other elements referred to in the above illustration.

The **Price of Government** is how the City thinks about the right level of resource that should be available 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 in total stands at 5.4% due to the influence of one-time revenues from the development surge the City is experiencing. If just taxes and fees are considered, the Price of Government drops to 4.8%, below the Council's theoretical price range of 5.2% to 5.5%.

The **Community Strategic Plan** was created to provide clarity on the City's priorities and help guide Redmond into the future. As the City continues to grow, it is important that we remain focused and aligned on the six biennial budget priorities developed by Redmond's residents:

- Clean & Green
- Diverse & Connected Community
- Infrastructure
- Responsible Government
- Safety
- Vibrant Economy

The **Capital Investment Strategy** (CIS) was developed in 2010-2011 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. An inherent aspect is the ability 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 should be reflected in both the Capital Investment Program (the implementation of the CIS) and the operating budget.

Revenue Strategy

A total of $797.7 million has been allocated in the 2019-2020 Budget to support the community's service priorities. Included in the Council's Long Range Financial Strategy is the revenue philosophy related to City revenues. These philosophies are intrinsic in Council deliberations related to 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.
- Seeking voter approval when a proposed tax increase is above historical rates.

Consistent with the Revenue Strategy, this budget maintains the purchasing power of the business license fees with an adjustment for the effects of inflation in the annual amount of $61,000 or 2.4% in the General Fund and another $125,000 annually to go toward transportation and transportation demand management investments. In addition, the City will raise the utility tax for cable services by 3% or approximately $500,000 annually to support General Fund operations. The budget also includes a 1% property tax increase and utility rate increases (annual increases of 2% for water, 4% for wastewater and 0% for stormwater) in the next biennium. The City is also anticipating one-time resources in the General Fund to total $8.9 million due to under expenditures and carryover of the contingencies from the prior biennium.

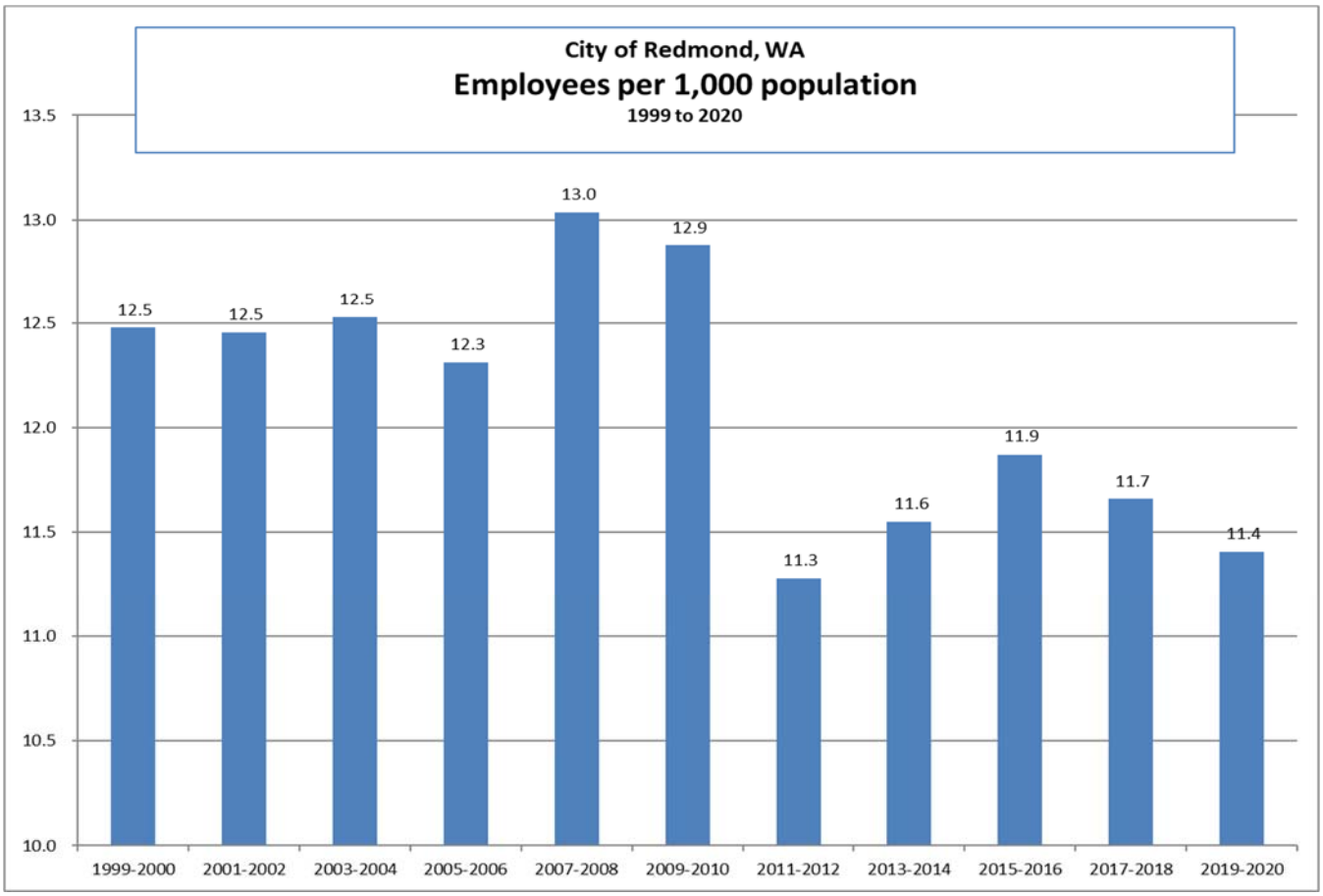
REDMOND'S SERVICE PRIORITIES

In addition to considering the revenue 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 leverage opportunities and building new community partnerships were also significant steps in balancing the budget. In keeping with the City's priority areas, the budget reflects the evolution in the refinement of performance measures to maintain the demonstrable alignment among City departments working in interdisciplinary collaborations to advance value added services.

The budget includes an increase of 5.82 full time equivalent (FTE) employees (3.82 FTEs supplemental employees to full time and 2.00 new FTEs) as well as repurposing three FTEs to accomplish priority goals. The supplemental conversions were an outcome of the Supplemental Lean process that identified the need to convert supplemental staff to full time FTEs based on the City's employment practices. The new FTEs were an addition of a Business Analyst in the Human Resources Department to support technology implemented for workforce management and an Engineer in the Public Works Department to focus on capital project delivery. Additionally, three FTEs have been repurposed to improve effectiveness and service levels for work that is a priority to the City. The FTE's have been repurposed as; Assistant Maintenance and Operations Manager to support the Facilities Management Division, Safety Program Manager to coordinate and implement safety programs and practices throughout the City, and a Program Manager to focus on environmental sustainability.

The FTE analysis on the following page includes the limited duration employees approved for Sound Transit (10.00 FTEs) and Microsoft (22.00 FTEs) developments during the 2017-2018 biennium.

Department	2017-2018 Staffing	Additions	2019-2020 Staffing
Executive	22.75	(1.00)	21.75
Finance	29.00	-	29.00
Fire	171.00	-	171.00
Human Resources	12.00	2.00	14.00
Parks	72.03	3.32	75.35
Planning	107.33	-	107.33
Police	129.42	0.50	129.92
Public Works	133.57	1.00	134.57
Technology & Information Services	29.00	-	29.00
Total	706.10	5.82	711.92



The budget also includes $13.6 million in transfers to the Capital Investment Program. This includes the 5% General Fund policy transfer ($8.5 million), pavement management ($600,000) and sales tax on construction ($2.8 million) to support the debt service payments on City Hall.

The total 2019-2020 capital investments outlined in the Capital Investment Program section of this budget total $221.8 million (excluding ending fund balances and transfers).

Within the community's priorities, the budget presents key goals and initiatives spanning all City departments, along with an increased accountability for service-specific performance measures. In this way, it serves as a useful tool for the Council and community to better gauge the City's progress in achieving these outcomes and to assess the value received for City tax dollars.

Clean & Green: The Redmond community has long treasured its natural resources and the City's efforts in this arena reflect the commitment to a clean and green environment. Redmond supports the preservation and protection of the environment through the Climate Action Plan adopted by Council in 2014. The new biennial budget continues to fund clean and green efforts, including:

- Environmental Sustainability – Repurpose 1.00 FTE from the Public Works Department to concentrate on the City's environmental initiatives and programs including funding to develop an Environmental Sustainability Strategic Plan ($200,000 one-time).
- Tree Canopy – Continues support of increasing the City's tree canopy through an additional four acres of plantings ($244,000 one-time) as well as maintenance of street trees around street lights and traffic signals ($100,000 one-time) to promote safety and the health of the many trees that are already an important asset to the City.
- Zero Waste Program – Providing resources ($200,000 one-time) to increase outreach, training and education to promote zero waste initiatives.
- Economic Analysis – Build a model and provide analysis ($195,000 one-time) of long term options to address the interrelated issues of aquifer protection, drinking water supply production and economic impacts to Downtown development from temporary construction dewatering.
- Maintaining the City's Streams – Support regional stream monitoring through the regional monitoring program ($80,000).
- Beautification – Convert supplemental staff to full time (0.32 FTE) and allocate $55,000 annually to support newly constructed capital projects including landscaping improvements at Redmond Way, Bear Creek Parkway and Gilman Landing.

The City's goals in promoting a clean and green environment are measured through a variety of metrics, including:

- Reduction of greenhouse gas emissions due to the diversion of commercial and multi-family organics (tons of carbon reduced) equals 2,652 in 2017 with a goal of 2,732 in 2019.
- 2019 goal of number of acres of new tree canopy planted is 4 acres.
- In 2017, 85% of residents were satisfied with the maintenance of parks, trails and open space. Through continued concentration on level of service, that number should reach close to 90% by 2019.
- Clean drinking water is essential to any community and Redmond's water supply meets water quality tests 100% of the time.
- The stormwater system reliably protects public safety and the environment, which is ensured by catch basin cleaning being performed 99% of the time within six months of an inspection.

Diverse & Connected Community: Redmond's flourishing economy, globally-known workplace opportunities and quality school system have long attracted residents and visitors from around the world. The community embraces this cultural diversity and has prioritized its welcoming and inclusive community character. This budget continues the support for a diverse and connected community in the following ways:

- Affordable Housing – Through the City's capital investments $500,000 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.
- Translation Services – Funding for translation and accessibility services ($30,000 ongoing) to enhance all modes of City engagement and outreach.
- Homeless Policy Review and Development – Supports Redmond's share ($15,000 one-time) of a comprehensive Human Service policy review with other eastside cities to identify human service needs, trends and gaps in east King County.
- Secure Mobile Connectivity – Adds an interface with the Parks Department registration system ($51,600 ongoing; $1,400 one-time) that is HIPAA compliant and allows staff to maintain waivers and forms with secure access at satellite and neighborhood sites.
- Celebration of Arts and Events – Adds one-time funds of $30,000 to the City's SoBazaar summer events to increase funding for event day rentals, programs and art installations and $20,000 in one-time dollars to support Downtown Park events.
- Recreation Opportunities – Converts 2.00 supplemental FTEs to full time staff (cost neutral) to continue the support of recreation programming on weekends and newly extended evenings and holidays.

- Recycling Outreach – Supports outreach ($95,000 one-time) regarding reducing waste, reusing goods and increasing "clean" recycling in all sectors of the City.

The performance measures to support a diverse and connected community include:

- Providing recreation services, spaces and activities to 165,000 people in 2017.
- Volunteers dedicated 22,064 hours to the City's recreation programs in 2017 which should grow to over 23,000 in future years, providing the City with a significant amount of labor to better serve the community.
- Number of Redmond residents served through human service agency contracts totaled 16,839 in 2017 and is expected to grow to over 17,000 in future years.
- Affordable housing continues to be a focus for the City. The number of affordable housing units developed in Redmond in 2017 was 185. That number should increase in the 2019-2020 biennium.
- A total of 63,600 people attended City produced art programs and events in 2017. With inclusion of Downtown Park activities, that number is expected to grow by about 7,000 participants in the future.

Infrastructure: As Redmond has flourished, it has drawn many new residents, visitors and employers necessitating a sustained commitment to public infrastructure and facilities in response to evolving community needs. These include:

- The addition of a 1.00 FTE Engineer, focusing on capital project delivery.
- Mobility – Completing the North-South Corridor Study ($200,000 one-time) and updating urban street design standards for Downtown ($200,000 one-time) to support Redmond's vision of a walkable city.
- Facilities Management and Maintenance – Provides good stewardship of City owned and operated facilities through the repurposing of one FTE, to serve as Assistant Maintenance and Operations Manager in the Facilities Maintenance Division and converting 1.00 supplemental FTE to full time staff (cost neutral). Additional one-time money will be dedicated to a feasibility study for the replacement of Fire Stations 11 and 12 ($280,000), to evaluate ADA deficiencies in all City buildings ($150,000) and increased security ($124,500) though the installation of cameras and other facility improvements.

- Light Rail Integration – Support the 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 ($4.0 million one-time).
- Real Property Management – Adds $120,000 in one-time funding to support paralegal assistance for the initiation, creation, recording and monitoring of documents associated with real property transactions.
- Park Maintenance – Commits $202,048 in one-time funding to address a backlog of small maintenance projects in Farrell McWhirter, Reservoir and Meadow Parks, such as concrete and pathway repairs and replacement of a boiler. In addition, $18,000 of ongoing funding will go toward the maintenance of "Buoyant" the interactive art feature recently installed in the Downtown Park.

The success of the Infrastructure priority is measured through Redmond's pavement condition index, maintenance report card and mobility report card. Specific measurements include:

- The City's pavement condition is projected to remain above 70 to support all modes of transportation. In 2017, the pavement condition was at 76.
- The City's mobility report card measures the ratio of transportation demand to transportation supply or concurrency. Currently, the ratio is 1.8 and targeted to be similar in the future.
- Environmental Protection Agency guidelines target less than two sanitary sewer overflows per year. In 2017, Redmond had one overflow in contrast to 2015 and 2016 where there were no sewer overflows.
- The percent of customers satisfied with the City's parks, trails and open spaces equals 85% as measured by the 2017 annual community survey.

Responsible Government: Redmond has a proven track record for fiscally sound management, fair and equitable human resource administration and strong technology infrastructure. 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 the community resources collected. Budget highlights of the Responsible Government priority include:

- Cultural Inclusion – Support continued investments ($75,000 one-time) in cultural inclusion efforts such as; training programs for staff, community engagement and partnerships and recruitment and retention efforts related to increasing diversity in Redmond's workforce, boards and commissions.

- Technology Strategies – Funds a one-time $250,000 investment to develop and implement the City's Technology Strategic Plan.
- Financial Enterprise Systems – Additional one-time funds of $460,000 and ongoing maintenance and support of $490,000 are allocated to the City's new workforce management technology which will combine disparate systems for timekeeping, payroll, human resource information, and performance review management into one system. Another $270,000 in one-time support has been allocated to upgrade Dynamics, the City's financial enterprise system. A new 1.00 FTE Business Analyst will be added and another FTE will be reclassified in the Technology and Information Services Department to provide ongoing internal support for both systems.
- Organizational Development – Vibrant cultures are values-driven, mission-focused and vision-guided. Redmond seeks to continue its emphasis on a continuous learning and customer driven culture by participating in a one-time organizational culture assessment ($20,000), continued investment for crucial conversation training for all employees ($102,000) and support continuous process improvement ($150,000).
- Safety Programs – Repurpose 1.00 FTE to serve as a Safety Program Manager and focus on improving and coordinating the City's currently decentralized safety programs and create a Citywide safety program ($75,000 one-time).
- Asset Management – Continued investment in implementing an asset management program through one-time support for the capture of asset data gaps ($250,000) and the purchase of mobile data devices to be used by the Parks Department ($93,600).
- Infrastructure Data – Budgeted one-time dollars to map the location of all City easements and real property ($200,000) to better manage property rights and responsibilities and collect current aerial photography and Lidar data ($100,000) to update existing GIS data layers to eliminate some fieldwork for GIS updates.
- Compensation Study – Added $150,000 in one-time funds for a Citywide compensation study to analyze compensation systems for recruitment and retention of employees.

The support of a learning and service culture, a customer focused organization, a fiscally healthy condition and the leveraging of technology 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 percent of the community responding positively regarding satisfaction with City services is currently at 69% as measured in Redmond's 2017 annual community survey.

- A focus on hiring and thorough onboarding of new personnel has led to a retention of new employees of 86% in 2017 with projections of the percentage growing to 90% as recommendations from the Onboarding Lean process are implemented.
- Due to strong cyber security infrastructure and awareness, Redmond has had no cyber security breaches from attacks on the City's technology systems.

Safety: Redmond enjoys a safe community in which to live, learn, work, and play. City efforts to maintain and enhance the community character include:

- Police Records Management – Includes conversion of supplemental staff to a 0.50 FTE (budget neutral) to provide assistance with Police records management. Currently 60% of all records requests received by the City are for Police records.
- Case Management – Supports $20,000 in one-time funds for the Prosecutor's office new case management system which was a recommendation proposed by the Police and Prosecutor's Lean process.
- Fire Equipment Compliance – Increased ongoing funding of $65,734, to ensure that self-contained breathing apparatus equipment is tested, repaired and certified annually as required by the State.
- Construction Inspection Certifications – Added $24,000 of ongoing funding to provide the training and certifications required for staff performing construction inspections.

The Safety priority is measured through crime prevention, fire suppression and the community's sense of safety in their neighborhoods. 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 58.9 in 2017.
- The feeling of safety in their neighborhoods is important to Redmond residents and is measured through the City's annual community survey. In 2017, 96% of Redmond residents felt safe walking alone in their neighborhood during the day and 81% felt safe walking alone in their neighborhood at night.
- The Fire Department has been successful in responding 83% of the time with fifteen firefighters within seven minutes to fires in an urban setting.
- Redmond Advanced Life Support (ALS) services contributes to the 58% cardiac arrest survival rates 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 4.85 seconds.

Vibrant Economy: The Redmond local economy has experienced robust business and job growth for many years. It enjoys both traditional industries like manufacturing and retail, as well as world class companies that are global brands in the flourishing innovative economy. Programs in this priority include:

- Economic Development – Supports ongoing funds from a Port of Seattle grant ($50,000 ongoing) to provide training, seminars and resources for entrepreneurs and small businesses to grow and marketing of the eastside to potential technology companies through the Innovation Triangle.
- Business License Software – Adds $40,000 one-time funds to purchase new business license software required by the State from the passage of House Bill 2005 in May 2017.
- Microsoft Refresh – Includes the funding necessary ($8.1 million one-time, fully funded by Microsoft) 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. Success metrics for the City's Vibrant Economy priority include:

- The number of businesses licensed for 7+ years is a measurement of Redmond's ability to attract and retain a vibrant business community. In 2017, the City had 1,283 businesses that had sustained in the community for over 7 years.
- A total of 91% of building and fire plan reviews are complete within established timeframes and 90% of customers are satisfied with the service received at permit issuance.
- Code compliance is important to the City's safety and insurance rating. Redmond has an 82% success rate of code compliance at the time of the first inspection.

CITY ORGANIZATIONAL ALIGNMENT

Over the decade of Budgeting by Priorities (BP) evolution, the City has made great progress in developing interdepartmental teams to achieve the desired outcomes on community priorities. While pre-2008 and initial BP 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 page reflects the cross-departmental teams working together to advance the 2019-2020 service results.

City Organizational Alignment in BP Context

	Executive	Finance/ TIS	Fire	HR	Parks	Planning	Police	Public Works
Arts and Events					✓			
Capital Investment Delivery		✓			✓	✓		✓
City Council	✓							
City Engagement & Outreach	✓	✓	✓	✓	✓	✓	✓	✓
City Vehicle Management			✓					✓
Community Development			✓			✓		
Criminal Justice Services	✓					✓	✓	
Development Services			✓			✓		✓
Environmental Sustainability					✓	✓		✓
Executive Management	✓							
Fire Prevention Services			✓					
Fire Support Services			✓					
Fire Emergency Services			✓					
Fiscal Stewardship		✓						
Ground & Surface Water Management								✓
Housing & Human Services						✓	✓	
Human Resources				✓				
Light Rail Integration	✓	✓	✓			✓		✓

	Executive	Finance/ TIS	Fire	HR	Parks	Planning	Police	Public Works
Microsoft Refresh		OPEN	OPEN			OPEN		OPEN
Mobility of People and Goods								
Municipal Building Management								
New Construction Inspections								
Organizational Development								
Operating Reserves								
Parks Infrastructure & Amenities								
Parks, Trails & Open Space								
Police Complex Investigations								
Police Emergency Services								
Police Support Services								
Recreation Connects Community								
Solid Waste Management								
Stormwater System Management								
Technology & Data Systems								
Wastewater Utility Management								
Water Utility Management								
Urban Forestry Management								

BUDGET AT A GLANCE

BUDGET OVERVIEW
CITYWIDE BUDGET SUMMARY
ALL FUNDS SUMMARY
CITYWIDE FTE SUMMARY

BUDGET OVERVIEW

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

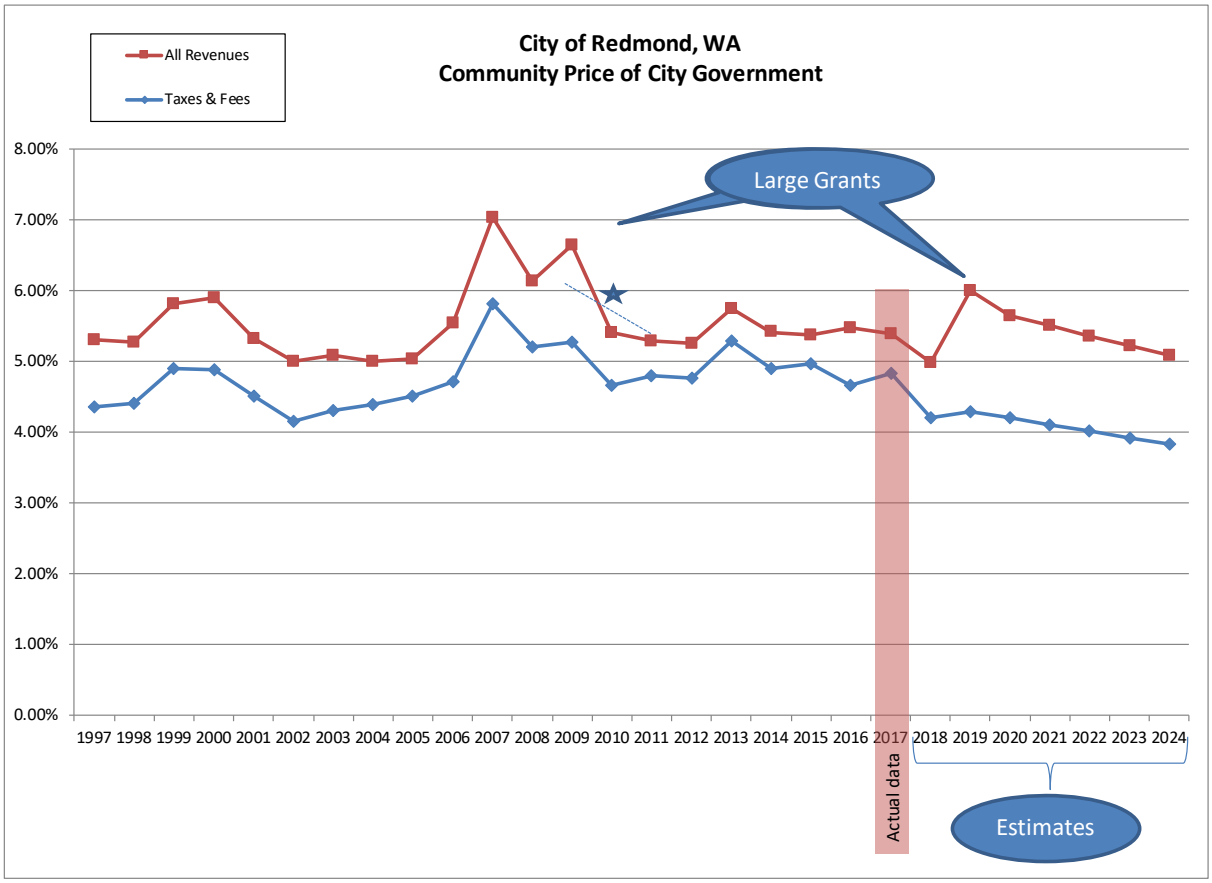
The Budget Overview serves as a review of the recommended 2019-2020 financial plan and includes revenue and expenditure projections over the biennium based on the City's six-year forecast. This budget continues to use the priorities defined by the Redmond community in 2008 (with subsequent revisions) and expands on these concepts in pursuit of Redmond's long range vision.

The process used by the City, known as Budgeting by Priorities (BP), relies on the Price of Government concept outlined in the book Price of Government by David Osborne and Peter Hutchison.

PRICE OF GOVERNMENT

The Price of Government is literally defined as the sum of all taxes, fees and charges collected by all sectors of government divided by the aggregate personal income of that government's constituents. The calculation is used to define the band within which residents are willing to pay for government services. The Price of Government for Redmond, illustrated below, shows all revenues as a percent of personal income fell to 4.9% in the 2017-2018 biennium and is projected to increase to 6% in 2019-2020, primarily due to large transportation grants and capital contributions. However, removing the large one-time revenue collections, the Price of Government drops to 5.4% over the biennium.

The Price of Government
City of Redmond, Washington
2019-2020 Budget

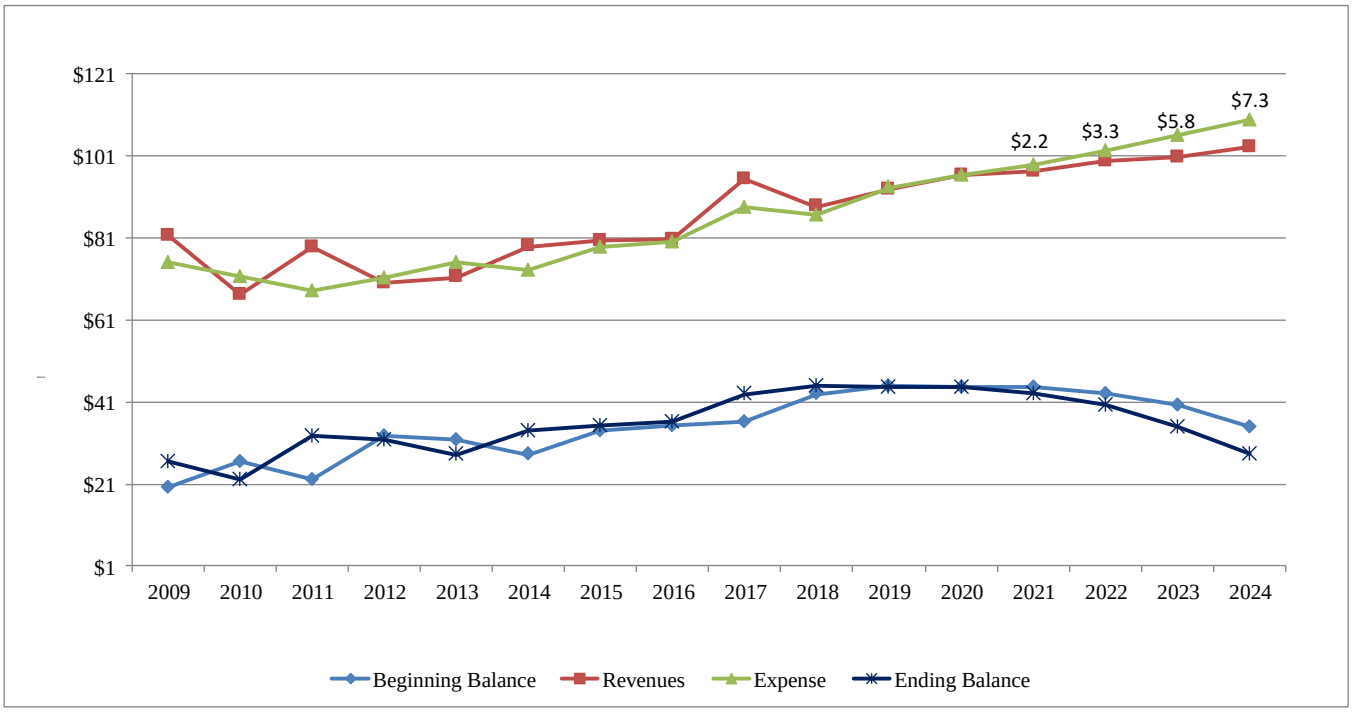


Keeping the Price of Government in mind (the "price"), this budget continues to conservatively forecast revenues and rely on right-sizing costs, innovation and efficiencies and matching service expenditures with demand to balance Redmond's resources. As revenue collections fall below a "price" of 5%, fewer resources are available to maintain current levels of service. The Long Range Financial Strategy targets the Price of Government between 5.0% – 5.5%, and given current revenue projections, the "price" (removing large one-time revenue collections) will hover between 5.0%-5.5% for the foreseeable future without additional revenue increases.

LONG RANGE FINANCIAL STRATEGY

Redmond's General Fund six-year financial forecast identifies revenue and expenditure expectations that extend beyond the biennial budget. Redmond aligns forecast assumptions with policies outlined in the City Council's Long Range Strategic Financial Plan, as well as the goals articulated in budget formulation. The 2019-2020 forecast shows growth in some revenues such as property tax, sales tax utility taxes and development revenue. Although the revenue outlook is better, the City remains cautionary due to the volatility of some revenue sources such as sales tax and development revenue, the potential for decreases in State-shared revenues and uncertain impacts on the expenditure side for retirement and medical costs. The chart below illustrates an updated long range financial forecast and shows projected gaps in future budgets.

City of Redmond 2019-2020 General Fund Budget
Estimated Gap Based on Budgeted Revenues and Expenditures



These revenue and expenditure trends consider the volatility and diversity of each revenue source and the ongoing and/or one-time nature of municipal costs. A more detailed explanation of sources and uses can be found on the following pages.

MAJOR REVENUES & EXPENDITURES

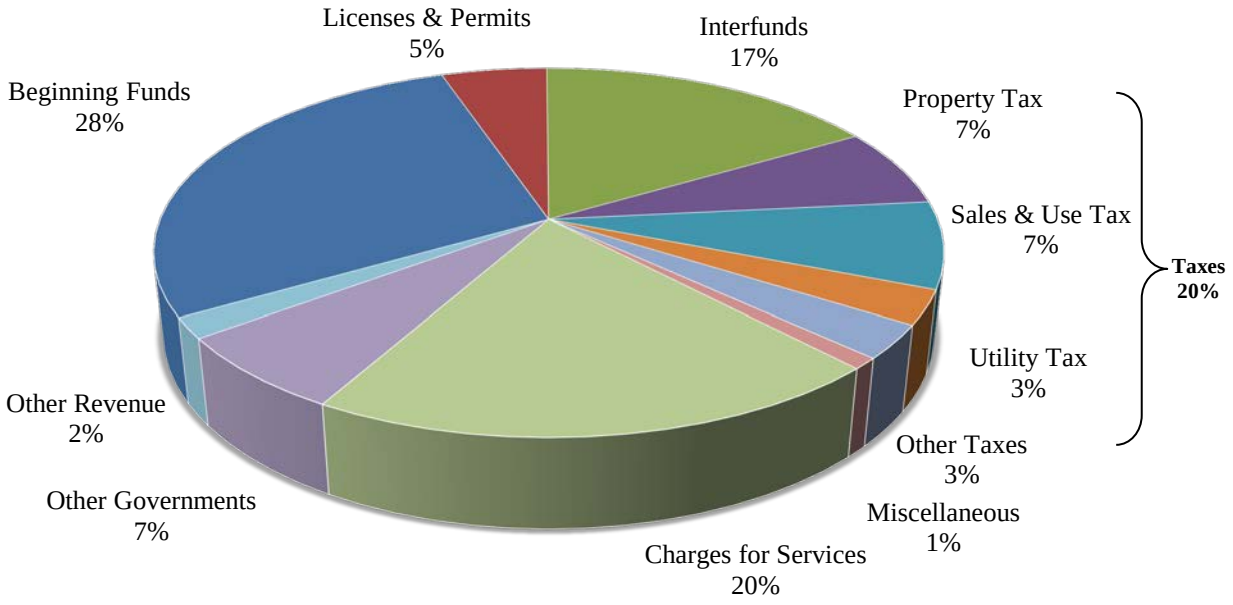
The City of Redmond is a non-charter code city with authority to levy or assess all revenues generally available to all classes of cities and towns in Washington State. The government-wide financial statements in the City's Annual Financial Report are reported using the economic resources measurement 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

The Revenue and Expenditure Summary includes a discussion of major revenues utilized by the City and information on major factors affecting those sources.

Total revenues over the biennium equal $797.7 million, including beginning fund balances and transfers; this is an approximate 17% increase over the current 2017-2018 biennium. The budget includes a series of transfers between the General Fund and capital funds, capital maintenance and construction funds and between capital construction funds for various projects. This has the effect of double counting these amounts. The budget includes a 1% property tax increase, a 3% cable services utility tax increase, an inflationary increase on the business tax and 2% and 4% water and wastewater utility rate increases respectively. The components of the City's 2019-2020 revenue sources are shown in the graph below.

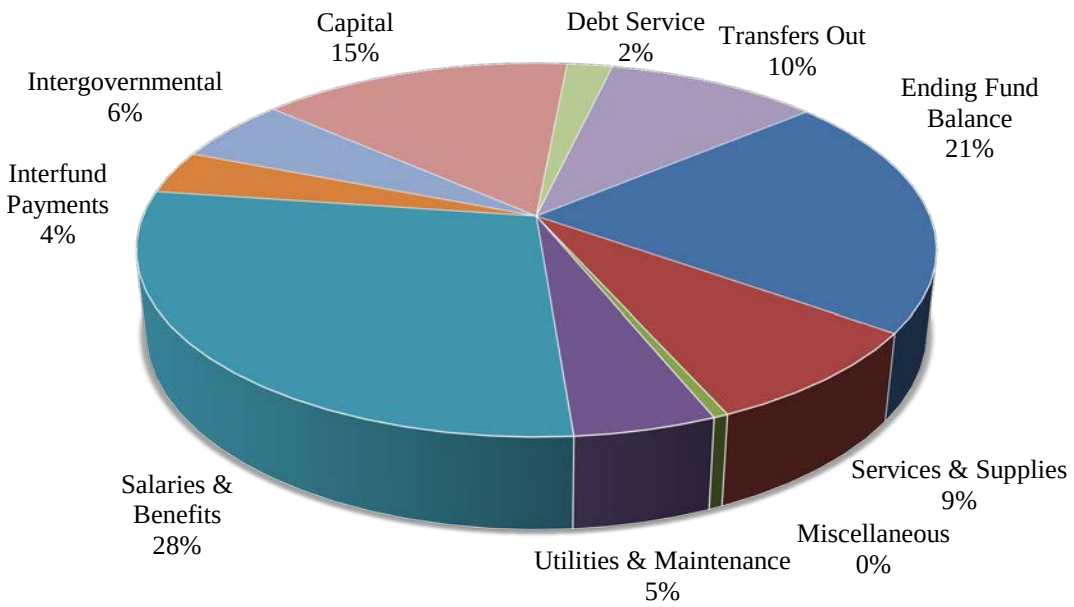
2019-2020 Revenues by Type
All Funds
($797.7 million)



On the expenditure side, in the 2019-2020 Budget, the General Fund has increased to support investments in strategic technology solutions, addresses development review service demands, makes investments in environmental sustainability and safety practices and programs. In other funds, specifically capital, the budget has increased due to maintenance and renovation of City buildings,

infrastructure improvements that are needed to bring light rail to Redmond and commitments to the City's vision of two vibrant urban centers and connected neighborhoods. In addition, the budget conforms to all Council policy directives regarding reserves and transfers to the Capital Investment Program (CIP). (See the Budget by Fund section for a financial summary of sources and uses of City funds.)

2019-2020 Expenditures by Type
All Funds
($797.7 million)



As in most service organizations, salary and benefit costs make up most of budgeted expenditures. The number of full time equivalent (FTE) employees are expected to increase by 5.82. This is a combination of adding 1.32 Maintenance Technician positions and 2.00 Program Coordinator positions to Parks, a 0.50 Support Services Specialist position in Police, a 1.00 Engineer position in Public Works (fully funded within Capital Investment Projects) and a 1.00 Business Analyst position in Human Resources. The Parks and Police positions are budget neutral as they will be funded via a conversion of funding for supplemental positions to regular positions.

2019-2020 FTE

Department	Additions
Parks	3.32
Police	0.50
Human Resources	1.00
Public Works	1.00
Total	**5.82**
Conversion from Supplemental to Regular	(3.82)
Net Total Additional FTEs	**2.00**

Challenges to balancing the budget were met through a variety of reductions that focused rightsizing resources, evaluating programs, seeking resource leverage opportunities, building new community partnerships, gaining additional efficiencies in current operations, increases in City revenues and eliminating some new requests. Adjustments to expenditures include:

- Aligning budget requests with the City's key strategic initiatives;
- Increasing or repurposing staffing to focus on priority issues, creating more effective and efficient processes, meeting new regulations, maintaining recently constructed capital

improvements and increasing levels of service for communications, environmental sustainability and records management;

- Continuing to make investments in technology, the environment and human service programs; and
- Maintaining reserves and contingencies and planning for Redmond's future.

More detail of changes can be found in each offer in the priority sections of the budget.

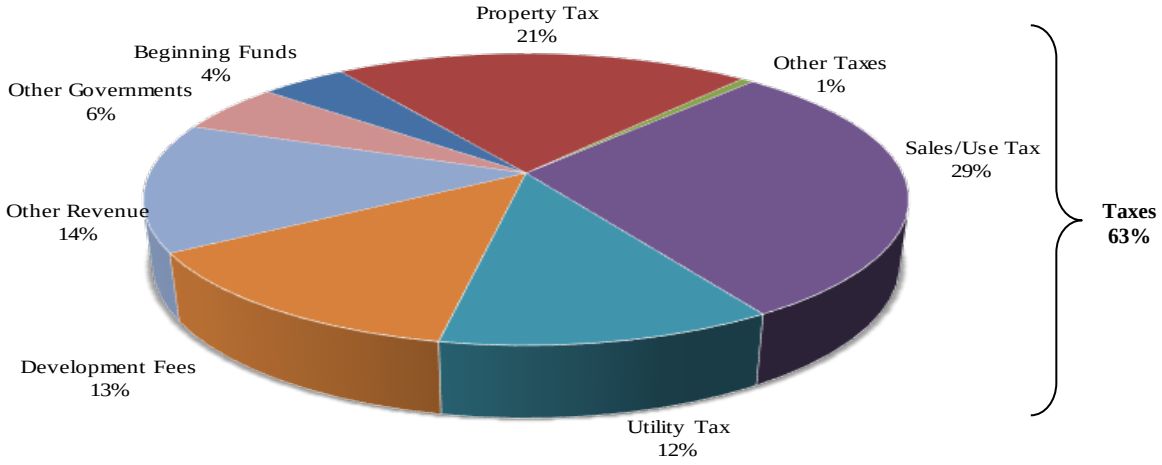
General Fund Revenues

General Fund operating revenues are forecasted to grow from $170.6 million in 2017-2018 to an estimated $189.5 million in 2019-2020, a change of 11% excluding the beginning fund balance, as a result of increases in development related activities, cable tax and sales tax. Current projections forecast the 2019-2020 beginning fund balance to be approximately $8.9 million which includes the Economic Contingency set by policy at 4% or $3.3 million. This is in addition to the General Fund Operating Reserves set by policy at 8.5% or $7.5 million.

2019-2020 General Fund Revenue by Type

The General Fund supports basic operations of the City (Police, Fire, Public Works, Parks & Recreation, Planning, Human Resources, Finance, Technology & Information Services and Administration)

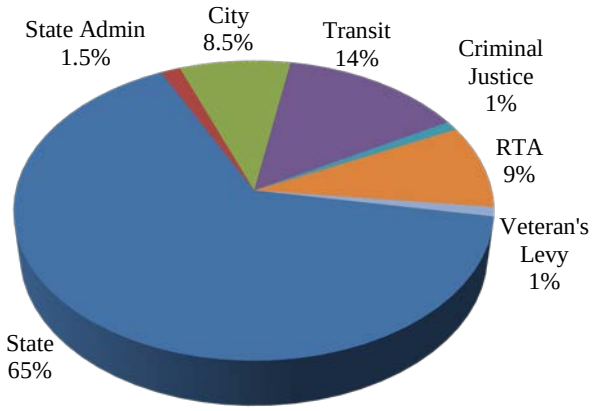
($198.4 million)



Sales Tax

Sales tax represents 29% or $57.7 million of the City's General Fund, making it the Fund's largest revenue source. The overall sales tax rate for Redmond totals 10% of which 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, sales tax is projected to grow by 10% in 2019 and 2020 compared to forecasted estimates in the 2017-2018 biennium. Much of this growth is due to one-time sales tax on construction for major development projects.

Distribution of Sales Tax



Sales Tax	Actual			Estimate	Forecast	
	2015	2016	2017	2018	2019	2020
(thousands)	23,756	26,301	25,652	26,699	28,326	29,381
% Change	15.6%	10.7%	-2.5%	4.1%	6.1%	3.7%

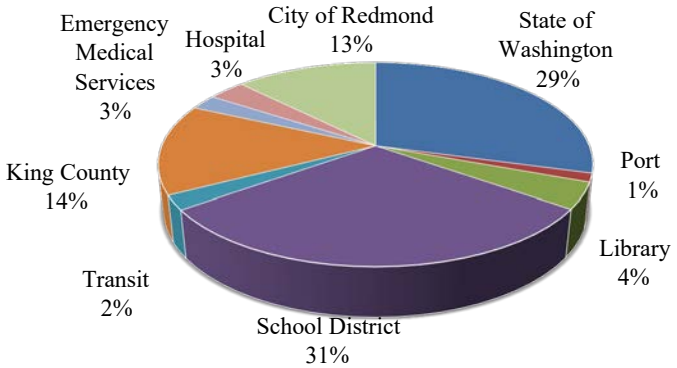
Property Tax

Redmond currently receives approximately $1.15 per $1,000 of assessed valuation from property owners located within the City limits. This equates to $41.3 million over the 2019-2020 biennium and assumes a Council approved 1% increase each year. Detailed below are historical collections of property taxes in Redmond. The additional amounts in excess of the 1% allowed by State legislature are attributable to revenues from new construction, annexations and the collection of unpaid taxes from previous years.

Property Tax	Actual			Estimate	Forecast	
	2015	2016	2017	2018	2019	2020
(thousands)	17,380	17,743	19,047	19,535	20,280	21,033
% Change	4.0%	2.1%	7.3%	2.6%	3.8%	3.7%
Note: The increase on existing properties is 1% 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.

2018 Distribution of Property Tax



Utility Tax

State law enables cities to levy taxes on natural gas, telephone and electric utilities in an amount up to 6% of the total charges. In 2015, the City imposed a new 3% utility tax on cable television services within the City and will increase the tax another 3% to 6% for 2019 and 2020. Illustrated below are the utility taxes Redmond levies and the amount expected to be collected in 2019 and 2020.

Utility Tax (thousands)	Actual			Estimate	Forecast	
	2015	2016	2017	2018	2019	2020
Electric Tax	5,820	5,831	5,954	6,073	6,195	6,319
Garbage	592	735	840	865	891	918
Natural Gas	1,065	966	1,158	1,180	1,202	1,225
Telephone/Cellular	2,593	2,434	2,340	2,387	2,435	2,483
Cable[1]	361	664	503	513	1,047	1,068
Other Taxes	610	591	556	581	598	615
Totals	**11,041**	**11,221**	**11,351**	**11,599**	**12,368**	**12,628**
1. In 2015, the City instituted a 3% utility tax on cable services. The percentage imposed will be raised another 3% to a total of 6% in 2019.						

Development Revenue

A development user fee study approved in 2011 enacted a revised fee structure targeting full cost recovery for all development related fees. Council is in the process of approving updated user fees; conservative estimates were used. The forecasted revenue for this biennium assumes a continuation of this policy and factors in the development activity currently being experienced by the City. In 2019 and 2020, fees for business licenses were increased by an estimated CPI of 2.4%, which brought the fee collected in the General Fund from $48.00 per FTE to $49.00 and $50.00 per FTE in 2019 and 2020, respectively.

Development revenues in the 2019-2020 Budget are projected to grow 6.5% compared to 2018 estimates followed by a 3.7% increase in 2020.

Development Related Fees *(thousands)*	**Actual**			**Estimate**	**Forecast**	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Plan Review[1]	1,270	1,362	1,240	1,200	1,204	1,218
Plan Checks	448	453	405	400	602	604
Mixed Use Permits	681	1,367	1,897	1,800	2,040	2,345
Residential Permits	1,011	1,042	713	1,000	750	754
Commercial Permits	1,459	1,292	1,506	400	1,758	1,779
Plumbing/Electric[2]	1,965	2,211	2,591	3,479	2,526	2,533
Other License/Permits	4,604	4,568	5,077	5,571	5,867	6,056
Totals	**11,438**	**12,295**	**13,429**	**13,850**	**14,747**	**15,289**

1. Includes building inspection and plan reviews.
2. Includes heating, plumbing and electrical permits.

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. Redmond expects moderate growth in these revenue sources through the next biennium.

Other General Revenues *(thousands)*	**Actual**			**Estimate**	**Forecast**	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Fines/Forfeits	519	457	407	511	692	698
State Entitlements	1,722	1,905	1,973	1,729	2,011	2,033
Intergovernmental	10,392	9,688	10,015	8,021	10,988	11,215
Miscellaneous	3,250	3,436	3,678	4,777	4,713	4,643
Totals	**15,883**	**15,486**	**16,073**	**15,038**	**18,404**	**18,589**

Broader Economic Context

As the broader economy recovers, the Gross Domestic Product (GDP) shows growth and consumer spending continues to strengthen. Since mid-2015, retail activity has shown steady improvement and construction continues to surge.

In Redmond, it appears the rate of economic growth continues at a steady pace with a surge in the construction sector. Similar to past budgets, the 2019-2020 plan is built on a conservative forecast with

modest growth in sales tax and licenses and permits (which is consistent with the Council's financial policies on revenues).

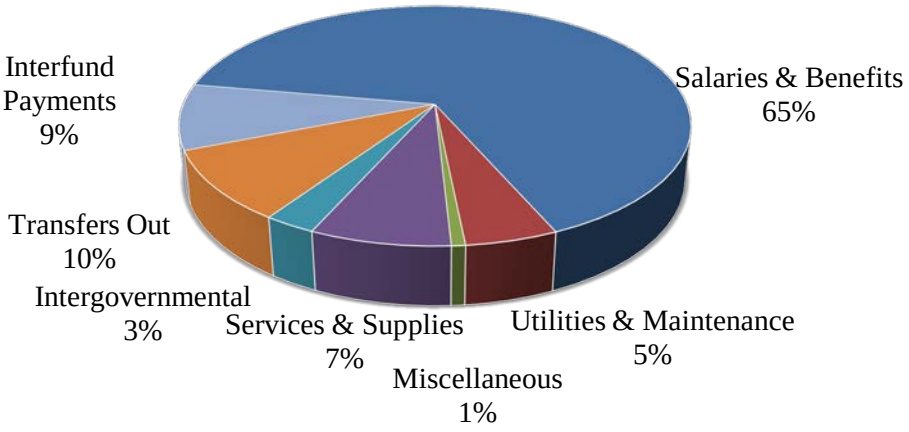
General Fund Expenditures

The $198.2 million budgeted (including fund balance) in the General Fund supports the basic operations of the City, such as Police, Fire, Parks, Planning, Public Works and Administration. The biennial budget supports 711.92 full time equivalent (FTE) employees including an increase of 5.82 FTEs from the adjusted 2017-2018 Budget. Of the 5.82 FTE additions 3.82 are funded via conversions of supplemental positions, and are therefore budget neutral. Transfers to other funds constitute another significant portion of General Fund costs. Transfers are made to support the City's Capital Investment Program (CIP), Community Facilities Districts, Information Technology, Human Services, Arts, and Special Event Activity Funds.

The City is expected to end the 2017-2018 biennium with approximately $8.9 million in one-time revenue (this is compared to the $10.8 million carried into the 2017-2018 Budget). This money will go towards one-time uses including funding the economic contingency, investments in technology, studies to inform program development and capital needs, and to address maintenance needs of City facilities and infrastructure. The budget proposes funds to continue the City's process improvement initiatives and to focus on cultural inclusion programs. The budget also supports the historical transfers to the City's Capital Investment Program as provided for in the Financial Policies with additional money being contributed to maintenance of City facilities.

General Fund Expenditures by Type

($192.7 million excluding fund balance)



Salaries and Benefits

Overall, in a budget to budget comparison, salary and benefit costs are projected to increase by 11% over the biennium, excluding the salary and benefit contingency set aside for future labor agreements. The largest cost drivers for salary and benefits in the 2019-2020 biennium are market adjustments, State retirement costs, worker's compensation insurance and additional staff required for large development agreements.

Medical rates are budgeted to decrease 9% after an analysis of reserves in the Medical Self-Insurance Fund. However, the actual rate changes are assessed closer to the start of each calendar year when an actuarial analysis can be done using the latest information. This will help us to determine the actual medical rates which are expected to be consistent with the budget estimates.

Transfers Out

Transfers from the General Fund total 10% of the General Fund budget or $18.7 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 increased by approximately 14% or $1 million from the 2017-2018 Budget due to increased revenues in the General Fund of which 5% is transferred to the Capital Investment Program.

Services & Supplies

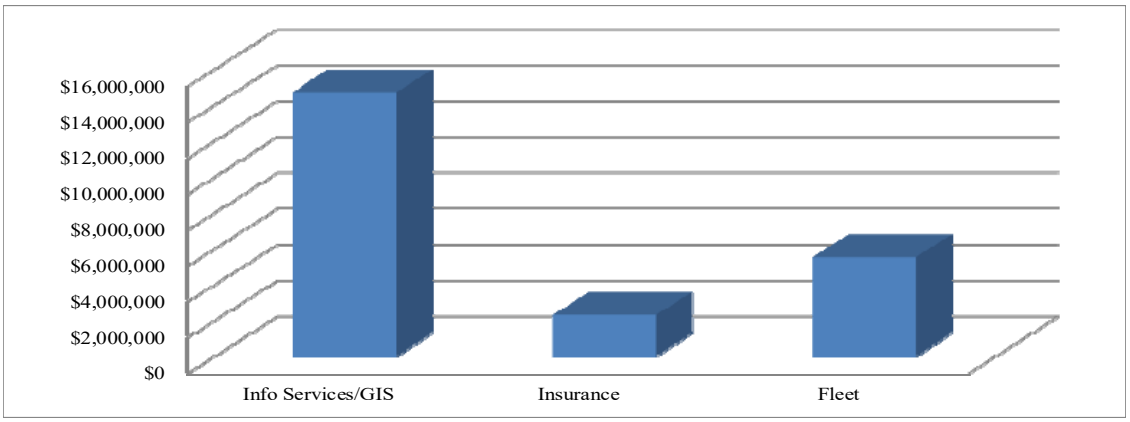
The services and supply category includes expenditures, such as operating supplies, professional services, legal, travel, training and postage. Professional services have increased 56% or $2.4 million for 2019-2020 due primarily to studies for the North-South Corridor, urban design standards, safety, compensation and environmental sustainability, new peer support program, crucial conversation training costs, community center planning (previously in capital fund) and paralegal assistance for real property transactions.

Services and Supplies *(thousands)*	**Actual**			**Estimate**	**Forecast**	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Supplies	1,656	1,810	1,902	1,997	2,009	1,985
Legal	438	303	327	341	500	507
Professional Services	1,744	2,225	2,063	2,207	3,822	3,103
Communication	384	419	440	467	769	768
Rentals	62	35	63	77	75	60
Equipment & Software	79	65	136	166	28	17
Other Services & Charges	1,466	1,142	1,147	1,287	1,512	1,410
Totals	**5,829**	**5,999**	**6,078**	**6,542**	**8,715**	**7,850**

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, the majority of their support comes from the General Fund. In a budget to budget comparison, interfund payments have increased by approximately 10.5% or $1.6 million. The increase is due to both one-time and ongoing transfers to Technology and Information Services to support continuation of technology efforts, strategic system investments and licensing agreements. 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.

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 Correction Entity (SCORE) for jail services. For 2019-2020, dispatch services have increased slightly due to increased call volume.

Intergovernmental *(thousands)*	**Actual**			**Estimate**	**Forecast**	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Jail	850	1,078	837	865	853	861
Dispatch	648	688	576	595	616	633
Court	619	557	634	740	750	750
Other[1]	311	253	485	492	501	469
Totals	**2,428**	**2,576**	**2,532**	**2,692**	**2,720**	**2,713**

1. Includes election services, State audits, fire training and human services.

Utilities, Repairs & Maintenance (R&M)

Utility costs for the City include telephone, electricity, natural gas, garbage, water, wastewater and stormwater costs. The repairs and maintenance category includes maintenance for all City buildings and technology applications. The forecasted increases for utilities are shown in the table below, as well as the historical and projected costs for utilities, repairs and maintenance line items.

Projected Utility Rate Increases

	Projected	
Utilities	**2019**	**2020**
Telephone	2.00%	2.00%
Cable	0.00%	0.00%
Electricity	0.00%	0.00%
Natural Gas	0.00%	0.00%
Garbage	2.80%	2.80%
Stormwater	0.00%	0.00%
Water	2.00%	2.00%
Wastewater	4.00%	4.00%

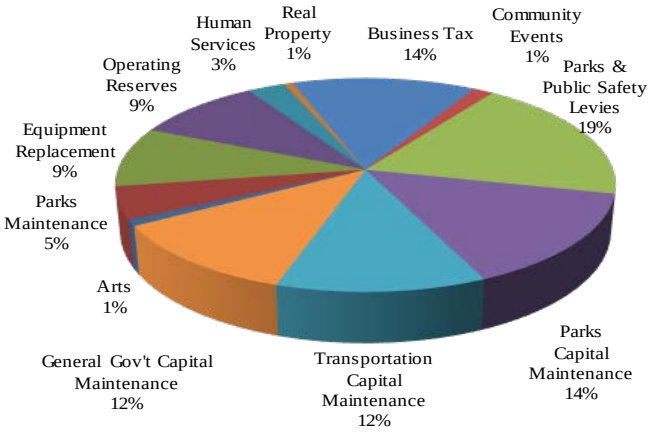
Utilities, Repairs and Maintenance *(thousands)*	**Actual**			**Estimate**	**Forecast**	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Utilities	2,865	2,927	2,856	3,027	3,150	3,203
Repairs and Maintenance	1,299	1,287	1,916	1,971	1,765	1,675
Totals	**4,164**	**4,214**	**4,772**	**4,998**	**4,915**	**4,878**

Miscellaneous
The last category of expenditures, miscellaneous, includes the economic contingency, capital purchases, tuition, advertising, bank fees for acceptance of credit card payments and other expenditures.

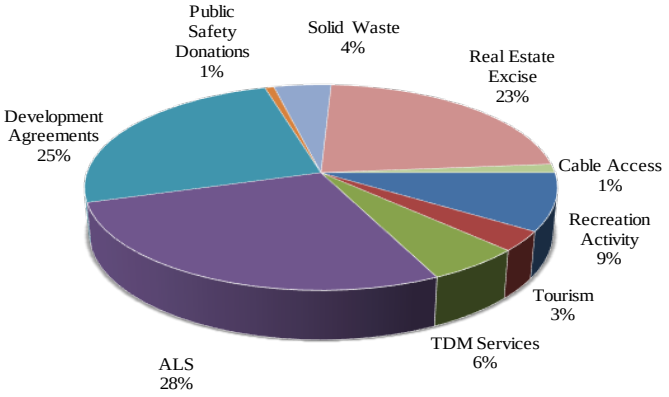
GENERAL FUND SUB-FUNDS AND SPECIAL REVENUE FUNDS
Special revenue funds account for revenues and expenditures that are restricted by State law for a specific use. Examples of some larger special revenue funds are Advanced Life Support (ALS) which is supported by the Emergency Medical Services (EMS) Levy and the Real Estate Excise Tax Fund which collects real estate excise tax to be used toward capital investment. Special revenue funds in the 2019-2020 Budget total $63.1 million (including transfers and ending fund balances) and are illustrated below.

In comparison, the sub-funds of the General Fund total $90.7 million and include the 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. Following the illustration below is a discussion of the 2019-2020 projected revenues for some of the larger funds in these two categories.

General Fund Sub-Funds
($90.7 million)



Special Revenue Funds
($63.2 million)



Advanced Life Support (ALS)
In 2004, Redmond became a lead agency for the Northeast Advanced Life Support consortium made up of Redmond, Kirkland, Woodinville, Duvall, Fall City and unincorporated areas of King County surrounding those 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 2013 and equal $17.4 million for the 2019-2020 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.

Special Levies *(thousands)*	Actual			Estimate	Forecast	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
Public Safety Levy	5,044	5,471	5,680	5,342	6,194	6,995
Parks Levy	345	366	312	406	475	492
Totals	**5,388**	**5,836**	**5,991**	**5,747**	**6,669**	**7,487**
Note: Excludes fund balances						

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 City vehicles.

Operating Reserve Fund Balances *(thousands)*	Actual			Estimate	Forecast	
	2015	**2016**	**2017**	**2018**	**2019**	**2020**
General Fund Reserve	6,070	25	6,430	-	7,067	-
LEOFF 1 Reserve	613	40	757	-	709	40
Capital Equipment Reserve	3,061	-	2,933	-	2,723	-
Fire Equipment Reserve	4,553	-	1,907	-	2,578	-
Totals	**14,297**	**65**	**12,028**	**-**	**13,077**	**40**
Note: Reserves are budgeted in the first fiscal year of the biennium. The second year represents any contributions to reserves based on the City's forecast.						

DEBT SERVICE FUNDS

The City has a debt service fund to pay for voted and non-voted debt. This fund is used to account for the principal and interest payments for the 2013 refinance and purchase of the City Hall building, Bear Creek Parkway and Couplet Conversion projects. These debt obligations total $11.6 million over the biennium.

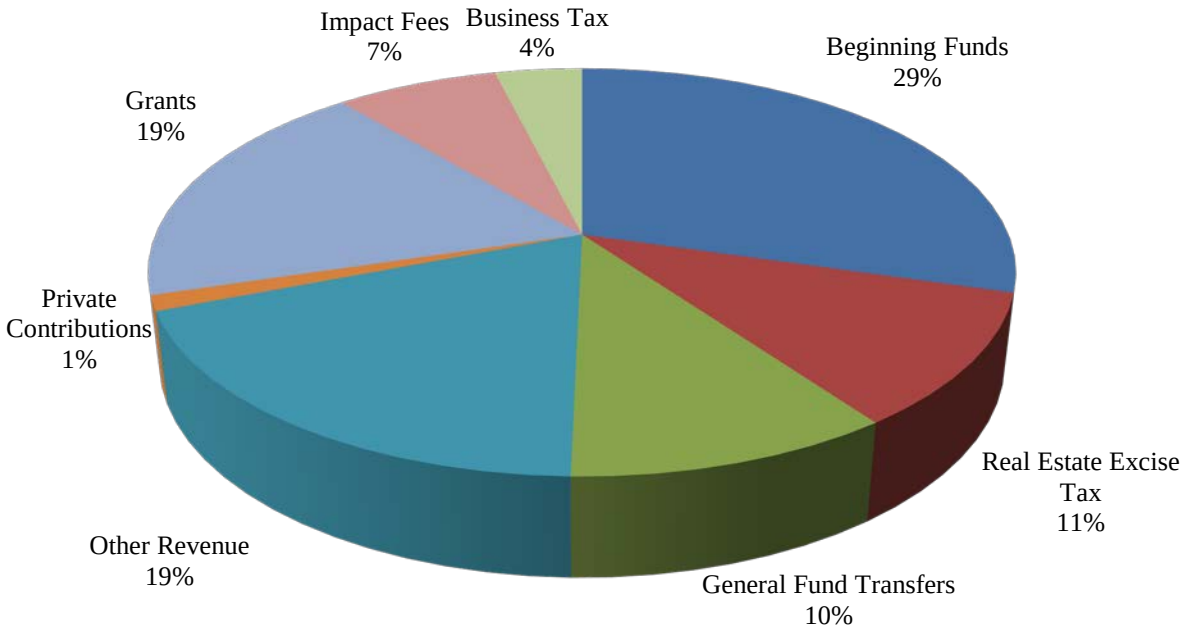
CAPITAL INVESTMENT PROGRAM (CIP)

In the 2019-2020 Budget, Redmond has worked hard to strengthen the alignment between the CIP and the City's long range vision as articulated in the Vision Blueprint and the Comprehensive Plan. This alignment is especially important in the City's two urban centers of Downtown and Overlake, as the City seeks to direct its public infrastructure investment in ways that will facilitate continued private redevelopment of these areas. 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 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.

Capital Investment Program projects range from major maintenance of streets, sidewalks, utility and building infrastructure improvements to mobility improvements 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 $96.9 million of 2019-2020 general CIP revenues. Other CIP revenues include private contributions and interest earnings.

Total 2019-2020 General CIP Revenues
($111 million including fund balance)



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 2019-2020 Budget project this revenue will increase slightly from its historical base of $4.7 million to $5.0 million per year.

Business Tax (BTTI)
The City assesses a per employee fee to businesses operating in Redmond to support transportation and transportation demand management investments. In 2015 a $7.00 increase to this fee was adopted, bringing the total fee from $57.00 to $64.00 per full time equivalent employee, and has been indexed to inflation by 2.4% each year, bringing the total to $66.00 in 2019 and $67.00 in 2020. The long-term growth in the revenue is projected to be approximately 1.7%, commensurate with projected employment growth in the City.

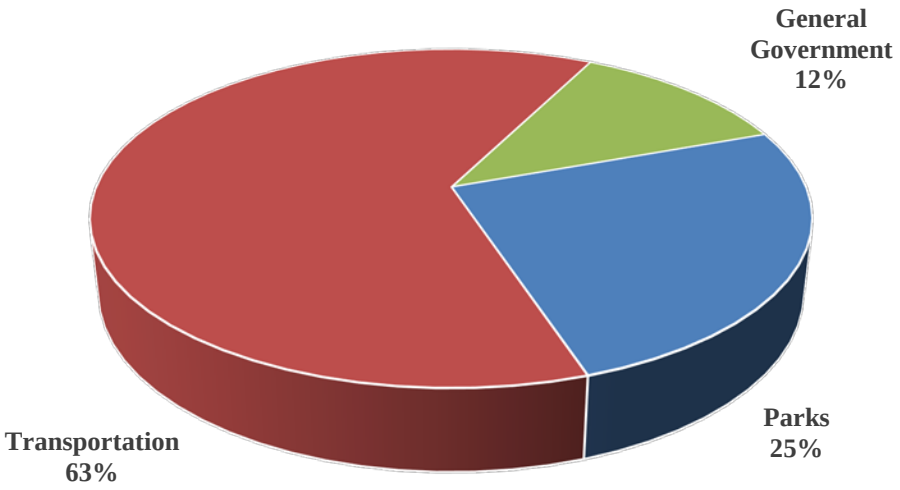
General Fund Transfer
Per City policy, 5% of General Fund operating revenues (minus development revenues and significant one-time collections) is transferred into the City's Capital Investment Program. In addition, $1.4 million annually of sales tax on construction goes to support the debt service on 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 we increased to compensate for the capacity of the existing infrastructure for transportation, fire and parks that the development will utilize.

CIP Revenues	**Actual**			**Estimate**	**Forecast**	
(thousands)	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**
REET	7,183	8,250	6,160	6,415	5,015	5,015
Business Tax	4,979	5,066	5,404	5,472	5,538	5,604
General Fund Transfer	4,815	4,994	5,357	17,987	4,006	7,450
Impact Fees	1,652	10,325	4,150	8,830	3,838	3,842
Totals	**18,631**	**28,635**	**21,071**	**38,705**	**18,397**	**21,911**
Note: General Fund Transfer includes 5% of General Fund revenues, sales tax on construction and pavement management project funding.						

A significant portion of the biennial CIP has been dedicated to projects in the two urban centers, such as the Adaptive Signal System Project, senior center renovations and seismic upgrades, the Connecting Washington Project and the 152nd Avenue Northeast Improvements in the Overlake area and maintenance projects in established neighborhoods. Expenditures by functional allocation are shown below.

2019-2020 CIP Expenditures by Functional Area
($85.1 million excluding fund balance)



ENTERPRISE FUNDS

Water, Wastewater and Stormwater Revenue

Water, Wastewater and Stormwater fees fund most of the costs associated with providing these services in the community. (Other sources include development related revenues, grants and interest earnings.) Total Water/Wastewater and Stormwater revenues (including the Novelty Hill Service Area and excluding revenue bond proceeds and beginning fund balances) are expected to increase from a budgeted $113.4 million to $123.7 million, a 9.1% increase. Included in the budget are water and wastewater rate increases for both in-City and Novelty Hill customers. These rate increases are primarily due to a rise in purchased water costs.

City policy calls for a rate update to be performed in conjunction with the adoption of each biennial budget, this update occurred in July 2018. The table on the next page reflects the rates recommended in the 2019-2020 Budget.

Water and Wastewater Rate Increases

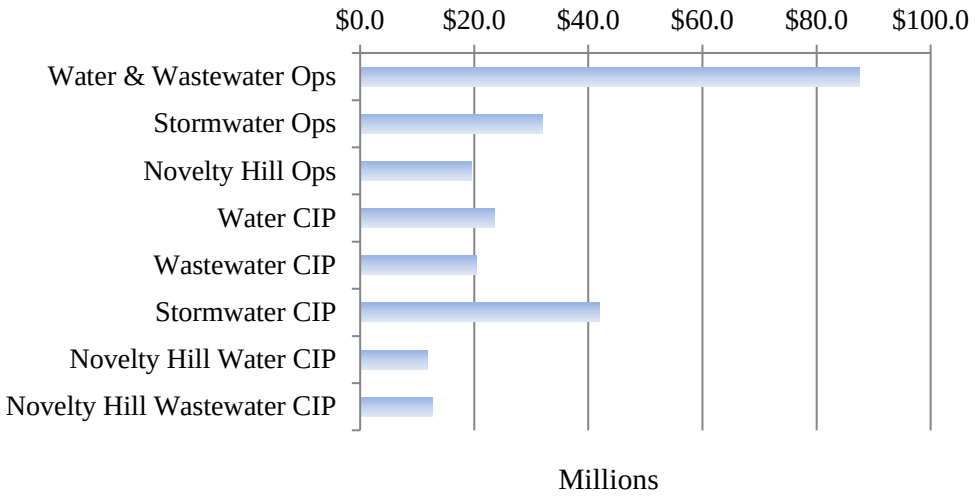
Description	2019	2020
City of Redmond		
Water	2.0%	2.0%
Wastewater	4.0%	4.0%
Novelty Hill		
Water	3.0%	3.0%
Wastewater	5.0%	5.0%

Utility Revenue	**Actual**			**Estimate**	**Forecast**	
(thousands)	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**
Water & Wastewater	38,159	39,987	40,063	37,348	47,357	40,218
Stormwater	13,162	17,867	16,375	14,348	17,640	14,273
Novelty Hill	8,117	7,216	7,446	3,800	11,411	8,060
Totals	**59,438**	**65,070**	**63,884**	**55,496**	**76,408**	**62,551**
Note: Excludes fund balances.						

Water, Wastewater and Stormwater Expenditures

Money spent to support utility operations and capital investment programs (CIP) is separated into eight Enterprise funds Water and Wastewater Operations, Water CIP, Wastewater CIP, Stormwater Operations, Stormwater CIP, and Novelty Hill Service Area Water and Wastewater Operations, Novelty Hill Water CIP and Novelty Hill Wastewater CIP. The total budget for all eight funds equals $249.5 million (including ending fund balance and transfers) with $139 million dedicated to operations and $110.5 million earmarked for capital investments. Included in the utility capital investments funds are

expenditures to support the Downtown and Overlake Urban Center vision, environmental enhancements, stormwater controls and pump station improvements (see CIP section for more detail).



Prospects for the Future

In the City's long range forecast, salary and benefit expenditures will continue to be the largest expenditures and will rise approximately 4.5% - 5.5% in future years, net of the large development agreements compensation costs. Contributions to the State retirement funds, overtime and medical costs including workers compensation are the main drivers of these expenditures.

The City will continue to vigilantly seek innovations, efficiencies and cost containment as structural realities continue to put pressure on citywide revenues. Past cost containment measures and implementation of innovations and Lean process efficiency improvements will help Redmond manage expenditure increases into the future. Concentration on monitoring outcomes and the long range strategic vision and key strategic initiatives on a consistent basis, will keep Redmond moving forward toward the vision of a community with two vibrant urban centers and thriving connected neighborhoods.

CITYWIDE BUDGET SUMMARY

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

Fund Number	Fund	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget	Budget to Budget Difference	Percent Change
100	**GENERAL FUND**	**$168,766,207**	**$181,486,732**	**$198,398,969**	**$16,912,237**	**9.3%**
FUND SUB-FUNDS						
011	Arts Activity	$911,612	$883,326	$793,530	($89,796)	-10.2%
012	Parks Maintenance & Operations	$3,867,536	$4,267,701	$4,518,116	$250,415	5.9%
013	Special Events	$919,656	$968,514	$1,353,513	$384,999	39.8%
019	Human Services	$1,724,440	$2,350,947	$2,537,786	$186,839	7.9%
020	Fire Equipment Reserves	$5,768,533	$2,825,548	$3,611,734	$786,186	27.8%
021	Operating Reserves	$7,076,774	$7,903,527	$8,675,365	$771,838	9.8%
027	Capital Equipment Reserve	$5,079,905	$6,388,142	$4,577,619	($1,810,523)	-28.3%
030	Business Tax	$9,855,781	$11,602,099	$12,400,003	$797,904	6.9%
031[1]	Real Property	$171,407	$2,237,226	$571,689	($1,665,537)	-74.4%
035[2]	Public Safety Levy	$15,913,503	$15,050,443	$15,701,385	$650,942	4.3%
037	Parks Levy	$1,310,363	$1,319,458	$1,388,913	$69,455	5.3%
095	Parks Maintenance Projects	$1,567,671	$4,773,082	$13,229,735	$8,456,653	177.2%
096	Transportation Maintenance Projects	$8,593,471	$6,138,701	$10,772,857	$4,634,156	75.5%
099	General Government Maintenance Projects	$10,003,828	$18,637,895	$10,545,948	($8,091,947)	-43.4%
	Subtotal - General Fund Sub-funds	**$72,764,480**	**$85,346,609**	**$90,678,193**	**$5,331,584**	**6.2%**
GRAND TOTAL GENERAL FUND		**$241,530,687**	**$266,833,341**	**$289,077,162**	**$22,243,821**	**8.3%**
SPECIAL REVENUE FUNDS						
110	Recreation Activity	$6,066,254	$6,556,171	$5,728,157	($828,014)	-12.6%
115[3]	Development Review	$2,249,142	$6,640,007	$15,901,233	9,261,226	139.5%
117	Cable Access	$1,149,118	$910,308	$862,187	(48,121)	-5.3%
118	Transportation Demand Management	$3,721,356	$4,074,455	$3,580,561	(493,894)	-12.1%
122	Advanced Life Support (ALS)	$15,115,172	$15,706,190	$17,354,006	1,647,816	10.5%
124	Aid Car Donation	$536,645	$345,392	$451,485	106,093	30.7%
125	Real Estate Excise Tax (REET)	$14,581,634	$19,171,816	$14,416,884	(4,754,932)	-24.8%
126	Drug Enforcement	$64,044	$141,133	$126,056	(15,077)	-10.7%
131	Hotel/ Motel Tax	$1,273,411	$1,657,972	$1,996,843	338,871	20.4%
140	Solid Waste/ Recycling	$2,183,317	$2,583,553	$2,834,067	250,514	9.7%
	Subtotal - Special Revenue Funds	**$46,940,093**	**$57,786,997**	**$63,251,479**	**$5,464,482**	**9.5%**
DEBT SERVICE FUNDS						
233	City Hall/ Bear Creek Parkway/ Couplet Conversion	$41,293,013	$13,445,884	$11,565,451	(1,880,433)	-14.0%
	Subtotal - Debt Service Funds	**$41,293,013**	**$13,445,884**	**$11,565,451**	**($1,880,433)**	**-14.0%**
CAPITAL INVESTMENT PROGRAM (CIP) FUNDS						
315	Parks CIP	$17,242,559	$23,039,624	$12,628,018	(10,411,606)	-45.2%
316	Transportation CIP	$50,482,548	$71,927,772	$58,738,576	(13,189,196)	-18.3%
319	General Government CIP	$16,479,464	$9,674,280	$5,464,802	(4,209,478)	-43.5%
	Subtotal - CIP Funds	**$84,204,571**	**$104,641,676**	**$76,831,396**	**($27,810,280)**	**-26.6%**
COMMUNITY FACILITIES DISTRICT (CFD) FUNDS						
361[3]	CFD 2014-1	$0	$31,634,236	$22,491,223	($9,143,013)	-28.9%
362[4]	CFD 2016-1	$0	$24,618,000	$13,188,657	(11,429,343)	-46.4%
	Subtotal - CFD Funds	**$0**	**$56,252,236**	**$35,679,880**	**($20,572,356)**	**-36.6%**

CITYWIDE BUDGET SUMMARY

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

Fund Number	Fund	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget	Budget to Budget Difference	Percent Change
ENTERPRISE FUNDS (UTILITIES)						
401	Water/ Wastewater M&O	$84,132,881	$89,390,099	$87,575,289	($1,814,810)	-2.0%
402	Novelty Hill M&O	$17,298,194	$20,130,397	$19,470,685	(659,712)	-3.3%
403	Water CIP	$15,947,111	$20,747,220	$23,579,167	2,831,947	13.6%
404	Wastewater CIP	$11,939,495	$13,413,702	$20,400,971	6,987,269	52.1%
405	Stormwater M&O	$35,427,924	$33,706,365	$31,912,958	(1,793,407)	-5.3%
406	Stormwater CIP	$36,985,255	$45,798,908	$41,951,620	(3,847,288)	-8.4%
407	Novelty Hill Water CIP	$7,629,231	$8,871,686	$11,824,546	2,952,860	33.3%
408	Novelty Hill Wastewater CIP	$8,092,217	$9,459,349	$12,681,208	3,221,859	34.1%
	Subtotal - Enterprise Funds	**$217,452,308**	**$241,517,726**	**$249,396,444**	**$7,878,718**	**3.3%**
INTERNAL SERVICE FUNDS						
501	Fleet Maintenance	$11,224,194	$11,137,496	$10,502,978	($634,518)	-5.7%
510	Insurance Claims & Reserves	$3,321,521	$3,557,262	$3,507,936	(49,326)	-1.4%
511	Medical Self Insurance	$32,804,070	$30,256,723	$36,606,038	6,349,315	21.0%
512	Workers' Compensation	$3,030,255	$4,197,634	$3,867,939	(329,695)	-7.9%
520	Information Technology	$11,540,456	$14,895,438	$17,385,504	2,490,066	16.7%
	Subtotal - Internal Service Funds	**$61,920,496**	**$64,044,553**	**$71,870,395**	**$7,825,842**	**12.2%**
FINAL BUDGET - ALL FUNDS		**$693,341,168**	**$804,522,413**	**$797,672,206**	**($6,850,207)**	**-0.9%**

Footnotes:

1. Fund 031 was created to manage and direct unencumbered proceeds from the sale of real property.
2. Fund 035 is comprised of Police Levy fund and Fire Levy fund.
3. Fund 115 was reactivated due to Development Agreements established in 2014.
4. Fund 361 was established July 15, 2014 by Council Resolution No. 1411 to fund improvements at the Overlake Transit Center (OTC).
5. 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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$47,531,013	$51,091,497	$51,432,527	$54,757,799	$3,325,272	6.5%
Sales Tax	53,363,718	53,582,235	51,224,801	61,603,136	10,378,335	20.3%
Utility Taxes	21,059,175	22,717,294	21,813,181	23,782,952	1,969,771	9.0%
Other Taxes	26,601,152	23,113,863	24,465,637	22,354,388	(2,111,249)	-8.6%
Total Taxes	148,555,057	150,504,889	148,936,145	162,498,275	13,562,130	9.1%
Licenses & Permits	22,645,102	27,319,340	27,845,281	40,888,993	13,043,712	46.8%
Intergovernmental	19,477,515	25,942,770	24,448,832	33,095,626	8,646,794	35.4%
Charges for Services	216,564,181	213,181,772	221,312,317	234,091,965	12,779,648	5.8%
Fines & Forfeits	1,274,055	1,188,000	1,105,462	1,417,019	311,557	28.2%
Interest	2,605,854	2,371,782	4,822,255	4,306,263	(515,993)	-10.7%
Other Revenue	13,627,519	41,876,443	19,760,600	14,815,331	(4,945,269)	-25.0%
Non-Revenue	116,596,213	108,554,354	105,653,103	82,262,160	(23,390,943)	-22.1%
TOTAL REVENUE	$541,345,497	$570,939,350	$553,883,995	$573,375,631	$19,491,636	3.5%
EXPENDITURES						
Salaries & Wages	$113,214,518	$124,608,243	$120,607,456	$138,720,920	$18,113,464	15.0%
Overtime	6,765,845	5,090,033	6,888,229	5,509,924	(1,378,306)	-20.0%
Supplemental Help	2,716,150	3,754,170	3,136,822	3,527,054	390,232	12.4%
Other Compensation	603,232	404,471	516,562	408,110	(108,452)	-21.0%
Personnel Benefits	66,424,991	73,991,004	72,664,849	79,035,876	6,371,027	8.8%
Supplies	8,034,732	24,696,192	9,941,230	9,902,362	(38,868)	-0.4%
Professional Services	29,941,005	18,075,198	33,141,987	25,174,331	(7,967,656)	-24.0%
Communication	1,306,454	1,394,982	1,287,032	1,742,655	455,623	35.4%
Training	918,571	1,477,451	947,724	1,633,986	686,262	72.4%
Advertising	242,334	395,144	307,025	406,983	99,958	32.6%
Rentals	341,590	1,337,406	500,157	1,500,233	1,000,076	200.0%
Insurance	1,889,986	1,952,610	2,070,717	2,149,959	79,242	3.8%
Utilities	7,222,274	7,738,090	7,049,378	7,448,156	398,778	5.7%
Repairs & Maintenance	9,149,939	23,538,121	16,461,748	35,530,265	19,068,517	115.8%
Other Services & Charges	26,954,784	30,662,050	25,987,853	32,146,545	6,158,692	23.7%
Intergovernmental	39,607,119	41,107,732	40,935,097	44,450,007	3,514,910	8.6%
Capital	56,203,973	152,864,402	75,699,516	134,059,610	58,360,094	77.1%
Interfund Payments	25,370,126	26,991,532	27,184,467	29,887,506	2,703,038	9.9%
Debt Service	41,780,938	17,767,795	22,586,569	17,340,552	(5,246,017)	-23.2%
Transfers Out	83,209,964	108,078,346	102,929,610	81,880,951	(21,048,659)	-20.4%
TOTAL EXPENDITURES	$521,898,526	$665,924,972	$570,844,030	$652,455,985	$81,611,955	14.3%
NET CHANGES	$19,446,971	($94,985,622)	($16,960,035)	($79,080,354)	($62,120,318)	366.3%
FUND BALANCE JANUARY 1	$181,150,259	$233,833,063	$241,256,610	$224,296,575	($16,960,034)	-7.0%
FUND BALANCE DECEMBER 31	$200,597,230	$138,847,441	$224,296,574	$145,216,222	($79,080,353)	-35.3%

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	Budget to Budget Difference[1]
GENERAL FUND AND SUB-FUNDS				
Executive/Legal[4,5]	18.75	21.25	20.25	(1.00)
Finance & Information Services[5]	30.00	0.00	0.00	0.00
Finance[5]	0.00	29.00	29.00	0.00
Fire	132.50	135.00	135.00	0.00
Human Resources[2,4]	11.54	12.00	14.00	2.00
Parks & Recreation[4,5,7]	37.85	49.86	53.84	3.98
Planning & Community Development[3,5]	72.89	73.33	73.33	0.00
Police[1]	129.41	129.42	129.92	0.50
Public Works[5,6]	61.40	50.00	50.45	0.45
Technology & Information Services[5]	0.00	4.00	4.00	0.00
Arts Activity	1.00	1.00	1.00	0.00
Community Events[7]	1.00	1.00	2.00	1.00
Parks Maintenance & Operations[1,3,7]	10.01	11.01	11.01	0.00
GENERAL FUND AND SUB-FUNDS TOTAL	506.35	516.87	523.80	6.93
OTHER FUNDS				
Recreation Activity[4,7]	11.16	10.16	7.50	(2.66)
Development Agreements[8]	6.00	37.50	37.50	0.00
Operating Grants	5.00	6.00	6.00	0.00
Advanced Life Support	31.00	31.00	31.00	0.00
Solid Waste & Recycling[6]	3.63	3.80	3.95	0.15
Water & Wastewater[6]	38.82	41.20	41.40	0.20
Stormwater Management	26.93	27.24	27.24	0.00
Fleet Maintenance[6]	7.08	7.33	7.53	0.20
Worker's Compensation Insurance	0.00	0.00	0.00	0.00
Information Technology[5]	27.00	25.00	26.00	1.00
OTHER FUND TOTAL	156.62	189.23	188.12	(1.11)
TOTAL ALL FUNDS[1,2]	662.97	706.10	711.92	5.82
SUPPLEMENTAL FTEs[9]	54.93	47.50	45.08	(2.42)

Notes:

1. In the 2019-2020 Budget, 3.82 full time equivalent (FTE) employees were added that were offset by converting funding for supplemental staffing; this includes:
   - 1.0 FTE Program Coordinator in the Parks and Recreation Department;
   - 1.0 FTE Program Assistant in the Parks and Recreation Department;
   - 1.32 FTE Maintenance Technicians in the Parks and Recreation Department; and
   - 0.50 FTE Support Services Position in the Police Department.
2. In the 2019-2020 Budget a 1.0 FTE Business Analyst was added in the Human Resources Department.
3. In the 2019-2020 Budget the following positions were added through the repurposing of positions within the department:
   - 1.0 FTE Facilities Assistant Maintenance & Operations Manager in the Parks and Recreation Department; and
   - 1.0 FTE Senior Engineer in the Planning Department.
4. In the 2019-2020 Buget a 1.0 FTE Safety Manager was added in the Human Resources Department through the repurposing of a Deputy City Administrator in the Executive Department. (The FTE reduction in Executive is offset by the move of a Graphic Designer from Parks to Executive in the 2019-2020 Budget)
5. During 2017 and 2018 the following organizational changes were made:
   - The Technology and Information Services (TIS) Department was separated from the Finance Department;
   - A 1.0 Technology and Information Services Director was added;
   - Transportation Demand Management and Economic Development divisions moved from Executive to Planning;
   - The Customer Service division moved from the Executive Department to the Parks department;
   - The City Clerk's office moved from the TIS Department to the Executive Department;
   - Facilities Maintenance moved from the Public Works Department to the Parks and Recreation Department; and
   - Real Property moved from the Public Works Department to the Finance Department.
6. Several positions were reallocated within the Public Works Department to reflect division needs.
7. Several positions were reallocated within the Parks and Recreation Department to reflect division needs.
8. In 2018, Council approved additional staff in relation to Private Development Agreements.
9. Includes one time funding for staffing to support public records requests and ongoing supplemental funding to support videography of Council meetings and the maintenance of new capital projects.

BUDGET BY PRIORITIES

PROCESS OVERVIEW
BUDGET CALENDAR

BUDGETING BY PRIORITIES PROCESS OVERVIEW

2019-2020 PRELIMNIARY BUDGET

CITY OF REDMOND

Why Budgeting by Priorities?

Redmond is a unique city that is home to internationally significant businesses, such as Microsoft, Nintendo, Honeywell, SpaceX, Physio Control and Planetary Resources. As a result, the City is the third largest employment center in King County with a business population of 94,059 and a residential population of approximately 64,050.

A Process that is:
Transparent

Open

Resident Priority Based

Approved by Council

Challenged to provide a variety of high-quality services to a wide range of customers, the City opted to change its traditional budget methods in 2008. It implemented an innovative approach to budgeting that fulfills the promise Mayor John Marchione made upon his election to office: "a transparent and open budget that is based on priorities developed with resident input and approved by the Redmond City Council." Mayor Marchione continues to have the same five objectives for the Budgeting by Priorities (BP) process:

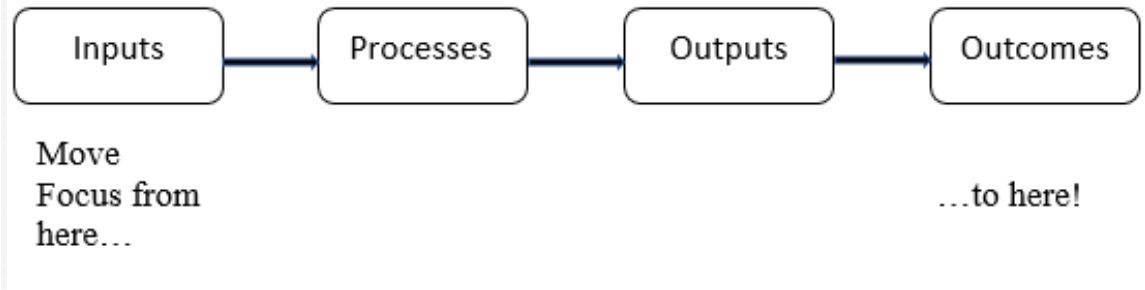
Objectives of Budgeting by Priorities

- Align the budget with resident priorities;
- Measure progress towards priorities;
- Get the best value for each tax dollar;
- Foster continuous improvement and learning; and
- Build regional partnership and cooperation.

Starts with Resident Priorities

Different from Traditional Budgets

To move this vision forward, the City selected the BP process, because it focuses budget decisions on resident priorities. This is in contrast to the traditional method of budgeting which adds a certain percentage to last year's budget without assessing if the services result in the outcomes residents expect. The starting point of the BP process is to identify the intended outcome of city services toward priorities developed through resident interaction.



Review of the Budgeting by Priorities Process

Review Conducted by GFOA

Early in 2010, the City undertook a thorough review of the 2008 BP process. This review was conducted by the Government Finance Officers Association (GFOA) Research and Consulting Center. While the review affirmed that the 2008 BP process was a significant success, it did offer several suggestions for improvements in the future.

Long-Term Budgeting by Priorities Timeline Adopted

One of the key recommendations of the GFOA's review was the development of a long-term strategy to continue to build out elements of BP over time. A timeline was developed as a result of the GFOA report. The City Council concurred with this recommendation and adopted a long-term BP strategy in early 2011. This budget is consistent with that strategy and continues to make improvements on this innovative approach.

Council Updated Long Range Financial Strategy

In addition to the BP timeline, the Council has also reviewed and updated the Long Range Financial Strategy document first developed in 2005. This policy strategy creates the link between the biennial budget and the long range financial sustainability of the City and is updated every biennium consistent with the budget.

Price of Government at 6.0%

The City can accomplish the services as proposed in the 2019-2020 Budget while preserving an overall price of Redmond City government at 6.0% of community income. This is an increase from the 2017-2018 budget; however, a large portion of this increase is attributable to transportation grants and capital contributions. Removing the large one-time revenue collections drops the Price of Government to 5.4% over the biennium (see Budget Overview for a more complete description of the Price of Government).

Revenue Philosophy

Coupled with the City's 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;
- Protecting limits to taxation for residents and businesses; and
- Seek voter approval when a proposed tax increase is above historical rates.

Redmond's Budgeting by Priorities Process

Community Focus Groups

To start 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. Following the focus group discussions, the City held a community workshop where all residents and business owners were invited to give further input and comment on the focus groups' identified priorities.

Six Priorities Identified

Based on all the input, the Council approved the following six priorities on March 4, 2008[1]:

- **CLEAN & GREEN**
  I want to live, learn, work and play in a clean and green environment.

- **DIVERSE & CONNECTED COMMUNITY**
  I want a sense of community and connections with others.

- **INFRASTRUCTURE**
  I want a well-maintained city whose transportation and other infrastructure keeps pace with growth.

- **RESPONSIBLE GOVERNMENT**
  I want a city government that is responsible and responsive to its residents and businesses.

- **SAFETY**
  I want to be safe where I live, learn, work and play.

- **VIBRANT ECONOMY**
  I want a diverse and vibrant range of businesses and services in Redmond.

Community Engagement

Community engagement is a large part of the BP process. The City typically begins with an annual, statistically valid, survey of residents and businesses to gauge the effectiveness of City services. This survey assists the Results Teams and City leadership in understanding the changing needs of Redmond residents, which helps inform where funding should be

[1] The focus groups also identified education as a priority; however, since education in Redmond is the responsibility of the Lake Washington School District, the Council chose not to allocate limited resources to a priority over which it had no jurisdiction. Educational components are included in several of the six priorities approved by Council.

allocated in the coming budget cycle. Survey results are available at www.redmond.gov.

Advisory Committees

Once the six priorities were determined, the Mayor created several teams to guide the process:

Budgeting by Priorities Project Team

Project Team – Includes staff from the Executive and Finance Departments that assist the Results Teams and guide the overall budget process.

Staff Results Team

Staff Results Team –The role of the Results Team is to develop "Requests for Offers" (RFOs) for each priority. In past budget processes, six results teams were created and each was assigned one community priority. In an effort to streamline and improve the process for the 2019-2020 budget, only one Staff Results Team was created and given responsibility for all six priorities. The team consisted of one representative from each City department, for a total of nine members. Development of the 2019-2020 RFOs was a joint effort between Department Directors and the Results Team. As a team, the Directors drafted three to four outcomes and objectives for each priority; outcomes are the building blocks to creating success in each community priority while objectives advise on the best methods to reach desired outcomes. The Staff Results Team then analyzed the Directors' draft outcomes and objectives to check for accuracy, clarity, and alignment with the City vision; they also expanded upon them to give more detail on how each outcome is important in fulfilling community priorities.

Civic Results Team

Civic Results Team – The Civic Results Team was first created in 2014. Instead of having one community member on Staff Results Teams, the Civic Results Team was created exclusively made up of Redmond residents and business representatives. Over the course of two months, the Civic Results Team reviewed the BP process, evaluated and provided feedback on budget offers and provided input on the value to the community of the programs included in the offers. At the same time, the team analyzed the programmatic outcomes and assessed the appropriateness of the City's investment for the outcomes achieved. The Civic Results Team provided important feedback to offer writers as well as recommendations to the Mayor and Department Directors as they worked to balance the budget.

Requests for Offers (RFOs)

REQUESTS FOR OFFERS

The Staff Results Team, in collaboration with the Directors

Team, designed Requests for Offers that relate to each specific priority by identifying outcomes that contribute to that priority and developing objectives that answer the following questions:

- Where should the City focus its efforts and resources?
- Where can the City have the most impact?
- Where should Redmond influence others?
- Are there generic strategies that apply to all offers?

Request for Offers Process

The Results Team invited City staff to submit budget offers that responded to the RFOs and to specific objectives, with the understanding that the offers would be reviewed and ranked by the Results Team upon completion, using the outcomes and objectives in the RFOs as criteria.

Budget Requests are Submitted as Offers

BUDGET OFFER SUBMITTALS

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

Budget Offers Submitted by Priority

Offers can be for an existing service or program, new programs or improvements to existing programs. Innovation, process improvement, consolidation of services and cross-departmental collaboration were encouraged in the development of budget offers. No outside competing offers were accepted in this BP process. Each offer was required to contain the following information:

Contents of the Offer

- Description of the Offer – Simple, accurate, succinct, and complete:
  - What are we doing?
  - Why are we doing it?
  - Who are we doing it for?
  - What results and outcomes are achieved?

- Performance Measures and Logic Models – Describe short and long-term benefits of the investment, consequences if not funded and measures to gauge the identified outcomes;

- Scalability – Provide options and evidence to support various funding levels;

- Levels of Service – Describe the levels of service that are provided and how they are impacted by increases and decreases in funding; and
- Process Improvement Efforts – Describe process improvement efforts that have been undertaken to increase capacity and create efficiencies.

All City Operating Funds Included

All City operating funds were included in budget offers: The General Fund, Utility Funds, Special Revenue Funds and Internal Service Funds. Therefore, all city services and programs, outside of the Capital Investment Program (CIP), received 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.

High-Level Indicators Developed to Measure Progress toward Priorities

PERFORMANCE INDICATOR DASHBOARD

As a part of the accountability for the performance element of the City's budget process, a Performance Indicator Dashboard was developed in 2011; Council 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 City. Logic models, an additional performance component, were added to the budget process in 2014. Each budget offer includes a logic model which describes how their programs or services are linked to one of the City's key performance indicator dashboard measures.

Dashboard Indicators for Each Priority

In June 2015 a cross-departmental staff team was convened to review the dashboard indicators and measures created in 2011. They began reviewing the dashboard indicators and measures to evaluate whether they were an effective tool in analyzing the success of each of the City's priorities. In their evaluation, the Dashboard Measure Review Team examined previous efforts to establish the performance indicator dashboard and measures, conducted research of other leading organizations and their dashboards, and worked through each measure analyzing the ease of collection, timeliness and validity of the associated data as well as recommended new indicators and measures to support some of the City's major initiatives.

Data with regard to the Dashboard Measures are available on the City's website: www.redmond.gov/performance

After several months of analysis and discussion the team recommended a number of revisions and changes to City Council. These recommendations were reviewed with the Council and approved in 2016.

Capital Investment Strategy

CAPITAL INVESTMENT STRATEGY

One of the observations from the first BP process in 2008 was that a different approach was necessary for the Capital Investment Program. In 2008, the six Results Teams had CIP offers to review along with the operating budget offers. The operating budget is for a period of two years while the CIP covers a six-year timeframe. Also, the sources of funding for the CIP are more complex than those for the operating budget.

In 2010, an additional Team, the Capital Investment Program Results Team, was established. This team was charged with developing additional criteria in the Requests for Offers of the six priorities (there was not an additional priority, but rather an additional Results Team). If an offer was intended as part of the CIP, it was passed through the priority Results Team and submitted to the Capital Results Team. The Capital Results Team reviewed the offer in the context of: RFO criteria of the priority under which it was submitted, criteria specific to the CIP, Comprehensive Plan, Vision for support of development in the urban centers, and funding constraints applicable to the Capital Investment Program.

Improved Process for Development of the City's Capital Investment Strategy

This process was repeated in 2014 for the 2015-2016 Budget, but it was found that the City still lacked an approach that would allow for the prioritization of capital investments and the allocation of resources across functional areas. 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 with 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 longer-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, an added

element of project prioritization became a requirement of the update process.

Thematic Strategies

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 2019-2024 CIP are as follows:

- Invest in infrastructure preservation and replacement across the City to maintain the current levels of service, reliability of capital assets, and provide timely and cost-effective replacement;
- Continue infrastructure design and construction in Overlake and Marymoor village to prepare for light rail in 2023 and support development of livable urban neighborhoods;
- Invest in neighborhoods with key projects that increase transportation choices, connections, enhance safety and improve opportunities to recreate;
- Continue to invest in preservation, restoration and enhancement of natural areas;
- Maintain Downtown as a vibrant urban center; and
- Continue investments in key opportunity projects that support economic and community vitality.

Principles

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.

Prioritization Criteria

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 develop a prioritized six-year citywide CIP. The purpose of the criteria was to provide specifics to inform prioritization.

2019-2024 Capital Investment Program

Through the application of the Thematic Strategies, Principles and Criteria staff presented a proposed 2019-2024 Capital Investment Program for consideration in the budget process. The proposal connects Redmond's vision and Capital Investment Strategy to the budget process by demonstrating the value of each investment and ensuring the alignment of resources with the commitment to deliver. The proposed six-year CIP informed budget offers that are responsible for the maintenance of new infrastructure.

Ranking the Offers

RANKING THE OFFERS

Prior to ranking budget offers the Staff Results Team received training from the Finance Department which covered topics like: the anatomy of a budget offer; detailed financial, budget process and CIP overview; performance measurement and its relation to the budget; and how to rank budget offers. The Results Team also received presentations from each Department Director covering topics such as: primary customers of the department; process improvement work; key performance measures and trends; services and programs housed in the department; departmental long-term goals and strategic outcomes; and goals for the 2019-2020 budget process. This information helped give the Team a more comprehensive knowledge of how their decisions and recommendations would affect City services. The Results

Team was then provided a ranking matrix to assist them with ranking each priority's offers using uniform criteria.
After receiving the budget offers, Results Team members conducted independent review and ranking of each offer, followed by ranking offers together as a team. In effort to improve upon the budget process from previous cycles, the Results Team was not given a limited dollar allocation with which to fund offers. This approach gave the team more time to focus on discussion and debate regarding the community's need for programs and services provided in each offer, as well as what items they would add or remove from offers to provide the best value for taxpayer dollars. With only one Staff Results Team doing work for all of the priorities, the members were able to give recommendations to City leadership based on a comprehensive view of City services as laid out in budget offers.

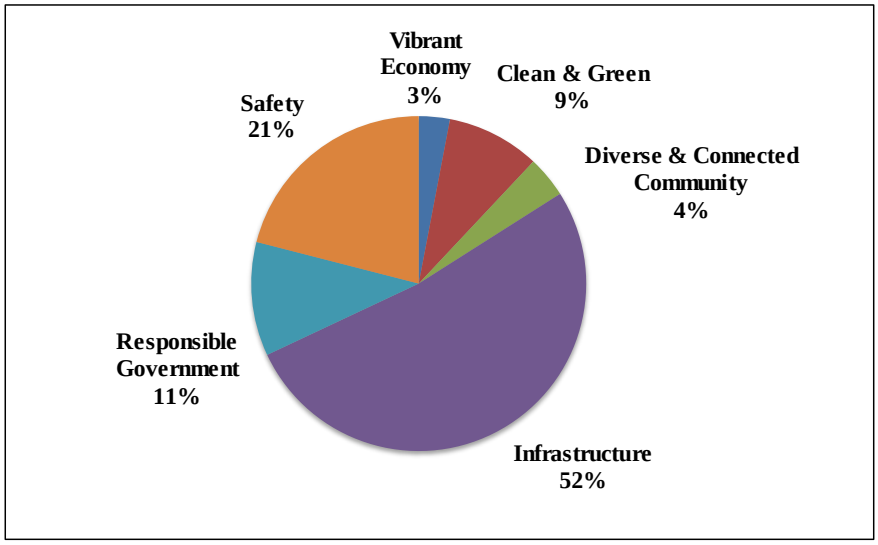
Mayor's Efforts to Develop the Preliminary Budget

RECOMMENDED BUDGET

In June 2018, the Mayor received the Staff Results Team's rankings and feedback, as well as input from the Civic Results Team. The Mayor worked for several weeks with the Directors Team to review the recommendations of the Results Teams and make adjustments to address revenue constraints, strategic initiatives and other needed refinements. When the final revenue estimates for the 2019-2020 Budget became available in August, the Mayor and Department Directors finalized the decisions necessary to present a budget to Council that is structurally balanced, reflects the recommendations of the Results Teams, and responds to the outcomes sought for each resident priority.

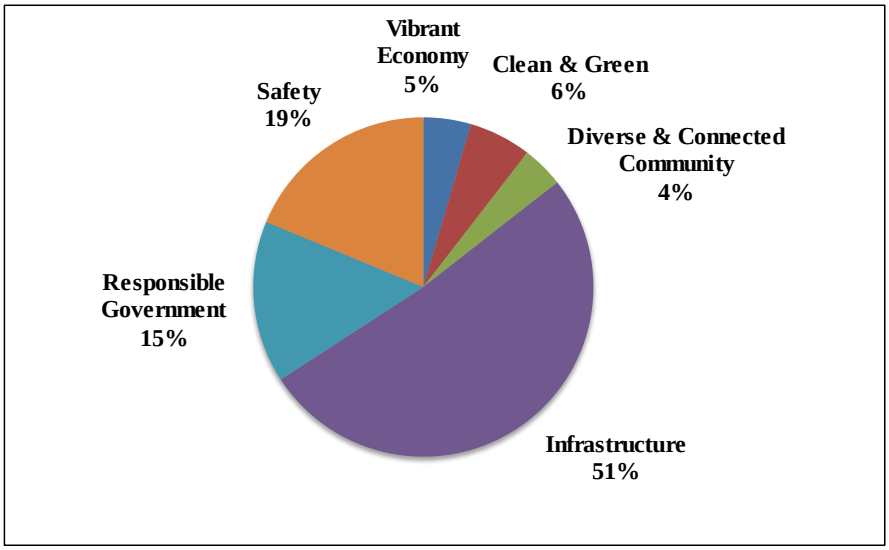
Funding by Priority in 2017-2018 Budget

Adopted 2017-2018 Budget by Priority



Compared to Funding by Priority in Adopted 2019-2020 Budget

Adopted 2019-2020 Budget by Priority



Use of Budgeting by Priorities is Affirmed

BUDGETING BY PRIORITIES PROCESS AFFIRMED

The Mayor's vision for the BP process has resulted in more than just a budget. Inclusion of the community in outlining the priorities and involvement of City staff on the Results Team has expanded the budget process to include many staff, as well as residents who never had the opportunity to be engaged in their community or its government in this manner. Creating one large interdepartmental Results Team allowed staff to deepen their understanding of financial structure and services provided to the community, while the Civic Results Team formed a resident perspective on how the services are viewed by community members. City employees are included in the budget process to a much larger extent than in the past; those who were not directly involved are provided opportunities to meet with the Mayor regularly to ask questions and gain information.

Continuous Improvement

CONTINUOUS IMPROVEMENT

Lean and Process Improvement

Beginning in 2014, with 29 City staff members going through an intensive 10-week Lean Green Belt training program, the City has completed an inventory of continuous improvement efforts. These efforts range in scope from impacting service delivery at a citywide level, to making small improvements to internal processes in order to save time and materials. This culture of continuous improvement continues to permeate the organization and is now reflected in this biennium's budget offers. In previous budgets, this section featured selected process improvement efforts completed by staff; new for this biennium, offer writers have highlighted process improvement

efforts conducted over the previous biennium, which are related to the services the offer delivers. This process improvement work and accompanying narrative has assisted both Results Teams and City leadership in deciding whether additional funding is needed to increase service levels, or if more process improvement work can be done before additional resources are allocated.

Budgeting by Priorities

Budgeting by Priorities is the implementation of the operating plan through deploying financial resources. It resets the focus every two years on accomplishing as much service provision to the community as resources will allow. It affirms the value of the services provided through a robust use of performance management where each programs' intended outcomes are described through a logic model. The data about past performance and trends are also part of the analysis.

Personnel is a Key Focus Area

The BP process focuses on outcomes; however, those outcomes are achieved by careful deployment of resources. The primary resource used by the City to provide community outcomes is personnel. As a result, personnel costs amount to approximately two-thirds of all expenditures. The ability to maintain a well-trained, well-equipped workforce is crucial to the provision of reliable services.

The BP process has served Redmond well as a way to identify those city services that are most valuable to residents of Redmond. It also focuses the process on real results, effectiveness and efficiency.

BUDGET CALENDAR

2019-2020 BIENNIAL BUDGET

CITY OF REDMOND

TASK	DATE
Council Briefing on Budget Calendar (FAC)	January 23
Council Retreat	January 27
Long Range Financial Strategy Review	January - February
Council Briefing on BP Process/Citizen Engagement (FAC)	February 27
Council Briefing on Request for Offers (FAC)	March 27
Citizen Engagement	March-September
Departments Submit Initial Offers	April 26
Meetings of Civic Results Team	April 26-June 28
Council Briefing on Capital Investment Strategy (Study Session)	May
Departments Submit Final Offers	May 25
Public Hearing #1	June 19
Council Briefing on POG and Preliminary Revenue Projections (Study Session)	July 24 & 31
Budget Balancing with Mayor/Department Directors	July-August
Development of Preliminary Budget	August-September
Preliminary Budget and Six-Year Financial Forecast to Council	October 2
Results Team Briefed on Preliminary Budget	October 2
Public Hearing #2	October 16
City Council Budget Review (Study Sessions)	October 23, 25 (Th), 30 November 1 (Th); 8 (Th); 13; 15 (Th)
Public Hearing #3	November 20
City Council Adoption of the 2019-2020 Biennial Budget	December 4
City Council Adoption 2019 Property Tax Levy	December 4
Council Debrief of 2019-2020 Budget Process	January 2019

CLEAN & GREEN

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

CLEAN & GREEN

I WANT TO LIVE, LEARN, WORK AND PLAY IN A CLEAN AND GREEN ENVIRONMENT

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Tree Canopy: Percentage of total Redmond land area covered by tree foliage (urban forest).

Measure Description: Percentage of Redmond land area covered by tree foliage.

Importance: An indicator of environmental health and of high interest to people who live and work in Redmond. Trees clean air and water, protect streams and wetlands, and provide habitat for wildlife; trees provide visual beauty that is part of Redmond's character.

Indicator 2: Single family residential waste stream (garbage plus recycling) and recycling rates.

Measure Description: The City's focus for the solid waste and recycling program in priority order is to reduce, re-use, recycle (3R's) and then have disposal as the last and the least preferred option for dealing with waste. The recycling rate alone is not a good measure since, if the rate goes up it can be good or bad depending if the waste stream has gone up, down or stayed the same accordingly. While it is still very difficult to measure the true success of reduction and re-use, we can get a sense through looking at the overall waste stream generated per household and partnering that with the overall recycling rate.

Importance: The goals of solid waste management are to minimize the solid waste stream and maximize waste reduction and recycling to support a healthy environment for the Redmond community.

Indicator 3: Percentage of streams that are considered to be healthy in an urban setting.

Measure Description: A measure to determine the health of a stream ecosystem by analyzing twelve significant streams and their native habitat. The measure relies on an index score based on the habitat that exists in the streams. An index score of 35 or higher is necessary to support native habitat.

Importance: Healthy waterways are a regional priority; Redmond strives to minimize the impact of urbanization on fragile stream ecosystems.

Indicator 4: Clean Drinking Water: Percent of water quality tests that meet compliance regulations.

Measure Description: Percentage of water quality tests that meet compliance standards.

Importance: The City recognizes the direct correlation between the health of Redmond residents and the water they drink. Setting and meeting a high standard indicates that water produced and purchased by the City meets customer expectations for safe drinking water.

Indicator 5: Greenhouse Gas Emissions: Percent reduction in Greenhouse Gas Emissions from City operations in alignment with the City's climate action plan.

Measure Description: Measures greenhouse gas emissions from City operations.

Importance: Strong scientific evidence suggests a connection between the increasing concentration of greenhouse gases and negative environment changes.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Clean and Green priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating a clean and green city, and the supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable in creating a clean and green city.

Outcome 1: Meet or Exceed our Air Quality/Carbon Footprint Standards and Goals

- Helps maintain Redmond's quality of life
- Contributes to building the foundation for Redmond's environmental legacy
- Good for the health of residents and visitors
- Good for the planet

Outcome 2: Meet or Exceed our Water Quality Standards and Goals

- Maintains compliance to local, state and federal water regulations
- Meets expectations of residents
- Part of a foundation for overall public health
- Water is an economic resource
- Part of a foundation for a healthy local ecosystem

Outcome 3: Meet or Exceed our Land Stewardship Standards and Goals

- Supports both air and water outcomes: Trees help to clean our air, and responsible land stewardship keeps our streams, lakes and other water sources clean
- Supports Growth Management Act urban growth boundary—no sprawl
- Preserves open spaces and trees for habitat and recreation
- Green space connects community to environment

Outcome 4: Reduce Consumption of Resources

- Supports all other outcomes of priority
- Decreases need for capital expenditures
- Conserves finite resources

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of a clean and green city.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Use the City's environmental plans to guide strategic investments and partnerships that support a clean and green environment

Objective 2: Support long and short range planning and implementation that sustains Redmond's natural resources and community vitality

Objective 3: Improve/enhance planning and service delivery through proactive engagement with the community, innovation, streamlined processes and efficient use of resources

Objective 4: Engage community to participate in actions that preserve Redmond's natural environment

Clean & Green

I want to live, learn, work and play in a clean and green environment

Meet or Exceed our Air Quality/Carbon Footprint Standards and Goals

- Helps maintain Redmond's quality of life
- Good for the planet
- Contributes to building the foundation for Redmond's environmental legacy
- Good for the health of residents and visitors

Meet or Exceed our Water Quality Standards and Goals

- Maintains compliance to local, state, and federal water regulations
- Meets expectations of residents
- Part of a foundation for overall public health
- Water is an economic resource
- Part of a foundation for a healthy local ecosystem

Meet or Exceed our Land Stewardship Standards and Goals

- Supports both air and water outcomes: Trees help to clean our air, and responsible land stewardship keeps our streams, lakes, and other water sources clean
- Supports Growth Management Act urban growth boundary– No sprawl
- Preserves open spaces and trees for habitat and recreation
- Green space connects community to environment

Reduce Consumption of Resources

- Supports all other outcomes of priority
- Convserves finite resources
- Decreases need for capital expenditures

CLEAN & GREEN
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
54	000030	Stormwater System Management	Public Works	12,053,434
58	000072	Urban Forestry Management	Parks	1,760,892
63	000073	Parks, Trails and Open Space	Parks	6,866,539
67	000037	Solid Waste Management	Public Works	2,061,397
71	000036	Ground and Surface Water Management	Public Works	5,902,825
76	000185	Environmental Sustainability	Public Works	526,284
			Total	**$29,171,371**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking	
			Staff	Civic
Public Works	000030	Stormwater System Management	1	2
Parks	000072	Urban Forestry Management	2	5
Parks	000073	Parks, Trails and Open space	3	3
Public Works	000037	Solid Waste Management	4	4
Public Works	000036	Ground and Surface Water Management	5	1
Public Works	000185	Environmental Sustainability	6	6

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000030

Stormwater System Management

What: Sustainable and efficient stormwater planning, engineering, construction, operation and maintenance supports healthy streams, clean water and green environment valued by Redmond residents. This offer meets the Clean and Green priorities of healthy urban streams and clean drinking water, through practices such as: cleaning catch basins to remove pollutants; building ponds and vaults to reduce flooding and stream erosion; restoring stream habitat; and helping clean water soak into the ground.

Why: Each year, 11 billion gallons of rain falls on the City. Most of the rain becomes stormwater runoff that may wash pollutants into the City's drinking water aquifer or streams and may overwhelm pipe or stream capacity. A properly managed (built and natural) drainage system prevents flooding, infiltrates clean water into the ground and removes pollutants. Stormwater runoff is the primary contributor to the decline of Puget Sound and is a risk to the City's drinking water aquifer. Stormwater systems are governed by complex and changing regulations meant to protect people and the environment. State law requires stormwater pollution prevention, capital projects and specific operation and maintenance to protect streams and other waterways.

Who: The Stormwater Utility's customers are its residential and business rate payers, their tenants and employees who rely on the services provided and regional stakeholders who benefit from a healthy Puget Sound. This offer meets the customers' needs and expectations while also benefiting everyone who lives, works, plays or invests in Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The Stormwater Utility provides staffing, materials and equipment to address many of the City's clean and green priorities and desired outcomes. Effective management of stormwater assets begins by understanding the life cycle of an asset, whether it is a pipe, catch basin, pond or stream. Engineering design and stormwater modeling are used to identify existing deficiencies and necessary improvements to support growth. Construction by capital projects or private development requires engineering and maintenance review to ensure new infrastructure functions properly. Assets are inspected, cleaned and repaired, making use of advanced technology like pipe cameras, vacuum trucks and the City’s solid and liquid waste separation facility. Information is captured to inform future planning and engineering and maintenance programs. Repairs may be accomplished by the maintenance crew, while larger repairs or replacements require engineering and capital project planning. Overall, the stormwater management level of service is Proactive.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000030

Stormwater System Management

Stormwater System Management elements include:

- Strategic Planning, Regional Coordination and Finance (Proactive) – Stormwater system planning has proactively focused on regional facilities that support growth in urban centers. These planning efforts need to expand to the rest of the City where staff must react to development proposals as they come in. Participation in regional committees helps Redmond receive substantial grants. Staff works Citywide on continuous improvement efforts such as resolving conflicts between downtown construction dewatering with drinking water aquifer protection or stormwater flood prevention. Financial planning, including budgeting, rate setting, revenue forecasting and expense monitoring, informs policy development and decision-making. Utility billing includes resolving customer service issues, billing for stormwater, managing and maintaining customer records for billing, collecting the utility's revenues and providing information to customers.
- GIS Data Analysis (Managed) – Data analysis supports all aspects of engineering and maintenance; asset management; performance measurement; tracking impervious areas for utility billing and capital project identification, rating and ranking.
- Inspection, Cleaning, Repair and Rehabilitation (Proactive) – Inspection uses camera tools and other methods to gather data about performance to identify cleaning, maintenance and replacement needs. These efforts help extend the useful life of assets and postpone capital expenditures. The City’s operating permit requires inspection of 220 vaults, 84 ponds and 110 biofiltration swales, as well as half of 11,434 catch basins every year. Over a five-year period, we also inspect over 189 miles of pipe and 100 miles of streams to understand flooding, erosion and habitat issues. These functions are fundamental to claims investigation, informing maintenance programs and infrastructure replacement planning. Cleaning uses specialty equipment to prevent street pollutants from entering streams and to reduce flooding. The permit requires cleaning within six months of inspection for catch basins identified as dirty and cleaning within one year for all other assets. Through asset management and inspection programs data is gathered to inform and prioritize asset repairs and rehabilitation.
- Capital Investment Planning, Development and Delivery (Proactive) – Stormwater system needs are identified through planning efforts, asset management programs and maintenance activities. Capital projects are completed through the Citywide Capital Investment Strategy and the six-year Capital Investment Program and construction coordinated with private development projects.
- Emergency Response (Reactive) – The Stormwater crew are the first responders when the City has a storm-related emergency or after-hours need. Whether it is clearing leaves from clogged storm grates, cleaning up spills and vehicular incidents to keep the system safe from contaminants, or rescuing dropped keys and ducklings that fall into catch basins, the crew responds to emergencies to protect the public and environment.

Demonstrated Efficiencies:

- Automated and removed duplicate steps in Utility Billing, saving 200 hours of work per year.
- Switched payment processing service providers saving the City $7,500 per year.
- Completed a pilot catch basin cleaning program that tracks efforts (reducing rework), ensures compliance with permit requirements and reduces catch basin inspections up to 30%.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000030

Stormwater System Management

Above Baseline: There are no above baseline requests for this offer.

Below Baseline:

2% Scalability ($244,554) – Reduce professional services and supplemental engineering staff that support comprehensive planning, low impact development deployment and development review, lowering the level of service toward Reactive ($180,554). Reduce seasonal maintenance staffing ($64,000) which reduces the level of service for vegetation control from Managed to Reactive, increasing customer complaints regarding neighborhood aesthetics, diverting staff from inspection and cleaning activities, reducing the number of catch basins that can be inspected and cleaned, impacting the performance measures and permit compliance and the performance of the stormwater system.

3% Scalability ($366,830) – In addition to the reductions above, reduce planning and coordination as well as stormwater comprehensive planning, thereby decreasing the strategic planning level of service to Managed ($62,276). Reduce maintenance ($60,000) of the Redmond Way Water Quality Facility by 25%, reducing the system's pollutant removal effectiveness and potentially impacting the average stream health score.

5% Scalability ($611,384) – In addition to the reductions above, eliminate engineering professional services ($157,330) that support comprehensive planning, regional facility performance monitoring and culvert capacity assessment. Lack of advanced planning slows development of public and private projects and leads to less effective infrastructure due to a reduced emphasis on design and review. Asset condition could not be properly assessed and maintenance efficiency would suffer, thereby reducing the planning level of service to Reactive. Maintenance operating supplies, engineering training and an engineering intern position ($60,000) would all be reduced. Contracted rain garden maintenance would be eliminated ($27,224). The City's stormwater system would be less able to accommodate growth and the percentage of healthy streams in Redmond's urban setting would be reduced.

Budget Changes: No changes to the baseline budget

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,529,830.79	$2,620,749.10	$5,150,579.89
Ongoing-Others	$3,433,399.00	$3,469,455.00	$6,902,854.00
Total	$5,963,229.79	$6,090,204.10	$12,053,433.89

	FTE Year1	FTE Year2
FTEs	21.40	21.40

Stormwater System Management Offer 000030

Inspect and collect data about the stormwater system

Measure: Number of catch basins inspected for maintenance needs

So that

Stormwater system needs for replacement, maintenance and growth are planned and implemented

Measure: Percentage of assets that meet level of service standards and are in fair or better condition

Measure: Percentage of catch basins cleaned within six months of inspection

So that

The stormwater system reliably protects public safety and the environment

Measure: Percentage of the City with adequate stormwater flow control

Measure: Percentage of stream length with good in-stream habitat

So that

The City meets or exceeds our water quality standards and goals

Measure: Percentage of streams that are considered to be healthy in an urban setting

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of catch basins inspected for maintenance needs*	958	825	2988	5717	5717	5717
Percentage of assets that meet level of service standards and are in fair or better condition **	N/A	N/A	N/A	80%	80%	80%
Percentage of catch basins cleaned within six months of inspection ***	97%	74%	99%	100%	100%	100%
Percentage of City with adequate stormwater flow control****	20%	22%	22%	23%	23%	23%
Percentage of stream length with good in-stream habitat	22%	19%	20%	23%	23%	23%
Percentage of streams that are considered healthy in an urban setting	22%	25%	38%	38%	38%	38%

* Catch basin inspection and cleaning has been increased due to regulatory requirements and operational efficiency.

** New measure, implementing with Asset Management Program.

*** Asset management implementation is focusing on cleaning to improve effectiveness, efficiency, and permit compliance.

****Determines the level of stormwater flow control (vaults, ponds, infiltration facilities etc.) being provided across the City to protect our (a) urban streams from excessive erosion due to high velocity flows and (b) drainage systems from excessive flooding due to flows greater than capacity.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PARKS **Id:** 000072

Urban Forestry Management

What: The urban forest in our community is comprised of trees on both public and private lands. Trees planted along public streets, preserved in natural areas, or planted in parks as well as trees within the landscapes of businesses or homes, all contribute to the urban forest. The active management of those trees on public property and encouraging participation from private property owners in the long-term care of this valued resource are both necessary to maintain and grow the urban forest.

Why: The trees in Redmond, whether in a park, along the street or in a neighbor's back yard positively contribute to the City's overall identity, encourage opportunities for community engagement and provide environmental benefits to the community. Individual trees, and those within restoration areas, provide and enhance habitat for wildlife. The management of the urban forest is not only about now, but largely about the future. Recent guidance from the Redmond community and City Council strongly support efforts to grow the tree canopy, currently measured at 38%, by planting 200 acres over the next 30 years to reach 40% of land area covered by tree canopy. Investments in tree care and land stewardship reap rewards with positive effects on climate, community health, and environmental sustainability while enhancing the beauty of neighborhoods and retail districts.

Who: Those affected by the services and programs represented in this offer cover a wide spectrum of the resident and business community. People of every age and from all walks of life benefit from trees and natural areas and can engage in the participatory management of forested natural areas or contribute to growing Redmond's canopy in their own back yard. People are impacted by the services provided in this offer when driving through the City's tree-lined streets, shopping in neighborhoods with beautiful trees or volunteering to restore natural areas. Enhanced tree canopy will benefit Redmond and the region now and for future generations.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The services provided in this offer contribute to meeting the outcomes identified in the Clean and Green budget priority as outlined below:

- Contributions to Air Quality and Carbon Footprint Standards – The activities that support healthy street trees, functioning natural landscapes, and effective ecosystems are completed under the guidelines that limit the use of chemicals and support the healthy growth of plant materials thereby supporting proactive environmental standards. Trees clean air. Proactive maintenance increases the success rate of trees reaping the greatest environmental benefits.
- Contributions to Land Stewardship – The City is proactive in planning and implementation of the

programs that support the management of street trees and stream corridors. The management of nearly 8,000 street trees is guided by a comprehensive street tree inventory regularly updated to reflect current conditions and maintenance activities. Habitat restoration along stream corridors regularly meets the performance goal of adding 2 acres each year to the overall number of restoration acreage. Current active restoration acreage equals 108 acres since the program was initiated in 1990.

- Engage Community – Volunteer contributions drive the success of the Green Redmond Partnership whose focus is the restoration of 1,035 acres of forested parkland. The partnership between the City of Redmond and Forterra, a local non-profit organization, has been active since 2009 and brought nearly 400 acres into active management with the support of trained volunteers. In 2017 over 3000 hours of volunteer labor, valued at nearly $95,000 contributed to the success of this program. In addition, two volunteer planting events are planned for stream corridor areas each year.
- Reduce Consumption of Resources – Trees near homes and businesses or over streets and parking areas moderate temperatures reducing the need for supplemental heating or cooling positively influencing the carbon footprint of a community. Trees in natural areas help to cool water temperatures for fish and wildlife and contribute to an integrated approach to the management of natural resources

Demonstrated Efficiencies:

- Public Works Streets Maintenance uses a work order system, to accurately track hours spent on managing trees in rights-of-way areas. Park Operations is currently setting up the work order system with a planned implementation for 2019.
- The management of the street trees located along major arterials and within downtown is guided by a comprehensive inventory updated regularly to reflect condition and maintenance activities.
- The leverage of volunteer-focused programs to support restoration activities in forested parkland and along stream corridors. Since 2009, over 25,000 hours of volunteer time valued at $560,000 has been effective in the restoration of forested parklands.
- The Tree Canopy Initiative, guided by public input, represents a cross-departmental, environmental initiative approach to maintaining forest health and increasing canopy.
- Training programs such as the Washington Conservation Corps are used to implement and maintain some restoration projects resulting in annual cost savings of $55,000, while supporting youth training in restoration management.

Above Baseline:

- Hazardous Tree Mitigation ($80,000 ongoing) – These contracted resources allow us to take a Proactive approach to identifying and addressing high-risk trees in high-use public park facilities or rights-of-way areas that have potential to cause harm to park patrons or neighboring private properties. This would result in identification and mitigation of additional hazardous trees.
- Expansion of Tree Canopy – The following multi-faceted programs are proposed to achieve the short-term goal of ultimately planting seven acres of trees annually.
    - Trees on public land ($122,000 one-time) – This funding supports the planting of two

acres of public land. Work could include site preparation, temporary irrigation, tree planting and maintenance to ensure establishment and may be completed by contracted or City staff.
    - Incentivizing Tree Planting on Private Land ($72,000 ongoing) – This public education and incentive program allows the City to increase its forested cover by providing trees to private property owners. Two hundred trees will provide approximately two acres of residential canopy.
    - Neighborhood Stewardship Program for Private Natural Areas ($25,000 ongoing) – Building on the success of the Green Redmond Partnership, this funding will provide the ability to expand efforts into natural areas under the responsibility of homeowner associations. These funds will support training for three to five stewards on two to three natural areas.
- Street Tree Maintenance ($100,000 one-time) – This dedicated funding will maintain our program and will assure trees are pruned away from blocking street signals, streetlights and signage at a Managed level. Public Works requires tree pruning at approximately 300 locations per biennium. Public safety and tree health will be increased.
- Small Aerial Lift Truck ($160,000 one-time and $20,371 ongoing) – A dedicated lift truck for the management of street and park trees will allow the City to maintain the Proactive level of service as the tree inventory increases and work sites gain complexity. The proper, dedicated equipment ensures the ability to respond forestry concerns in a timely manner. Current equipment is sized for, and shared with, Public Works who have priority use.

Below Baseline:

2% Scalability ($30,000) – This reduction would eliminate the replacement of street trees that fail due to health or vehicle damage. The result would be missing street trees affecting the continuity of tree plantings along streets and may impact the canopy over time. The level of service would change from Managed to Reactive.

3% Scalability ($44,000) – A 3% reduction includes items detailed above in addition to a reduction in the funding for the Green Redmond Partnership ($14,000). This would result in slowing the progress towards bringing forested parkland into active management. It would result in the level of service changing from Proactive to Managed.

5% Scalability ($73,081) – A 5% reduction includes items detailed above in addition to a greater reduction in the funding for the Green Redmond Partnership ($29,081). This would further impact the progress of bringing forested parkland into active management and decrease the ability to recruit or support volunteers.

Budget Changes:

- Funded one-time planting of two acres of trees on public land ($122,000)
- Funded one-time street tree maintenance around signals and streetlights ($100,000)
- City Council funded additional on-time planting of two acres of trees on public land ($122,000)

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PARKS **Id:** 000072

Urban Forestry Management

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$421,633.41	$436,044.11	$857,677.52
Ongoing-Others	$279,607.00	$279,607.00	$559,214.00
One-Time-Others	$222,000.00	$122,000.00	$344,000.00
Total	$923,240.41	$837,651.11	$1,760,891.52

	FTE Year1	FTE Year2
FTEs	3.54	3.54

Urban Forestry Management Offer 000072

We engage volunteers to remove invasive plants and rehabilitate urban forests and natural areas

Measure: Number of volunteer hours performed for stewardship opportunities

So that

We plant 1,400 trees per year to make progress towards the City's tree canopy goal

Measure: Number of trees planted on City lands

Measure: Number of subsidized trees provided to the public to encourage planting on private property

So that

We maintain forest health and safety of public trees throughout the City

Measure: Number of street trees pruned

Measure: Acres enrolled in active management for restoration

So that

We meet or exceed land stewardship standards and goals

Measure: Percentage of total Redmond land area covered by tree foliage

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of volunteer hours performed for stewardship opportunities*	3,616	2,533	3,160	3,000	3,000	3,000
Number of trees planted on City lands (*new*)**	N/A	N/A	N/A	N/A	1,200	1,400
Number of subsidized trees provided to the public to encourage planting on private property (*new*)**	N/A	N/A	N/A	N/A	150	250
Number of street trees pruned ***	1,270	1,744	730	1,500	1,500	1,500
Number of acres enrolled in active management for restoration	324	365	396	425	465	505
Percentage of total Redmond land area covered by tree foliage	38.40%	38.40%	38.14%	38.14%	38.10%	38.00%

* 2015 hours reflect extremely active forest steward
** New performance measure for 2019-2020
*** 2016 number addressed backlog of street tree pruning

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PARKS **Id:** 000073

Parks, Trails & Open Space

What: The Parks, Trails and Open Space offer provides maintenance services to ensure safe, welcoming and well-maintained park and municipal landscapes, athletic fields, lawn areas, rights-of-way landscapes and trails. The City of Redmond is defined as a clean and green community with 1,351 acres of property in 47 parks, 41 miles of trails and over 15 miles of rights-of-way landscapes. This offer also positively contributes to outcomes and objectives in each of the six budget priorities.

Why: The expectations of the Redmond community are clear: beautiful, well-maintained park spaces; manicured rights-of-way areas; high-quality sports fields; access to open spaces for respite and play; and accessibility to safe trails for use as transportation or recreation. While providing a great public benefit in personal experience and recreation, this offer also supports positive environmental contributions through best management practices that are good for the health of residents and visitors, and good for the planet – preserving open spaces, providing connecting trails and green spaces and practicing responsible land stewardship which contributes to the protection of neighboring streams and lakes.

Who: The entire Redmond community benefits from the services provided in this offer. Residents who regularly use trails and parks for passive or active use; employees of Redmond businesses who take advantage of nearby green spaces; users of public rental spaces for family gatherings, business meetings or to attend programmed activities and events; and even commuters through Redmond who enjoy the greenery of improved landscapes within the rights-of-way areas.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The services provided in this offer are at a Managed level of service and contribute to meeting the outcomes identified in the Clean and Green budget priority and consistently receive a positive survey response from the community on its satisfaction with maintenance of parks, trails and green space.

- Contributions to Air Quality and Carbon Footprint Standards – The activities that support a vibrant park system, serene open spaces, safe trails and clean park amenities are completed under guidelines that limit the use of chemicals, support healthy growth of plant materials and minimize energy use, thereby supporting proactive environmental standards. Our ability to introduce park users to nature and active recreation provides the base for a healthy community. Parks are the visual and tactile base for the environmental legacy which defines Redmond.
- Contributions to Land Stewardship – Through landscape management practices that support

clean air and water, the services in this offer are a positive influence and role model for responsible stewardship. Trails, maintained for safety and access, provide green connections between neighborhoods and through parks. Parks, managed for active and passive recreation, provide habitat for wildlife and play spaces for youth and adults. Every maintenance activity is completed with consideration for the lowest impact to the environment.

- Engage Community – Organized groups have a history of seeking out opportunities to contribute to the maintenance and improvement of park spaces. During 2017 over 560 hours of volunteer time, valued at over $15,000, contributed to park maintenance or improvements, including trail work at Farrel-McWhirter Park by Overlake School and sports field preparation at Hartman Park by Redmond High School and Redmond Little League.
- Reduce Consumption of Resources – Thoughtful, long range maintenance practices, such as the application of woody mulch and proper plant selection are elements of an integrated approach resulting in reduced needs for water, fertilizers and herbicides.

Demonstrated Efficiencies: Park Operations continually implements time and/or cost saving practices to gain efficiencies and improve the customer experience. Examples include:

- The use of cork infill rather than crumb rubber on the synthetic turf at Perrigo Park which was selected to protect the underlying aquifer which provides 40% of the City's drinking water.
- The incorporation of a compact utility loader increasing work production and providing gained efficiencies during tree removals, ground preparation and material movement resulting in savings of $13,000 per year.
- The initial development of an Operations Plan, documenting business processes and work priorities of the Park Operations Division.
- The planned implementation of an asset management system will aid in the proactive management of assets through automation.

Above Baseline:

- Maintenance of New capital Projects ($54,284 ongoing) – Funding is required to provide the resources to manage and maintain recently constructed projects or planned projects to be completed within the next two years. These projects include: Redmond Way landscaping improvements, Bear Creek Parkway landscaping and Gilman Landing. This funding will provide for a Managed level of service for these capital projects.
- Supplemental Conversion 0.32 Full Time Equivalent (FTE) Position ($65,448 ongoing) – In 2018 we completed a Supplemental Lean Process that identified a strategy to convert some supplemental staff hours to full time staff hours. Currently Park Operations has one 0.68 FTE Maintenance Technician position. The requested 0.32 FTE will be used to convert the 0.68 FTE to 1.00 FTE position. Funding for this position will be drawn from current supplemental salaries and benefits; therefore, this conversion is budget neutral.
- Lucity (asset management system) Mobile Devices Service Contract ($24,000 ongoing) – This funding is for the yearly service contract to support the use of mobile devices. Mobile access allows staff to create and complete work orders, access and enter asset data and utilize GIS mapping in the field while performing work. The purchase of mobile devices is supported in the Technology and Data Systems offer.
- Bike Park Volunteer Service Agreement ($10,000 ongoing) – This contract will provide the field

and volunteer expertise to build and support an engaged volunteer community in the ongoing maintenance of this unique park and provide for hosting skill-building workshops.

Below Baseline:

2% Scalability ($131,758) – Landscaped rights-of-way areas – This is a reduction in the service level from Managed to Reactive at the contracted areas at SR 202 (I-520 to City limits), NE 90th St. Bridge, Willows Rd., 140th Ave. NE, Redmond Way (140th to 132nd), NE 70th St./Old Redmond Rd. and 188th Ave. NE/NE 76th St. If the funding for these services is reduced, aesthetic appeal of these areas will be affected (excessive weeds, litter and overgrown plants) resulting in decreased customer satisfaction. Liability maintenance and irrigation would continue at these sites.

3% Scalability ($198,137) – A 3% reduction includes items detailed above in addition to the following: Landscaped rights-of-way areas ($66,379) – This is a reduction in the service level from Managed to Reactive at the contracted areas at Redmond Way at West Lake Sammamish Pkwy, 156th Ave. NE and NE 36th St. Bridge. If the funding for these services is reduced, aesthetic appeal of these areas will be affected (excessive weeds, litter and overgrown plants) resulting in decreased customer satisfaction. Liability maintenance and irrigation would continue at these sites.

5% Scalability ($329,895) – A 5% reduction includes items detailed above in addition to the following: Landscaped rights-of-way areas ($131,758) – This is a reduction in the service level from Managed to Reactive at the contracted areas at 148th Ave NE, West Lake Sammamish Pkwy, NE 116th Roundabouts and Avondale Rd. If the funding for these services is reduced, aesthetic appeal of these areas will be affected (excessive weeds, litter and overgrown plants) resulting in decreased customer satisfaction. Liability maintenance and irrigation would continue at these sites.

Budget Changes:

- Funded ongoing maintenance of new capital projects ($54,284)
- Funded ongoing 0.32 Maintenance Technician FTE through the conversion of supplemental position funding (budget neutral)
- Funded ongoing service contract for asset management system mobile devices ($24,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,331,043.12	$2,405,099.78	$4,736,142.90
Ongoing-Others	$1,065,197.00	$1,065,199.00	$2,130,396.00
One-Time-Others	$0.00	$0.00	$0.00
Total	$3,396,240.12	$3,470,298.78	$6,866,538.90

	FTE Year1	FTE Year2
FTEs	18.27	18.27

Parks, Trails and Open Space
Offer 000073

We maintain parks, structures, playgrounds, sports fields, trails and park sidewalks

Measure: Average cost per acre to maintain developed neighborhood parks

So that →

The community has access to safe and natural spaces to gather for passive or active recreation

Measure: Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office

So that →

The community experiences natural habitats, healthy spaces and connects to the environment

Measure: Percentage of residents satisfied with maintenance of parks, trails and green space

So that →

The City meets or exceeds land stewardship standards and goals

Measure: Percentage of Redmond residents satisfied with the protection of the natural environment

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Average cost per acre to maintain developed neighborhood park*	$9,954	$9,379	$10,855	$10,365	$10,572	$10,783
Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office**	N/A	N/A	46%	46%	46%	46%
Percentage of residents satisfied with maintenance of parks, trails and green space***	92%	92%	85%	85%	87%	88%
Percentage of Redmond residents satisfied with the protection of the natural environment****	N/A	N/A	70%	71%	72%	73%

* Parks measured include Nike, Viewpoint, Westside, Meadow, Cascade View, Willows Creek, Sunset Gardens
** Level of Service adopted in 2017 Parks, Arts, Recreation, Culture and Conservation (PARCC) Plan (100% of Redmond's residential population plus 25% of employment population).
*** Survey question changed in 2017 from Very Satisfied/Somewhat Satisfied to 1-5 scale of satisfaction
**** New survey question in 2017

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000037

Solid Waste Management

What: The Solid Waste Management offer provides garbage, recycling and composting services to Redmond residents, businesses and City facilities. Redmond's single-family residents divert 66% of all their waste by recycling and composting, multi-family 20% and commercial 37%. The overall diversion rate for the City is 44% (weighted average). We achieve this diversion rate by implementing innovative and strategic programs that are cost effective.

Why: All garbage generated within the City is disposed of at Cedar Hills Landfill. Landfills are a major contributor to greenhouse gas emissions. Their capacity is finite; once the landfill is closed, fees will rise as our region must turn to other, more expensive disposal options such as transporting garbage to landfills farther away. To maintain low garbage fees, it is important to extend the life of the Cedar Hills Landfill for as long as possible in an environmentally sustainable manner. To meet these challenges and to comply with state law which requires municipalities to plan for solid waste management, Redmond is part of a regional strategy to "Reduce, Reuse and Recycle." Therefore, the goals of this offer are to help reduce resource consumption, maximize recycling and composting, ensure safe disposal and provide cost-effective and efficient customer service to rate payers.

Who: The primary customers of this offer are 12,000 residential households and 900 businesses/multi-family complexes that subscribe to garbage, recycling and organics collection. Garbage collection is also needed for municipal operations, such as City Hall, parks, on-street garbage cans and community events, including Derby Days, Redmond Lights and So Bazaar. The Solid Waste Management offer also supports King County in comprehensive planning for the regional solid waste management system. This biennium we will have an increased focus on multi-family recycling and composting as this sector has the lowest recycling/composting rates and represents most of new home construction in Redmond. Everyone who lives, works, shops in or visits Redmond enjoys clean City streets and sidewalks that are clear of litter and trash.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This offer results in a reduction of waste and consumption of resources, which decreases greenhouse gas emissions from garbage generated within the City. It also results in responsible government and customer service by providing garbage, recycling and compost collection services at a reasonable cost to residents and businesses. Finally, the offer creates opportunities for residents to participate in environmental stewardship, assisting them as they set up recycling and waste reduction systems at home and work. In this way, the recycling rate and solid waste stream for single-family residences, a dashboard measure, is an indicator of the community's waste prevention efforts. Activities funded by this offer include:

- Solid Waste Contract – The City's ten-year contract with Waste Management to collect garbage, recycling (paper, plastics, glass, metal, etc.) and organics continues through 2026. Oversight of the Waste Management contract is currently provided at a Proactive level of service. It includes monitoring contract compliance, resolving customer complaints, overseeing annual outreach to multi-family customers and directing the production of Waste Management's educational materials. In turn, Waste Management has been an active partner with the City on outreach, operations issues and community events such as Derby Days and Redmond Lights.
- Community Recycling Events – Residential materials that are either too bulky or too difficult to recycle or dispose of through the weekly curbside service (such as tires, batteries, metal, appliances, toilets, furniture and construction debris) can be recycled/disposed of at three collection events. In 2017, Redmond collected more than 265 tons of material at recycling events. The events are funded mostly by County and State grants. The events also partner with the community organization Hopelink, which collects food and cash donations from participants that attend the event. Staff have also added separate Styrofoam and paper shredding events throughout the year.
- In-house (City facilities) Waste Reduction – To be completed in 2018, Redmond is currently undergoing a "recycling refresh" of all City facilities. The purpose is to reduce the City's carbon footprint and waste stream by leading in the use of best management practices, such as garbage/recycling containers that are consistent and co-located across the City campuses and organics collections at many City facilities. The focus in 2019-2020 is to maintain the new systems and continue providing staff education at a Managed level of service.
- Regional Coordination – As part of the King County solid waste system, the City participates in regional advisory committees related to operation of its transfer stations, solid waste comprehensive planning, Cedar Hills landfill and solid waste programs. The cost to operate the King County system is funded by garbage customers through disposal costs in their garbage bills. This offer helps keeps those costs manageable.

Other programs include grant administration, residential and commercial outreach programs, litter pick-up, support for State legislation and regional efforts to take back electronics, compact fluorescent bulbs and medicine. As a whole, the Solid Waste offer provides a range of proven strategies to help Redmond realize the vision of a clean and green community.

Above Baseline:
Zero Waste Program ($200,000 one-time) – Development of a plan and timeline for the implementation of programs to reduce, reuse and recycle 95% or more of the solid waste stream from businesses and residents of the City.

Below Baseline:

2% Scalability ($37,228) – A 2% reduction in expenses could be achieved by allowing residents to enter each collection event only once. Some residents return to a recycle event multiple times in one day, typically bringing loads of garbage and not recyclables. Limiting one load per event will reduce costs of collection events by $30,000 over the biennium. The cost for garbage collection at recycle events is not reimbursable by grants. Solid waste management information in the Redmond Focus would also be eliminated, this would save $8,000 biennially.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000037

Solid Waste Management

3% Scalability ($55,842) - A 3% reduction in expenses could be achieved by implementing the 2% scalability and discontinuing the food waste challenge ($20,000 biennially). The challenge teaches participants how to reduce food waste. The program engages the community directly through residents signing up for the program and staffing a booth at community events.

5% Scalability ($93,070) - A 5% reduction in expenses could be achieved by eliminating garbage disposal at recycle events ($100,000). Only recyclable materials would be accepted at recycle events. This could increase the potential for illegal dumping of garbage. The cost for garbage collection at recycle events is not reimbursable by grants.

Scalability will negatively affect the solid waste stream performance measure by increasing garbage tonnage, due to more organics in garbage, and the percent of solid waste recycled with less community education about proper recycling.

Budget Changes:

Funded one-time development of a Zero Waste Program ($200,000)

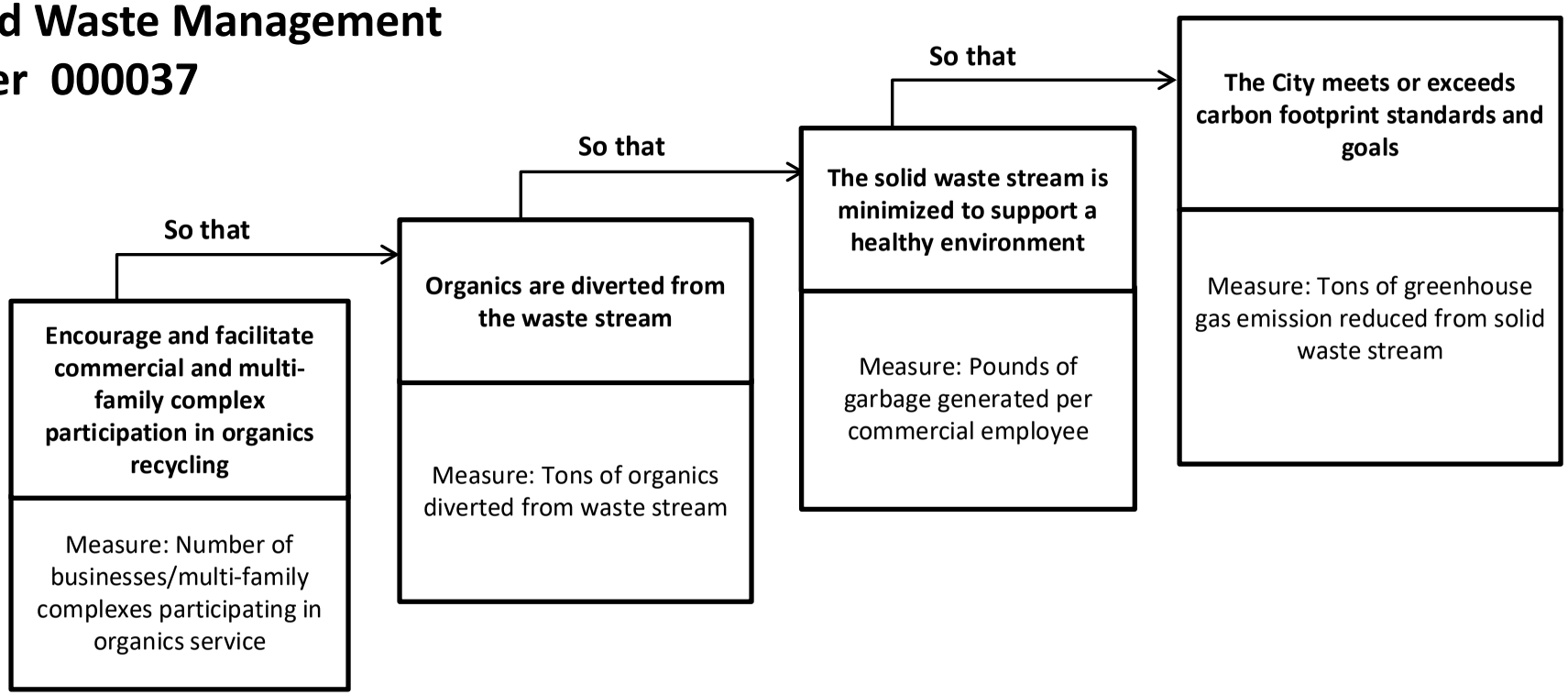
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$468,421.84	$484,204.59	$952,626.43
Ongoing-Others	$454,289.00	$454,482.00	$908,771.00
One-Time-Others	$100,000.00	$100,000.00	$200,000.00
Total	$1,022,710.84	$1,038,686.59	$2,061,397.43

	FTE Year1	FTE Year2
FTEs	3.35	3.35

Solid Waste Management
Offer 000037



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of commercial and multi-family complexes participate in organics service	169	173	235	265	295	325
Tons of organics diverted from waste stream as a result of participation	600	690	698	708	718	728
Pounds of garbage generated per commercial employee	387	394	N/A	390	388	385
Tons of greenhouse gas emissions reduced from solid waste stream	2,280	2,622	2,652	2,690	2,732	2,766

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000036

Ground & Surface Water Mgmt

What: The Ground and Surface Water Management offer protects residents and the environment from pollution. This is achieved by preventing pollution from being released, monitoring environmental changes and developing policies and programs that maintain and enhance the health of the environment. Protecting the City's drinking water supply, streams and lake, increasing tree foliage and protecting the community from pollution ensure a good quality of life and supports a strong economy.

Why: Redmond's aquifer supplies approximately 40% of the City's drinking water. Redmond's surface waters, such as the Sammamish River, are home to endangered fish and integral to the community's outdoor spaces. Rain that falls on Redmond creates 11 billion gallons of stormwater runoff that erodes our streams and pollutes our environment.

Who: This offer provides services to those that drink water in Redmond, swim in Lake Sammamish, recreate in or along the Sammamish River or value salmon as an iconic species of the Pacific Northwest. Programs in this offer support other departments, our community and the region.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This offer results in protecting and reducing risk to our drinking water aquifer, managing pollution in our environment, restoring and maintaining the health of our streams and protecting people from pollution. Redmond has strategically developed programs that address the intent of multiple regulations, making programs more effective and holistic at protecting people and the environment. This offer directly contributes to the Clean and Green and Infrastructure priorities and desired outcomes.

Ground and surface water management elements include:

- Pollution Prevention (Managed) – Efforts focus on inspection, outreach, technical assistance and spill response. In 2017, 1,860 gallons of hazardous materials were properly disposed and 4,208 gallons were placed in secondary containment. Prevention programs include stormwater infrastructure inspection/cleaning in commercial and multifamily developments to prevent pollution of streams and groundwater, business inspections to inform the community about proper hazardous materials storage and reduction practices and spill response minimizing releases. Efforts are focused on achieving voluntary compliance and establishing positive relationships.
- Monitoring (Proactive) – Groundwater monitoring protects our drinking water aquifer by

providing early warning of potential water supply contamination. Groundwater samples are collected semi-annually for routine analysis and to investigate emerging issues. Monitoring stream health reveals whether actions identified in the long range stream restoration plan are improving conditions. Monitoring restoration sites is a permit requirement to ensure success of environmental mitigation efforts.

- Stream and Buffer Enhancement (Proactive) – Maintenance of 100 acres of restoration sites is critical to the long-term success and health of stream and buffer areas. These native plant assets provide increasing environmental value over time if maintained and managed. Maintenance is performed cost-effectively through federally subsidized Washington Conservation Corps.
- Regional, Community and Cross Departmental Partnerships (Proactive) – Includes drinking water quality monitoring, salmon recovery, regulatory compliance, improving stormwater management, regional drinking water supply sustainability, stream pollution cleanup alternatives and improving the performance of low impact development techniques. Redmond's regional leadership results in the ability to acquire state and federal funds to implement programs in this offer.
- Planning Efforts (Managed) – Focuses on implementation of Comprehensive Plan policies, municipal stormwater permit requirements, zoning and municipal code changes, critical areas policy changes and implementation of our long range stream recovery plan. Wellhead protection planning includes risk management and assessment/planning for emerging risks.

Demonstrated Efficiencies:

- Conducted a Wellhead Protection and Low Impact Development Stakeholder Engagement process that clarified the community's expected level of service to inform code and policy changes and direct future work. This has saved time compared to past engagement processes by as much as 70%.
- Implemented a new Temporary Construction Dewatering policy to evaluate and charge developments for impacts to the water supply. This provides transparency and predictability for developers during their planning efforts. Cost savings to the water utility were $46,378 in 2017 and are expected to increase in 2018.
- Coordinated groundwater monitoring well and drinking water supply well testing reduced redundancy and rework (approximately 150 hours per year) due to real-time understanding of the aquifer and supply well conditions.
- Began evaluating impacts to drinking water supply using the new groundwater model – this will focus staff time on priority areas for protection and reduce the potential for negative impacts.
- Cross-trained and coordinated Public Works inspections of businesses, reducing the number of separate visits to businesses, saving them and the City time and money.
- Implemented telemetry technology to collect rain gauge data, reducing staff time by 80% (40 hours per year).
- Secured $230,000 of state and federal funding during the biennium to fund utility programs.

Above Baseline:

- Temporary Construction Dewatering Economic Analysis ($75,000 one-time) – Conduct a comprehensive cost/benefit analysis of long-term options to address the interrelated issues of

aquifer protection, drinking water supply production and economic impacts to Downtown development if below ground construction is limited. Analysis will dovetail with current planning studies to determine policy direction. Results in reduced future monitoring/modeling costs.

- Groundwater Modeling and Monitoring Phase 2 ($120,000 one-time) – Evaluate groundwater impacts due to temporary construction dewatering. This increase provides modeling during project planning and monitoring during construction that builds on completed Phase 1 efforts. This would identify adverse changes in groundwater quality early and aids in preventing groundwater quality standards exceedances until the Temporary Construction Dewatering Economic Analysis is complete and policy is adopted.
- Regional Stream Monitoring Program (*$80,000 ongoing) – Join regional stream monitoring program to comply with municipal stormwater permit requirements.

Below Baseline:

2% Scalability ($115,531) – Postpone 2020 update of Citywide Watershed Management Plan ($50,000). Level of service reduction to Managed. Reduce number of new plantings, Washington Conservation Corps staff and tools ($40,000) that work to improve stream buffers through vegetation maintenance. This will worsen stream health scores. Level of service reduction to Reactive. Postpone replacement of pipe camera ($25,531). Without a pipe camera it will be challenging to assess the condition of wastewater pipes.

3% Scalability ($173,297) – In addition to 2% reductions, eliminate replacement plant and plant protection from beaver damage to maintain existing restoration sites ($10,000). Results in reducing success of mitigation sites, creates need for future removal of invasive plants and replanting native plants to maintain stream health. Level of service reduction to Reactive. Reduction in groundwater monitoring ($47,766) reduces the monitoring wells sampled by 1/3, reduces nimbleness to investigate spills and quality impairments and eliminates ability to monitor for emerging impacts to the aquifer. Level of service reduction will change from Managed to Reactive.

5% Scalability ($288,828) – In addition to 2% and 3% reductions, eliminate the Washington Conservation Corps full time federally subsidized crew ($115,531). Maintenance would be done by contracted landscapers and focused on new sites (approximately thirty acres) and only permit-required maintenance would be performed. Level of service reduction from Managed to None. This reduction will eliminate non-permit-required maintenance of restoration sites. Sites not maintained beyond the permit-required maintenance schedule typically fall back to invasive plants and are not successful.

Budget Changes:

- Funded one-time Temporary Construction Dewatering Economic Analysis ($75,000)
- Funded one-time Groundwater Modeling and Monitoring Phase 2 ($120,000)
- Funded ongoing Regional Stream Monitoring Program ($80,000)
- Unfunded 1.00 Planner FTE, repurposed existing FTE to Environmental Sustainability Program Manager FTE in Offer 000185 ($271,705)

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000036

Ground & Surface Water Mgmt

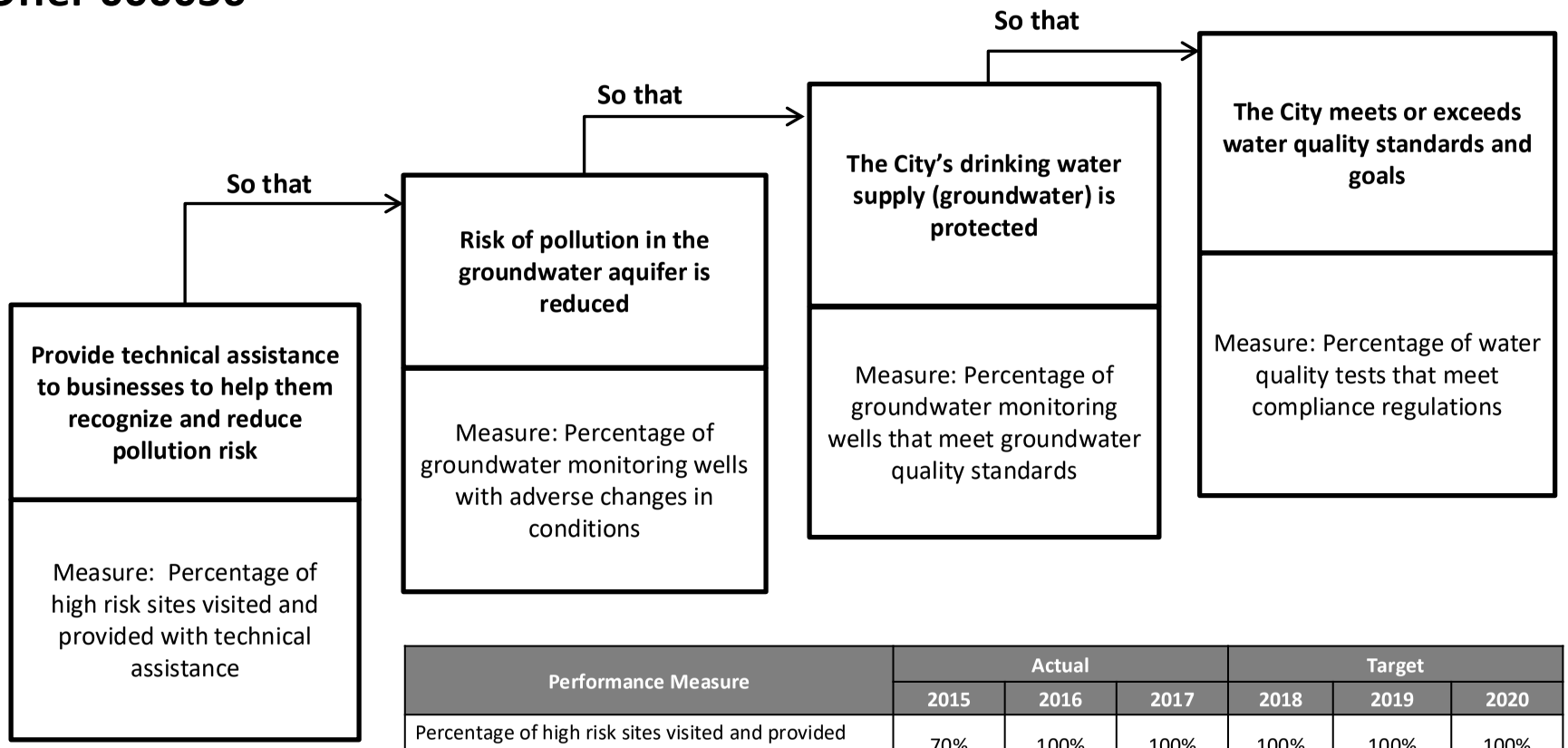
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,357,356.07	$1,405,835.50	$2,763,191.57
Ongoing-Others	$1,432,509.00	$1,512,124.00	$2,944,633.00
One-Time-Others	$135,000.00	$60,000.00	$195,000.00
Total	$2,924,865.07	$2,977,959.50	$5,902,824.57

	FTE Year1	FTE Year2
FTEs	9.84	9.84

Ground and Surface Water Management
Offer 000036



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of high risk sites visited and provided with technical assistance	70%	100%	100%	100%	100%	100%
Percentage of groundwater monitoring wells with adverse changes in conditions	14%	0.03%	12%	0%	0%	0%
Percentage of groundwater monitoring wells that meet groundwater quality standards*	51%	51%	44%	60%	60%	60%
Percentage of water quality tests that meet compliance regulations	100%	100%	100%	100%	100%	100%

*Tracks the baseline health of the Redmond alluvial aquifer. The results can be biased by the locations sampled, therefore small changes from year to year can result. A trend in declining quality would be a true indicator of changes in aquifer health.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000185

Environmental Sustainability

What: The Environmental Sustainability offer encompasses strategic planning, project development, coordination of activities and administration to reduce greenhouse gas emissions from City operations and the community consistent with Council's 2014 Climate Action Plan. It also coordinates the diversity of policies, programs and projects that address the environmental impacts of climate change and energy, land use, buildings, transportation, water, stormwater, solid waste, and urban forests.

Why: Effective stewardship of Redmond's natural environment impacts the quality of life and community vitality of Redmond's residents, employees, businesses and visitors. Fostering Redmond's green, environmentally-conscious character increases the City's desirability as a location to live, work and play both now and in the future. The City has also pledged to work toward meeting the Paris Agreement, an agreement to meet greenhouse gas emission reduction goals as part of a broader commitment to addressing the impacts of climate change.

Who: All residents and businesses within the City of Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This offer provides a Managed level of service and includes:

- Tracking greenhouse gas emissions from City operations and the broader Redmond community.
- Responding to grant and other unique opportunities to obtain financial resources for energy efficiency and sustainability innovations for City operations.
- Cross-departmental collaboration and coordination of messaging around environmentally-oriented programs that reduce greenhouse gas emissions, increase energy efficiency, conserve water, reduce waste streams, enhance tree canopy, preserve open spaces, improve habitat, and increase mobility choices.
- Collaboration with the King County-Cities Climate Collaboration (K4C) to seek regional and State solutions to address greenhouse gas emission reduction.

Above Baseline: Environmental Sustainability Study ($250,000 onetime) – Study to review current activities and develop a list of sustainability projects and programs that can enhance the City's reduction of greenhouse gas emissions, and advance the integration of sustainable practices into the overall organization in a systematic, coordinated, and financially responsible manner.

Budgeting by Priorities

Budget offer

Clean & Green

Department Name: PUBLIC WORKS **Id:** 000185

Environmental Sustainability

Below Baseline:

2% Scalability ($1,323) - A 2% reduction below baseline would reduce staffing and the ability to identify energy efficiency improvements. These improvements save the City dollars in the long term as operational costs, particularly energy bills and maintenance requirements, are reduced.

3% Scalability ($1,985) - A 3% reduction includes all the impacts identified for a 2% reduction, along with reducing the number of hours available for tracking greenhouse gas emissions in the City and the community, resulting in significant delays in data available for decision making about policy and program implementation.

5% Scalability ($3,308) - A 5% reduction includes all the impacts of a 3% reduction, along with reduced cost savings to the City from pursuing and obtaining resources for community-focused energy efficiency investments.

Budget Changes:

- Funded one-time Environmental Sustainability Study ($200,000)
- Funded 1.00 Environmental Sustainability Program Manager FTE, repurposed from existing Planner FTE in Offer 000036 ($271,705)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$159,984.77	$152,299.14	$312,283.91
Ongoing-Others	$7,000.00	$7,000.00	$14,000.00
One-Time-Others	$100,000.00	$100,000.00	$200,000.00
Total	$266,984.77	$259,299.14	$526,283.91

	FTE Year1	FTE Year2
FTEs	1.20	1.20

Environmental Sustainability Offer 000185

City proactively seeks feedback about the community's priorities regarding environmental sustainability

Measure: Number of residents participating in stakeholder engagement or input opportunities

So that

City's strategic direction for environmental sustainability is informed by community feedback and implemented within stated timeframes

Measure: Percentage of strategic plan initiatives that are started within stated timeframes

So that

Community priorities and strategic outcomes remain in alignment

Measure: Percentage of community responding positively to the future direction of the City

So that

The City meets or exceeds environmental stewardship standards and goals

Measure: City of Redmond government operations greenhouse gas emissions

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of residents participating in stakeholder engagement or input opportunities (New Measure)	N/A	N/A	N/A	N/A	100	100
Percentage of strategic plan initiatives that are started within stated timeframes. (New Measure)	N/A	N/A	N/A	N/A	90%	90%
Percentage of community responding positively to the future direction of the City	70%	70%	69%	85%	85%	85%
City of Redmond government operations greenhouse gas emissions (tonnes eCO2)	6,350	5,720	5,060	5,278**	4,524***	6,032*

*Represents 20% below 2008 baseline (note: target already being met)
**Represents adopted 2030 goal
***Represents adopted 2040 goal for community

DIVERSE & CONNECTED COMMUNITY

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

DIVERSE AND CONNECTED COMMUNITY

I WANT A SENSE OF COMMUNITY AND CONNECTIONS WITH OTHERS

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community.

Measure Description: Surveyed response to a "sense of community" question, intended to measure resident sense of connectedness.

Importance: Redmond strives to foster a community where residents feel connected through cultural and governmental organizations and initiatives.

Indicator 2: Percentage of Redmond residents agreeing that Redmond welcomes a diverse community.

Measure Description: A measure to reflect the perception of openness and welcome to all community members.

Importance: Redmond's diversity is its strength, which should be reflected in welcoming all individuals who live, work, and recreate in the City.

Indicator 3: Percentage of Redmond residents very satisfied or satisfied with community events and volunteer opportunities.

Measure Description: A measure used to determine the degree to which community members can be actively involved in their community.

Importance: Not everyone seeks to be involved in community events but the measure will capture those who want such involvement. The indicator is not exclusive to participation in City programs and events, but rather speaks to participation in other types of community programs (e.g. church, non-profit, organized sports, etc.).

Indicator 4: Ratio of supply of affordable homes to demand of affordable homes (includes both low and moderate income levels).

Measure Description: Ratio of supply of affordable units to demand of affordable units (includes low and moderate income levels).

Importance: Redmond uses inclusionary zoning to provide affordable homes to those earning 80% of the countywide median income. In addition, the City is a part of A Regional Coalition for Housing (ARCH) supporting the region-wide efforts to provide homes affordable at low and moderate income levels.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Diverse and Connected Community priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating a diverse and connected city, and the supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable in creating a diverse and connected city.

Outcome 1: An Inclusive and Welcoming Redmond

- Increases community vibrancy and vitality
- Makes Redmond a destination for diverse populations of residents and businesses
- Creates a sense of safety
- Provides welcome expansion of employee base for businesses
- Creates sense of community and mutual respect, everyone feels like they belong
- Exposure to other ideas and cultures helps increase acceptance as the community becomes more diverse

Outcome 2: People-Centered Places and Programs

- Creates activities and venues for people to gather, connect, interact, and share experiences
- Promotes a comfortable, accessible, and safe environment to live, work and play
- As density increases and living space decreases, provides gathering spaces and opportunities to recreate outside of the home

Outcome 3: Shared Cultural Community Celebrations

- Creates opportunities to celebrate our diverse community
- Builds a unique sense of community and identity

- Creates a marketing opportunity for local businesses
- Brings people together
- Experiencing and learning about other cultures helps people find similarities, respect differences, and break down barriers

Outcome 4: Engaged and Informed Community

- Develops mutual respect
- Receipt of resident feedback helps guide the City in creating better interactions with City services
- Engaged residents are more likely to care and make a positive difference in the community
- Public feels encouraged to participate in City business
- Community has a choice of options for how they stay informed

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of a diverse and connected city.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Promote welcoming community and civic partnerships to address community needs and human services

Objective 2: Connect with the local and regional community through broad and inclusive communication and public engagement strategies

Objective 3: Provide activities, recreation, and events to gather and celebrate our community

Objective 4: Create public and private spaces to promote shared experiences

Objective 5: Provide a variety of platforms to communicate with the community

Objective 6: Provide multi-lingual communication

Objective 7: Recruit and support externally-produced events and activities

Objective 8: Provide a broad range of volunteer opportunities for the public to participate in city activities and human services

Objective 9: Incent opportunities for private sector development of public gathering spaces

Objective 10: Promote a diverse City of Redmond workforce that reflects the community

a. Intentionally connect students and under-represented populations with government service opportunities

Objective 11: Create a sense of safety and build resiliency by helping others get to know their neighbors

Objective 12: Foster neighborhood identity through block parties, neighborhood signs, trails, etc.

Objective 13: Promote planning and development that supports affordable housing options

Diverse & Connected Community

I want a sense of community and connections with others

An Inclusive and Welcoming Redmond

- Increases community vibrancy and vitality
- Makes Redmond a destination for diverse populations of residents and businesses
- Creates a sense of safety
- Exposure to other ideas and cultures helps increase acceptance as the community becomes more diverse
- Provides welcome expansion of employee base for businesses
- Creates sense of community and mutual respect, everyone feels like they belong

People-Centered Places and Programs

- Creates activities and venues for people to gather, connect, interact, and share experiences
- Promotes a comfortable, accessible, and safe environment to live, work and play
- As density increases and living space decreases, provides gathering spaces and opportunities to recreate outside of the home

Shared Cultural Community Celebrations

- Creates opportunities to celebrate our diverse community
- Experiencing and learning about other cultures helps people find similarities, respect differences and break down barriers
- Builds a unique sense of community and identity
- Creates a marketing opportunity for local businesses
- Brings people together

Engaged and Informed Community

- Receipt of resident feedback helps guide the City in creating better interactions with City services
- Engaged residents are more likely to care and make a positive difference in the community
- Public feels encouraged to participate in City business
- Community has a choice of options for how they stay informed
- Develops mutual respect

DIVERSE & CONNECTED COMMUNITY
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
85	000055	Recreation Connects Community	Parks	10,065,685
90	000080	Housing and Human Services	Planning	4,187,842
95	000065	Community Engagement and Outreach	Executive	6,104,068
100	000175	Arts and Events	Parks	1,882,835
			Total	**22,240,430**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking	
			Staff	Civic
Parks	000055	Recreation Connects Community	1	2
Planning	000080	Housing and Human Services	2	1
Executive	000065	Community Engagement and Outreach	3	3
Parks	000175	Arts and Events	N/A*	N/A*

*Offer not ranked by Results Teams

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PARKS **Id:** 000055

Recreation Connects Community

What: The vision of Parks and Recreation is to build community through people, parks and programs. We encourage interaction while promoting healthy living through fitness classes, inclusive learning through art, environmental sustainability through the Farrel-McWhirter Farm School and volunteerism through social enrichment programs. We manage spaces for community members to gather with friends and neighbors, to celebrate and meet new people.

Why: Recreation activities and services create opportunities for community members from diverse backgrounds to connect. A wide range of activities include opportunities for lifelong learning, skill building, social enrichment, creative thinking, healthy living, connection with nature and the outdoors and community engagement through volunteerism. Density in Redmond's downtown corridor has increased, and community members use public spaces as their backyard.

Who: We are welcoming to all. Our customers include toddlers, youth, teens, adults, seniors and people with various levels of ability. Our activities and spaces reflect the diversity of our City, with 25+ hours per week rented for cultural programs such as Indian Dance, Tamil language, Jummah Prayer and annual celebrations such as Diwali, Ramadan and Chinese New Year. One percent of our annual program revenue provides scholarships for low-income residents.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The baseline recreation offer includes the administration of a variety of activities at three community centers, City parks and partner facilities.

- Programs: We provide community members of all ages 2,693 diverse and accessible activities such as basketball, camps, equestrian, art and activities for people with various levels of ability. We offer after-school programs for teens and drop-in activities at all our centers. Many participants later re-connect as volunteers and employees. Service levels range from Reactive to Proactive depending on the activity.
- Places: Recreation maintains inclusive spaces for gatherings and community building. In 2017 we relocated from the Old Redmond Schoolhouse into the Redmond Community Center at Marymoor Village, transitioning 20 ongoing rentals and 60 weekly activities, expanding hours and introducing multi-generational activities at the Senior and Teen Centers. This offer funds our Redmond Community Center at Marymoor Village, Teen Center and Senior Center, and the scheduling of sports fields, picnic shelters and cabins. In 2017, 25,000 rental hours were reserved and 165,000 people gathered. It funds a lease with Lake Washington School District, providing regained access to the Old Redmond Schoolhouse in September 2019. The current

level of service is Managed.

- People: Recreation connects community. We lead the City in online presence with over 24,000 email subscribers and 13,000 followers on our social media platforms. Recreation connects community members to volunteer opportunities such as community centers stakeholders, teen, senior, farm, environmental and sports programs. In 2017, 2,684 people contributed 25,555 volunteer hours valued at $383,325.

Demonstrated Efficiencies: In 2017, we adopted a dispersed model of service and evaluated operations. The following efficiencies were identified and addressed:

- Launched a comprehensive Guest Services model to centralize hiring and training of frontline staff, and streamlined processes to create a consistent, high-quality experience at all centers.
- Extended operational hours and added multi-generational activities at our centers.
- Optimized our ActiveNet registration system to automate 15 processes.
- Established a cost of service methodology for delivery of recreation activities and services.
- Revised our partnership with the Lake Washington School District to increase community access to 15 fields, provide capital field development opportunities and regain access at the Old Redmond Schoolhouse.
- Completed Phase 1 of a Supplemental Lean Process identifying inefficiencies in program areas that rely on 80 ongoing and 149 supplemental staff.

Above Baseline: $112,800

- ePACT Software and Application Program Interface Integration ($51,600 ongoing, $1,400 one-time) – ePACT is an e-waiver management and emergency communications software that is Health Insurance Portability and Accountability Act (HIPAA) compliant and integrates with ActiveNet to manage electronic waivers and forms and provides staff with secure access to emergency information at satellite and neighborhood sites. API integrates ActiveNet with 3rd party software, eliminating manual reporting and processes to support our cost of service model. Customer information would be secure, staff access to medical information in case of an emergency would be easily available, customer would be able to sign forms without having to physically come to a center.
    - ($38,000 ongoing) – $5 per customer for ePACT (approximately 3,800 customers)
    - ($6,400 ongoing) – iPad data plans
    - ($7,200 ongoing) – Application Program Interface
    - ($1,400 one-time) – ePACT set-up fee
- ActiveNet Connect Mobile App ($7,200 ongoing) – The Mobile App would allow registrations using iPads at satellite sites. We are operating a dispersed model of service across multiple facilities and need flexibility to accept registration at various locations, and during non-standard hours. The App is an ongoing monthly cost of $299, with no setup costs.
- Old Redmond Schoolhouse Lease: ($38,250 ongoing) – City Council approved a lease with the Lake Washington School District to access part of the Old Redmond Schoolhouse. We will maintain continuity of service for youth and adult sport leagues, arts and camps.
- Supplemental Conversion to Full Time Equivalent (FTE) (budget neutral) – Recreation has 165 ongoing supplemental staff who support buildings and programming on weekends, extended evenings and holidays. Following a 2018 Supplemental Lean Process recommendation, a

strategy to convert a portion of supplemental salaries to 2 full time staff members' salaries would support weekend and evening guest services, new drop-in programs and maintaining sports programs at satellite locations. Funding for these positions will be reallocated from current supplemental salaries ($435,243 for the biennium).

- Redmond Arts Studio at Grasslawn Park Supplemental Staff ($25,000 ongoing) and Operating Supplies ($5,000 ongoing) – Arts implemented a business plan in 2017 in response to community outreach to increase the number, type and location of programs. Over the last biennium, arts programs grew from 22 to 78 and participation has increased by 30%. Instructors are needed to meet the demand.

Below Baseline:

2% Scalability ($193,639)

- Modify Lifeguard Schedule at Idylwood Park ($28,000) – Reduce the lifeguarded season at Idylwood Park from ten to eight weeks. (remains Managed)
- Rain Delay 5K ($5,000) – (Managed to None)
- Flex Fit Program ($25,000) – Modify program so enrollment only includes drop-in fitness area, with classes offered a-la-carte. (Proactive to Reactive)
- Study Lab Program at Redmond Middle School ($15,000) – (Managed to None)
- Recreational Activities at the Summer Lunch Program ($6,000) – (Reactive to None)
- Community Center Hours ($20,000) – Reduce hours at the Redmond Community Center. Current Saturday 7:30am-3:30pm, Sunday 8am-1pm, Revised Saturday and Sunday 8am-1pm. Current Monday- Friday 6am-9pm, Revised 7am-9pm. The elimination of hours will affect five ongoing user groups. (Managed to None)
- Supplemental Guest Services Employees ($120,000) – Replace most supplemental staff with regular programming staff to support facility coverage. This shift could impact revenue as staff who program activities would be occupied at the desk. (Proactive to Reactive)

3% Scalability ($290,459)

- Include the above list with exception of Modified Lifeguard Schedule.
- Eliminate Idylwood Lifeguard Program ($142,000) – (Managed to None)

5% Scalability ($484,099)

- Eliminate 1.00 Program Assistant FTE ($192,000) – Workload dispersed to other staff and supplemental employees. (Managed to Reactive as support for activities, facility management and guest relations would decrease)
- Teen After Hours at Redmond and Rose Hill Middle Schools ($25,000) – This reduction alternates service between the two schools rather than providing it weekly at both sites. (Managed to Reactive)

Scalability may affect the performance measures as follows: Reduce overall support for activities, facility management and guest relations decreasing satisfaction in these three areas, which is currently at 90 percent; reduce safety measures at Idylwood Beach that currently serves 43,000 annual visitors; and reduce the amount of people served and their sense of connection to the

community.

Budget Changes:

- Funded ongoing Old Redmond Schoolhouse lease ($38,250)
- Funded one-time ePACT software setup ($1,400)
- Funded ongoing ePACT software, Application Program Interface and iPad data plans ($51,600)
- Funded ongoing ActiveNet Connect Mobile App ($7,200)
- Funded ongoing 1.00 Sports Coordinator FTE through the conversion of supplemental position funding (budget neutral)
- Funded ongoing 1.00 Guest Services FTE through the conversion of supplemental position funding (budget neutral)
- Funded ongoing Art Studio supplemental staff and supplies ($30,000)
- City Council funded a portion of ongoing supplemental salaries for Idlywood Park Aquatics ($28,000)
- Unfunded a portion of ongoing operating supplies for Rain Delay 5K ($5,000)
- Unfunded a portion of ongoing supplemental salaries for Study Lab Program at Redmond Middle School ($15,000)
- Unfunded 1.00 Department Administrative Coordinator FTE, repurposed existing FTE to Assistant Maintenance and Operations Manager FTE in Offer 000064 ($213,310)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$3,454,230.05	$3,576,071.64	$7,030,301.69
Ongoing-Others	$1,486,335.00	$1,519,648.00	$3,005,983.00
One-Time-Sal/Ben	$14,000.00	$14,000.00	$28,000.00
One-Time-Others	$1,400.00	$0.00	$1,400.00
Total	$4,955,965.05	$5,109,719.64	$10,065,684.69

	FTE Year1	FTE Year2
FTEs	23.13	23.13

Recreation Connects Community
Offer 000055

We provide a variety of recreation activities and spaces that welcome the entire community

Measure: Number of hours indoor and outdoor facilities are scheduled for use

Measure: Number of activity and class registrations

So that

Community members gather and participate in inclusive activities and friendly spaces

Measure: Percentage of activity registrations by residents

Measure: Number of scholarships provided based upon need

So that

Community members learn new skills, volunteer and connect through shared interests and experiences

Measure: Number of recreation program volunteer hours

Measure: Number of people served through recreation activities and rentals

So that

The City has people centered places and programs

Measure: Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community

Performance Measure	Actual			Target		
	2015	2016	2017	2018*	2019	2020
Number of hours of indoor and outdoor facilities scheduled for use (includes fields)**	N/A	N/A	67,000	55,000	56,500	60,000
Number of activity and class registrations	17,108	17,467	15,631	16,000	17,000	18,000
Percentage of activity registrations by residents	89.70%	89%	89%	92%	90%	90%
Number of scholarships provided based upon need	53	53	56	60	65	70
Number of recreation program volunteer hours	25,417	25,483	22,064	23,000	23,250	23,500
Number of people served though recreation activities and rentals**	N/A	N/A	165,000	130,000	138,000	150,000
Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community	76%	77%	51%	70%	70%	70%

* 2018 relocated from Old Redmond Schoolhouse Community Center to Redmond Community Center at Marymoor Village. Reduced space by 20,000 square feet, with no gym or auditorium

** New measure, data made available by ActiveNet software updated in 2017

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PLANNING **Id:** 000080

Housing & Human Services

What: The Housing and Human Services offer strives to ensure that residents of Redmond have access to both affordable housing and a spectrum of essential human services including: food, shelter, child care, employment assistance, health care and mental health care. For those in need of these services, being able to access them can be life-changing and in some cases, life-saving. The strategies employed include direct outreach to individuals living outdoors, providing grants to a network of nonprofit human services agencies, contracting with A Regional Coalition for Housing (ARCH) and active participation by staff on relevant policy and program working groups. The direct outreach is provided by City staff who work in partnership with the Redmond Police Department to identify and offer support to individuals currently experiencing homelessness. This work extends into a new partnership with District Court to operate King County's Community Court program. The grant program supports a broad network of organizations that provide the array of direct services needed. The contract with ARCH secures the assistance of a housing organization with expertise in both financing and developing affordable housing units. Leadership and engagement with key local and regional working groups ensures Redmond's issues and concerns are considered in the development of policies and programs related to homelessness, funding and program delivery.

Why: Some in our community do not have the financial means to meet all their needs and remain stably housed, or require support and assistance just to meet their basic needs for food and shelter. Some services may be needed regardless of income, such as domestic violence sheltering and counseling support. Ensuring that individuals and families in Redmond have access to affordable housing and critical human services is fundamental to achieving the goal of wanting all residents to feel a sense of connection and belonging in the community. Obtaining needed assistance allows individuals and families to become more stable and self-reliant, which in turn increases the potential for those individuals and families to engage more fully with the community.

Who: This offer directly benefits Redmond residents who access supported housing and services. The broader community benefits when more individuals and families can more fully participate in and contribute to the community.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline:

- Access to Human Services (Proactive) – Every two years non-profit agencies can apply for City of Redmond funding to support critical services for Redmond residents in need. Staff works with the Human Services Commission and neighboring cities to review, rate and rank the

applications and to present funding recommendations to the City Council. When the budget is adopted, staff prepares, administers and monitors the contracts associated with the approved funding. Baseline funding currently supports 60 contracted programs providing a wide array of services including shelter, food, counseling, English as a Second Language classes, employment assistance and more. In 2017, 93% of contracted programs achieved one or more of their contracted outcome goals and over 16,000 Redmond residents were served (this number includes some duplication since one resident may be served by more than one program). This model of contracting for services leverages the expertise and diversity of other resources available from partner organizations and provides a greater range of services than would be available from City staff.

- Outreach to Homeless Individuals (Proactive) – The first two years of the Homeless Outreach program have proven very successful and the related community issues of two years ago are now largely under control. This resulted from effective partnerships with the Redmond Police Department, the Redmond Library and the local agencies that provide services to homeless individuals and families. A key development was the creation of the Next Steps Resource Center which brings providers together at one location (the Library) every week so that individuals can easily access multiple services at one time. During 2017, the Outreach Specialist worked with 227 different individuals. Of those individuals, 132 (58%) actively engaged in making plans and taking next steps and 40 individuals (17%) obtained housing. In addition, Redmond was selected as the first municipality in the County to host a Community Court which was largely based on the resource center created by this program. The Outreach Specialist is providing key support to the overall operations of the Court. Looking ahead, we plan to further engage the community and continue growing a more systemic response to a community crisis.
- Affordable Housing (Managed) – Redmond works on several fronts to create and preserve affordable housing. The Housing Planner included in this offer monitors the inclusionary and multifamily tax exemption (MFTE) programs. The inclusionary program requires that 10% of new multifamily units be affordable at 80% of the Area Median Income (AMI). The multifamily tax exemption program offers a temporary property tax exemption in exchange for 10% of units affordable at 50% of AMI for the life of the project. In addition to the City programs, Redmond contributes to a local Housing Trust Fund administered by A Regional Coalition for Housing. The Housing Trust Fund allows ARCH to leverage dollars from multiple jurisdictions and state and federal sources to create affordable housing across East King County. In 2017, utilizing land donated by the City and financing assistance supported by ARCH, the Providence John Gabriel House opened in Downtown Redmond with 74 units of housing for low and moderate-income seniors. The project also includes a PACE Center (Project of All Inclusive Care for the Elderly) which is open to all seniors. Redmond also added 111 new affordable housing units in 2017 through the inclusionary program. The City continues to be challenged by the need for more units at greater levels of affordability, due to the high cost of developing such projects. Over the next few years, the City will work with regional transit agencies and housing providers to pursue opportunities for more deeply affordable housing near planned light rail station areas in Overlake, Downtown and Southeast Redmond. The City has also begun participation in the development of housing units through providing direct financial and real estate support.

Demonstrated Efficiencies: Following a pilot program, the addition of a Homeless Outreach

Coordinator significantly streamlined and increased the effectiveness of Redmond's homeless response, serving as a model for the region. In addition, human service partnerships are evaluated for effectiveness in meeting goals, and those not meeting goals are replaced with more efficient and effective service providers. A joint effort with other Eastside Cities developed and implemented a new shared funding application and reporting platform, streamlining the process.

Above Baseline:

- Human Services Needs Assessment ($15,000 one-time) – Redmond's share of proposed collaboration with other Eastside cities for a new, comprehensive Human Services Needs Assessment, a report that would identify human services trends, needs, and gaps in East King County.
- Vehicle Maintenance ($3,642 ongoing) – Vehicle maintenance costs for the Homeless Outreach Program.
- Washington Association of Sheriffs and Police Chiefs (WASPC) Grant ($84,122 one-time) – Professional services funding will provide in the field professional mental health services to respond to crises involving behavioral health issues.

Below Baseline: Should this offer be scaled down, staff recommends applying the reductions to the funds allocated to human services agencies. This could result in defunding or significantly reducing awards to programs, which in turn would impact the number and availability of programs available to residents in need. Possible effects could mean decreased hours of service, longer waitlists and fewer residents served. Funding awards average about $20,000 per program. A 2-3% reduction would still allow a Managed level of service; a 5% reduction may reduce the service level to Reactive.

2% Scalability ($79,501) – Four fewer programs would be funded; specific outcome impacts depend on which programs are reduced.

3% Scalability ($119,252) – Six fewer programs would be funded; specific outcome impacts depend on which programs are reduced.

5% Scalability ($198,753) – Ten fewer programs would be funded; specific outcome impacts depend on which programs are reduced.

Budget Changes:

- Funded one-time Human Services Needs Assessment ($15,000)
- Funded ongoing vehicle maintenance costs ($3,642)
- Funded one-time mental health services covered by the Washington Association of Sheriffs and Police Chiefs (WASPC) Grant ($84,122)
- City Council funded one-time Human Services ($100,000)

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PLANNING **Id:** 000080

Housing & Human Services

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$617,308.86	$641,266.79	$1,258,575.65
Ongoing-Others	$1,428,945.00	$1,401,199.00	$2,830,144.00
One-Time-Others	$99,122.00	$0.00	$99,122.00
Total	$2,145,375.86	$2,042,465.79	$4,187,841.65

	FTE Year1	FTE Year2
FTEs	4.25	4.25

Housing and Human Services Offer 000080

Apply and leverage City resources directly and through agency partners for delivery of human services and affordable housing

Measure: Number of Redmond residents served through agency contracts

Measure: Number of homeless residents served through outreach

So that →

Residents are able to access both needed services and housing affordable to them

Measure: Percentage of outreach participants who are housed

Measure: Number of affordable housing units developed in Redmond

So that →

Residents are able to sustain or move toward self-sufficiency and an ability to fully participate in and contribute to the community

Measure: Percentage of human services agency partners achieving one or more contracted outcome goals

So that →

Redmond is an inclusive and welcoming City

Measure: Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of Redmond residents served through agency contracts	16,258	15,749	16,839	17,000	17,100	17,200
Number of homeless residents served through outreach	N/A	N/A	227	230	215	200
Percentage of outreach participants who are housed	N/A	N/A	58%	60%	60%	60%
Number of affordable housing units developed in Redmond	49	92	185	165	140	270
Percentage of human services agency partners achieving one or more contracted outcome goals	100%	85%	93%	100%	100%	100%
Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community	76%	77%	51%	70%	70%	70%

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: EXECUTIVE **Id:** 000065

Community Engagement/Outreach

What: The Community Engagement and Outreach offer incorporates the many ways the City of Redmond works to engage and communicate with its residents and businesses, to increase community vibrancy, vitality and foster community conversations and connections. This cross-departmental offer supports community engagement through the delivery of centralized services that include the following:

- Communication and engagement with the community about projects, programs, private development, City services and doing business with Redmond
- A variety of volunteer opportunities
- Online and face-to-face forums for community feedback and educational interactions

Why: Creating meaningful interactions with residents and business owners through transparent communication and engagement builds a connected and informed community. To accomplish meaningful conversation the City provides opportunities for engagement through broad-based communication strategies, volunteer opportunities and face-to-face interactions.

Who: Redmond residents, the business community, customers and employees of businesses, civic organizations, local and regional partners, City staff, elected leaders and those who visit the City will benefit from community engagement and outreach.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: At baseline, this offer provides a balanced, managed approach to community and organizational engagement and communication. Included in this offer are the majority of City communication, outreach and engagement activities, graphic design, videography, RCTV, digital media and copywriting. Outcomes for this offer focus on residents feeling a sense of community and connection with others, a dashboard measure that is an indicator of the City’s efforts toward two-way engagement and communications.

Demonstrated Efficiencies:

- Reduced printing 22% Citywide by utilizing more digital communications such as e-newsletters versus direct mail.
- Reduced staff time spent on the Mayor’s weekly report by 364 hours annually ($13,000) by removing the media audit portion of the message.
- Created easy-to-use templates for posters, flyers, A-frame and banner signage, and social

media graphics for the Parks and Recreation Department creating increased graphic design capacity and the opportunity for Parks Department staff to generate basic communication pieces independently.
- Created and implemented branding guidelines and training for designated Parks Department staff in the use of easy-to-use templates.

Above Baseline:

- Communications and Marketing Administrator full time equivalent (FTE) position ($247,324 ongoing) – To enhance the Communication Division's ability to offer a Citywide comprehensive strategic approach to improve and increase community engagement and outreach, one additional full time employee is requested. The need for all City Departments to engage more effectively, dynamically and innovatively with the public is consistent with feedback received from the community and the City Council. This additional position will provide the community with neighborhood outreach and project-specific engagement for the Overlake, Downtown and Marymoor Village neighborhoods with specific focus on the Sound Transit and Microsoft Campus Refresh projects. This will allow the City to have one main point of contact both internally and externally for communication.
- Fire Department Public Engagement Coordinator full time equivalent (FTE) position ($211,104 ongoing) – To enhance the Fire Department's ability to offer a managed approach to community outreach and communication, we request one additional FTE to serve as the lead public information officer for fire and emergency service incidents, develop and implement public education and outreach plans and work with vulnerable populations to evaluate and address appropriate fire and life safety programs.
- Translation and Accessibility Services ($30,000 ongoing) – This funding will be used to enhance all modes of City outreach and communication to achieve a Managed level of service, support for accessibility, translation and interpretive services for external communications and to establish community expectations.
- Multi-family Recycling and Organics Initiative ($290,000 one-time) – To develop and implement a multifamily recycling and organics initiative to increase rates of recycling and reduce amounts of garbage for the growing multi-family sector. The offer includes professional services and a supplemental half-time employee to assist existing staff in implementing the initiative. Currently, there is no level of service for multi-family recycling outreach and engagement. Funding this request will allow the City to offer a Managed level of service.
- Increase Awareness of Recycling, Reduction and Reuse ($95,500 one-time) – For advertising and outreach about reducing waste, reusing goods and increasing "clean" recycling in all sectors; this would move the level of service from Managed to Proactive. The need to better communicate recycling, reduction and reuse options are becoming serious as the solid waste sector will face significant challenges in 2019-2020 due to contamination of recycled materials with garbage and China no longer accepting and processing recyclables.
- General Price Increases ($48,000 ongoing) – This funding supports enhancing current staffing levels for videography to tape and produce the Council Committee Meetings of the Whole ($17,000), an increase in legal funding for fees associated with the cable franchise agreement negotiation ($10,000) and general price increases in Adobe Cloud subscriptions, the communication application for the Enewsletter platform (GovDelivery), subscriptions for online

questionnaire, polling, stock photography and social media messaging management applications, as well as professional services for the maintenance of the Council Chamber audio/video systems that the communications and cable team uses to maintain the current level of service ($21,000).

Below Baseline:

2% Scalability ($124,891) – This level of scalability would require the elimination of multiple subscription based services used to communicate and engage the Redmond community (stock photos, polling software, Prezi, etc.) as well as the funding for Communications staff training (tuition and travel) and media audit subscriptions (newspapers, magazines, trade journals) ($25,000). The remaining $99,891 reduction will distribute among the partners in this offer, with reductions taken from professional services, advertising, operating supplies and small tools. Reducing the funding for the offer will result in a managed model with the reduced capacity to deliver engagement and outreach services. This reduction would significantly hamper the City departments' ability to efficiently, effectively and consistently share information and interact with constituents.

3% Scalability ($187,337) – In addition to the items above, 3% scalability requires the elimination of half of the printing and mailing of the Citywide print newsletter – FOCUS ($62,446). Outreach will continue in a Managed level of service, but this reduction significantly weakens the City's ability to share information on priority projects with the community. As the largest direct mail communication of City issues, FOCUS magazine is distributed to over 30,500 households four times a year.

5% Scalability ($312,228) – In addition to the scalability identified at the previous levels, 5% scalability requires the elimination of the production, printing and mailing of the City print newsletter – FOCUS ($124,892). Without a quarterly printed newsletter, discretionary line cuts and staffing reductions, the level of service in this offer moves from a Managed level to Reactive. Reductions would eliminate the City's ability to communicate via direct mail with over 30,500 households four times a year and impede the ability to share priority project information with the community in a printed format.

Budget Changes:

- Funded ongoing translation and accessibility services ($30,000)
- Funded one-time effort to increase awareness of recycling, reduction and reuse ($95,500)
- Funded ongoing staffing for videography of Council meetings ($24,000)
- Funded ongoing cable franchise agreement negotiations ($10,000)

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: EXECUTIVE **Id:** 000065

Community Engagement/Outreach

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,314,327.35	$2,407,586.67	$4,721,914.02
Ongoing-Others	$642,183.00	$644,471.00	$1,286,654.00
One-Time-Others	$50,500.00	$45,000.00	$95,500.00
Total	$3,007,010.35	$3,097,057.67	$6,104,068.02

	FTE Year1	FTE Year2
FTEs	18.59	18.59

Community Engagement and Outreach Offer 000065

Collaborate both internally and externally on citywide outreach, engagement and communication strategies

Measure: Percentage of internal and external stakeholders satisfied with the quality of creative services, products, timeliness and collaboration measured by an annual internal survey

So that

The City proactively creates community connections through outreach, engagement, and information sharing

Measure: Percentage of community members engaged with the City through face to face meetings (Neighborhood Conversations), online platforms and social media

So that

The City has an engaged and informed community

Measure: Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community

Measure: Percentage of community members responding they feel that the City is listening and responding positively to their feedback

Measure: Percentage of community members responding they feel informed regarding City programs, initiatives, projects and issues

Performance Measure	Actuals			Target		
	2015	2016	2017	2018	2019	2020
Percentage of internal and external stakeholders satisfied with the quality of creative services, products, timeliness and collaboration measured by an annual internal survey*	N/A	N/A	N/A	75%	80%	85%
Percentage of community members engaged with the City through face to face meetings (Neighborhood Conversations), online platforms, and social media*	N/A	N/A	N/A	20%	25%	30%
Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community	76%	77%	51%	70%	70%	70%
Percentage of community members responding they feel that the City is listening and responding positively to their feedback*	N/A	N/A	N/A	60%	65%	70%
Percentage of community members responding they feel informed regarding City programs, initiatives, projects, and issues	65%	63%	60%	63%	65%	67%

* New performance measure

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PARKS **Id:** 000175

Arts and Events

What: The Arts and Events offer provides the community with quality, diverse and unique events and cultural programming throughout the year, creating shared experiences which strengthen community connections. These programs explore local traditions, encourage participation, foster creativity, promote cultural vitality and invite residents to engage with each other. We produce the Derby Days, So Bazaar and Redmond Lights events, Moving Art Center performing arts season, and manage the Poet Laureate and Artist in Residence programs. We also produce City groundbreakings, ribbon cuttings, and grand openings. We partner, sponsor, advise, host and provide logistical support for other cultural and recreational events as well as manage the special event permit process for events taking place on or impacting public property.

Why: We strive to provide events that foster community pride while showcasing our diverse and vibrant community. Our programs and events promote multi-cultural awareness, volunteerism, outdoor recreation, the creative spirit, socialization and traditions; they promote why Redmond is safe, clean, economically vibrant and a family-friendly environment in which to live, work, play and invest. In the 2015 statistically-valid Parks, Arts, Recreation, Culture and Conservation (PARCC) Plan survey, 69% of residents said they attend art, music or cultural events outside Redmond and 83% agreed that they would attend and/or participate in more art, music and cultural events or activities if they were in Downtown Redmond.

- Over 676 volunteers contributed 1,754 hours to making 2016-2017 events successful.
- With over 35% of Redmond residents born outside the United States, we strive to offer and support programs that reflect this diversity including Redmond Lights, Ananda Mela, Seattle South Asian Film Festival and the Malikah Festival.

Events like So Bazaar offer a platform for professional artists to perform and present in Downtown Redmond in order help build an arts scene and drive economic development in the Downtown urban center.

Who: Redmond residents, visitors, artists, local and regional businesses, external event producers, cultural groups, arts organizations and local, regional and national non-profit groups all shape the shared experience at community events. Event demographics are driven by programming, therefore cultural diversity, age groups, and geographic residency varies at each event or program and are often reflective of Redmond's diverse demographics.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PARKS **Id:** 000175

Arts and Events

Baseline: Residents feel enriched and engaged, build connections and feel a strong sense of community according to internal surveys. At baseline, this offer provides a comprehensive approach to the annual City-produced Derby Days, Redmond Lights, and So Bazaar events, Artist in Residence and Poet Laureate programs, Moving Art Center season and logistical and staff support for externally-produced events (such as Ananda Mela) by managing the Special Event Permit process.

The offer produces and supports shared community experiences through partnerships and collaborations. The outcome is delivering quality, diverse, and unique experiences to residents and participants. This level of service is achieved through: cash and in-kind sponsorship solicitations (which increased from $121,400 in 2016 to $144,400 in 2017), logistical operations, event design and space preparation, volunteer programs, marketing, producing quality art and artist performances and overseeing risk management. Additionally, the Arts and Culture Commission facilitates a grant program targeted to support quality arts and cultural partnerships in Redmond. This grant program supports the community priority of continuing to cultivate Redmond's unique identity as a place with small town cultural traditions and an urban art scene.

Local and regional residents, businesses and civic organizations are provided an array of options for how they stay informed about events and cultural programs. This includes communication channels such as Citywide publications, local and regional print publications, radio, the City and individual websites, e-newsletters and event calendar postings. In addition to traditional means of communication, efforts have been focused on meeting the needs of our community that is increasingly technology-driven by growing our digital presence; our digital newsletter subscriber base has grown from 25,102 in January 2017 to 25,989 in July 2018 and our Facebook following has grown from 4,414 in January 2017 to 7,524 in August 2018.

Demonstrated Efficiencies:

- In 2017 staff identified an opportunity to streamline our survey process. This improvement is an outcome of the Innovation Fund. In place of paper surveys administered during community events, attendees now take event surveys on iPads with access to Survey Monkey. This saves staff hours typically used to manually enter survey data.
- Changed event signage practices to a more efficient process that produces less waste. With funds provided by the Innovation Fund, reusable signage was purchased for events; in the past, new laminated signs were produced for each event year after year. Additionally, the new signs can be utilized by other City departments.
- Utilizing strategies acquired through the initial implementation process of a Cost of Service Plan, staff will develop an alternate funding resources plan that focuses on strategically increasing sponsorship and grant funding over the next eight years.

Above Baseline: Arts and Event Programs and Support ($96,000 one-time) – The additional funding requested supports programming to maintain and activate new spaces with arts and cultural events while expanding into Downtown Park and responding to increased event attendance at So Bazaar and Redmond Lights. The attendance at So Bazaar has reached 5,000 per night and Redmond Lights was extended to a two-day event in 2018; in 2019 both events will expand into Downtown Park.

Budgeting by Priorities

Budget offer

Diverse & Connected Community

Department Name: PARKS **Id:** 000175

Arts and Events

The investment includes bulb replacement of the Redmond Lights Oak Tree which is on a two-year rotation and activating Downtown Park (including the Downtown Park Pavilion and entire Downtown Park) for Redmond Lights with art installations ($46,000 one-time).

This also includes an increase in event-day rentals, programs, and art installations at So Bazaar to maintain the customer expectations and increase the customer's sense of connection through additional shared experiences ($30,000 one-time).

Additional event operational support is required to expand programming in Downtown Park ($20,000 one-time).

Below Baseline:

2% Scalability ($41,667) – This scale-down would reduce So Bazaar from three nights to two nights each year. This event intentionally targets Downtown activation, millennials, and quality art and artists. It supports the City's vision of a dynamic place to live, work, and play. The level of service for this night of programming would be reduced to None. It would also reduce overall programming in the new Downtown Park.

3% Scalability ($53,667) – In addition to the 2% scalability, funding for the Poet Laureate Program ($12,000) would be reduced. The Poet Laureate program, created by Ordinance No. 2444 highlights continued awareness and the value of poetry in the community.

5% Scalability ($86,527) – This would require the elimination the first two nights of So Bazaar, which would reduce the series to a single-night event each year and reduce programming at Downtown Park ($83,334). The level of service for a second night of programming would be reduced to None. Additionally, funding for the Poet Laureate Program would be reduced ($3,500).

Budget Changes:

Funded one-time support for arts and events programs ($50,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$428,049.04	$469,324.61	$897,373.65
Ongoing-Others	$450,298.00	$485,163.00	$935,461.00
One-Time-Others	$25,000.00	$25,000.00	$50,000.00
Total	$903,347.04	$979,487.61	$1,882,834.65

	FTE Year1	FTE Year2
FTEs	3.75	3.75

Arts and Events Offer 000175

We attract and sustain collaborative partnerships to leverage community resources

Measure: Number of volunteer hours contributed

Measure: Total cash and in-kind contributions

So that

We continue to encourage arts, cultural and community events with an increasing reliance on partnerships

Measure: Number of special event permits issued to external organizations

So that

Residents, visitors and businesses are encouraged to participate in Redmond's cultural life

Measure: Number of attendees at City-produced events

So that

The City has shared cultural community celebrations

Measure: Percentage of Redmond residents very satisfied or satisfied with community events and volunteer opportunities

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of volunteer hours contributed*	10,400*	918	972	1,600*	1,100	1,200
Total cash and in-kind contributions	$182,000	$121,400	$144,400	$192,000	$200,000	$225,000
Number of special event permits issued to external organizations	22	29	32	30	35	40
Number of attendees at City-produced events**	56,500	54,880	63,600	56,500	70,000	70,000
Percentage of Redmond residents very satisfied or satisfied with community events and volunteer opportunities	80%	N/A	N/A	85%	85%	85%

* Increased volunteer hours in 2015 reflect years in which the Artist in Residence program produced large scale, site-specific performances. Decreased hours are a reflection of efficiencies and external partnerships reflected through in-kind support.
** Attendance is weather-dependent and our venues are currently at maximum capacity. Increase in 2019 & 2020 tied to additional programming at Downtown Park.

INFRASTRUCTURE

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

INFRASTRUCTURE

I WANT A WELL-MAINTAINED CITY WHERE TRANSPORTATION AND OTHER INFRASTRUCTURE KEEPS PACE WITH GROWTH

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Maintenance report card: Pavement condition, incidence of water main breaks and sewer overflows.

Measure Description: Measures maintenance condition of pavement, water-mains, and sewer lines.

Importance: Reflects reliability of infrastructure; Redmond's infrastructure has a low failure rate, indicating current maintenance practices are effective in preventing service disruptions.

Indicator 2: Mode Split: Percentage of Redmond commute trips using alternative to single occupancy vehicles (SOV).

Measure Description: Measure percentage of daily trips made by means other than single occupancy vehicles (SOV) among Redmond residents through the Commute Trip Reduction survey.

Importance: Significant aspect of developing sustainable transport within the City; reflects desire to shift modes of transportation from SOVs to more sustainable modes such as cycling, walking, and transit.

Indicator 3: Mobility report card: Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency).

Measure Description: Ratio of Redmond's transportation supply to transportation demand (otherwise known as concurrency). The ratio of supply and demand should be balanced and remain above 1.0.

Importance: Illustrates the City's commitment to develop transportation improvements concurrent with growth, which is required under state law.

Indicator 4: Facility Maintenance: The number of facilities that meet operation standards.

Measure Description: Maintain City facilities at a standard determined by the Facility Maintenance Study.

Importance: Good stewardship of the City's resources requires Redmond's facilities to be maintained at a level that supports the delivery of City services and provides a safe and secure environment for residents and staff.

Indicator 5: Percentage of Redmond residents that rate Redmond's different modes of transportation as excellent or good.

- **Pedestrian**
- **Cyclist**
- **Single-occupancy**
- **Bus**
- **Carpool or van pool**

Measure Description: A measure used to reflect the degree to which residents believe the overall transportation system in Redmond meets their needs.

Importance: Accessible transportation choices provides alternatives to driving alone and has a positive impact on traffic flows throughout the City.

Indicator 6: Walkability: Percentage of population with convenient access to parks and trails (ability to walk less than ¼ mile to a park or a trail from home or office).

Measure Description: Percentage of population with convenient access to parks and trails (ability to walk less than ¼ mile to a park or trail from home or office).

Importance: Easy access to outdoor recreation is an essential element of what makes Redmond a great place to live, play, work and invest.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Infrastructure priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating safe, efficient and accessible infrastructure, and the supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable in creating and maintaining high quality City infrastructure.

Outcome 1: A Transportation System that Supports the Safe and Efficient Movement of People and Goods

- Increases commuter safety while reducing liability to the City

- Enhances quality of life

- Provides alternative travel options
- Facilitates economic activity
- Reduces consumption of natural resources—better for the environment
- Meets expectations of residents and visitors
- Provides linkages and connections

Outcome 2: Maintain High Quality Infrastructure and City Facilities

- Minimizes downtime, closures, and other service disruptions
- Increases safety and quality delivery to residents
- Ensures resiliency to withstand and respond to natural disasters
- Maintains Redmond's identity as a top quality municipality
- Quality materials and consistent maintenance practices increase lifespan of assets

Outcome 3: New and Expanded Infrastructure and Public Facilities to Support Future Growth

- Allows Redmond to maintain high quality infrastructure and public facility standards
- Provides a safe environment to live, work and play
- Gives the City the ability to anticipate and keep pace with growth
- Supports responsible growth
- Public investment attracts private investment

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of safe, efficient and accessible infrastructure.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Use the City's Transportation Master Plan, Natural Resource/Utilities Plan, and Facilities Plan to guide investments and partnerships for ongoing development and maintenance of the City's infrastructure and public facilities

Objective 2: Use asset management to guide and support decisions on infrastructure and public facilities investments

Objective 3: Utilize planning to support transportation, infrastructure, and public facilities maintenance and improvement

Objective 4: Identify vehicle and multi-modal parking strategies and solutions that maximize access

Objective 5: Support well-managed infrastructure and public facilities with regular maintenance and upkeep to meet high standards

Objective 6: Develop effective, efficient and consistent management of infrastructure and public facilities to support future growth

Objective 7: Explore opportunities to leverage intergovernmental and private industry partnerships to enhance infrastructure and public facilities

Objective 8: Invest in transportation infrastructure and programming that supports a variety of modes and choices

Objective 9: Promote use of alternative travel modes

Objective 10: Invest in supporting the planning and development of infrastructure to meet future needs

Infrastructure

I want a well-maintained city where transportation and other infrastructure keeps pace with growth

A Transportation System that Supports the Safe and Efficient Movement of People and Goods

- Increases commuter safety while reducing liability to the City
- Enhances quality of life
- Provides alternative travel options
- Facilitates economic activity
- Reduces consumption of natural resources—better for the environment
- Meets expectations of residents and visitors
- Provides linkages and connections

Maintain High Quality Infrastructure and City Facilities

- Minimizes downtime, closures and other service disruptions
- Increases safety and quality delivery to residents
- Ensures resiliency to withstand and respond to natural disasters
- Maintains Redmond's identity as a top-quality municipality
- Quality materials and consistent maintenance practices increase lifespan of assets

New and Expanded Infrastructure and Public Facilities to Support Future Growth

- Allows Redmond to maintain high quality infrastructure and public facility standards
- Public investment attracts private investment
- Provides a safe environment to live, work and play
- Gives the City the ability to anticipate and keep pace with growth
- Supports responsible growth

INFRASTRUCTURE
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
110	000032	Mobility of People and Goods	Public Works	17,488,531
115	000031	Light Rail Integration	Public Works	4,008,760
119	000035	Capital Investment Delivery	Public Works	7,668,773
123	000075	Parks Infrastructure and Amenities	Parks	5,610,158
128	000029	Wastewater Utility Management	Public Works	45,804,451
132	000064	Municipal Buildings Management	Parks	6,942,109
137	000027	Water Utility Management	Public Works	31,204,431
			Total	**118,727,213**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking	
			Staff	Civic
Public Works	000032	Mobility of People and Goods	1	4
Public Works	000031	Light Rail Integration	2	6
Public Works	000035	Capital Investment Delivery	3	1
Parks	000075	Parks Infrastructure and Amenities	4	3
Public Works	000029	Wastewater Utility Management	5	5
Parks	000064	Municipal Buildings Management	6	7
Public Works	000027	Water Utility Management	7	2

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000032

Mobility of People & Goods

What: This offer provides the strategic planning, project development, analysis, engineering, operation and maintenance necessary to deliver and sustain a transportation system that helps achieve Redmond's vision for vibrant urban centers and connected neighborhoods. In addition, this offer provides for and supports access and connectivity by all modes of travel to local businesses.

Why: Advanced planning, engineering and project development consistent with the Transportation Master Plan allow infrastructure delivery to be concurrent with growth and align with the City's vision. High-quality management, operation and maintenance of the transportation system keeps all modes of travel moving safely and efficiently within the City. Having effective transportation choices and parking options greatly benefits our community's mobility, air quality and business vitality.

Who: Everyone who lives, works, shops, plays, drives, parks, bikes, walks or takes transit in Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Addressing transportation needs in the City has become more complex as infrastructure ages, traffic volumes increase, development expands the scale and number of projects, travel becomes increasingly multimodal, more collaboration with regional partners is required and growth continues in the size and scope of the Capital Investment Program (CIP). This offer:

- Provides a transportation system that supports safe, efficient and multimodal movement of people and goods by completing missing links and new facilities and leveraging regional and private partnerships.
- Maintains, operates and manages high-quality infrastructure that provides a safe and reliable transportation system including: roadways, sidewalks, pathways, parking, bridges, signs, traffic signals and street lighting.
- Provides new and expanded infrastructure to support future growth by securing and administering grants and partnership funds, supporting the delivery of CIP (development, regional projects and managing), operating and maintaining transportation capital projects.
- Provides resources and education in support of choosing alternatives to driving.

Demonstrated Efficiencies: The City is engaged in a multi-year implementation of an Asset Management Program establishing a systematic process for deploying, operating, maintaining, updating and disposing of assets cost-effectively. Recent process improvement projects include the TDM program increasing efficiency by coordinating work plans with the Greater Redmond

Transportation Management Association. This saved approximately 292 staff hours per year by eliminating duplicate work.

Above Baseline: All service levels are Managed unless otherwise stated:

- Maintenance Technician ($229,258 ongoing) – Pothole and sidewalk damage present safety risks to the public. Pothole repairs have gone from 116 in 2015 to an estimated 300 in 2018 (159% increase). Resident requests for maintenance are up from 730 in 2017, trending towards 900 in 2018 (23% increase).
- Increase Concurrency Management funding ($40,000 ongoing) – The annual share of maintaining the upgraded Bellevue/Kirkland/Redmond travel forecast model, per agreement with Bellevue. This is necessary for development review, transportation studies, updates to the Comprehensive Plan, calculation of transportation impact fees and concurrency.
- Increase Software Licensing ($47,829 ongoing) – Ongoing support of software used in the analysis of traffic and the operation of the Traffic Management Center ($12,400). Licensing for the Asset Management system ($35,429).
- Increase supplemental salaries ($18,760 ongoing) – Convert an intern to a supplemental maintenance technician supporting signal technicians. Preventative maintenance and construction coordination during summer delays work on key Intelligent Transportation System projects and requires additional help (Managed to Proactive).
- Maintenance and Operating Increases ($96,000 ongoing) – Maintenance staff overtime ($17,000) to perform after-hours work and respond to resident requests. Increase for maintenance and repair supplies in Snow and Ice ($30,000), maintenance materials ($18,500), specialized equipment rental to support maintenance emergency response ($30,500).
- Training ($15,000 ongoing) – Increased training costs for required Commercial Driver's License certification for maintenance and operations technicians.
- Parking Program Expansion ($110,000 ongoing) – Expanding the Downtown parking program would increase access to businesses by creating more turnover of customer visible parking.
- Update the Transportation Master Plan ($300,000 one-time) – Update transportation horizon year to 2040, impact fees, Transportation Facilities Plan and Buildout Plan including cost estimates; last updated in 2013 and periodic updates are required. Coordinate with the Puget Sound Regional Council (PSRC) and Comprehensive Plan Updates (Comprehensive).
- North-South Corridors Study ($200,000 one-time) – To complete work started in late summer 2018 to examine congested north-south travel corridors on Willows Road, Redmond - Woodinville Road, 160th Extension, 166th Ave NE and Avondale Road (Proactive).
- Update Urban Street Design Standards ($200,000 one-time) – Complete work started in late summer 2018 to update street standards for Downtown from 1980's suburban to current urban standards and reduce deviations (Proactive).
- Sidewalk Repairs ($300,000 one-time) – Contracted major maintenance and repairs for damaged sidewalks. It is essential for a safe walkable city that sidewalks are in a good state of repair that meets ADA requirements (Maintains Reactive).
- Asphalt Pavement Repairs ($300,000 one-time) – Contracted major maintenance and repairs to prioritized sections of asphalt pavement. Timely maintenance improves safety for motorists and bicyclists while reducing costly future repairs (Maintains Reactive).

- Community Shuttle ($180,000 one-time) – City/Metro partnership to pilot a new alternative transit service connecting Redmond neighborhoods.

Below Baseline:

2% Scalability ($274,735) – Reduce funding ($78,756) for consultants to help update design manuals and standard details, or to provide designs for signal and communication system efficiency improvements. Designs to improve system efficiency would be delayed or eliminated (Proactive to Managed). Eliminate two seasonal employees ($96,326) who support Street Maintenance Technicians in maintaining rights-of-way, including minor asphalt repair, replacement of raised pavement markings and repainting parking restrictions on curbs (Managed to Reactive). Eliminate funding ($35,458) for supplemental staff who would work on updating urban standards and respond to new workload requests (Proactive to Managed). Reduce ($64,195) the City's employee transportation program by 25%; this would drastically reduce incentives and promotions. In addition, eliminate all the City's campus parking management (Reactive); this would negatively impact the City's ability to manage parking to ensure parking is available for our customers.

3% Scalability ($412,101) – In addition to the 2% reductions, further reduce ($48,163) seasonal staff for asphalt repairs, mowing rights-of-way and sidewalk edging (Managed to Reactive/None) and reduce ($57,106) professional services for Concurrency Management for traffic modeling developments and projects (Proactive to Managed). Reduce the SchoolPool program ($96,292), that partners with Redmond's nine schools to decrease car trips from Redmond students and their families. Level of service is reduced to None.

5% Scalability ($686,836) – In addition to the 2% and 3% reductions, eliminate funding ($35,000) for contracted professional services and contracted repair and maintenance on traffic signals to make immediate repairs to the City's infrastructure when damaged in collisions (Proactive to Reactive). Further reduce ($31,540) professional services for Concurrency Management, eliminates traffic counting program and application of travel forecast model for pre-development studies and pre-design work (Managed to Reactive). Eliminate ($144,000) one of two street sweeping vehicles and related costs. Street sweeping keeps contaminants out of the stormwater system, prevents street flooding and ensures safe, clean bicycle lanes and sidewalks (Managed to Reactive). Eliminate campus parking management and School Pool programs ($160,487) identified above in the 2% and 3% scalabilities.

Budget Changes:

- Funded ongoing concurrency management ($40,000)
- Funded ongoing software licensing ($47,829)
- Funded ongoing supplemental salaries for signal technician support ($18,760)
- Funded ongoing maintenance and operations expenses ($49,000)
- Funded one-time North-South Corridors Study ($200,000)
- Funded one-time update of urban street design standards ($200,000)
- Funded one-time update of the Transportation Master Plan ($200,000)
- Unfunded a portion of supplemental salaries for street technician support ($72,000)
- Unfunded a portion of professional services for Transportation Planning Division ($100,000)

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000032

Mobility of People & Goods

- Unfunded a portion of professional services for Public Works Administration Division ($10,000)
- Unfunded a portion of professional services for Traffic Operations Division ($24,000)
- Unfunded a portion of professional services for Streets Division ($9,000)
- Unfunded a portion of overtime for Streets Division ($30,000)
- Unfunded a portion of uniforms for Streets Division ($14,000)
- Unfunded a portion of travel for Streets Division ($4,000)
- Unfunded a portion of electricity for street lights due to reduced usage ($223,215)
- Unfunded a portion of repairs and maintenance supplies for traffic markings ($20,000)
- Unfunded telephone support for Public Works Administration Division ($11,395)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$4,522,789.15	$4,683,125.63	$9,205,914.78
Ongoing-Others	$3,817,627.28	$3,864,989.43	$7,682,616.71
One-Time-Others	$400,000.00	$200,000.00	$600,000.00
Total	$8,740,416.43	$8,748,115.06	$17,488,531.49

	FTE Year1	FTE Year2
FTEs	32.92	32.92

Mobility of People and Goods
Offer 000032

Well-planned transportation capital projects are delivered at the right time and are well-maintained

Measure: Percentage of residents satisfied with streets, sidewalks, walking paths and bike lane maintenance

So that

We maintain high-quality infrastructure and City facilities that support all modes of travel

Measure: Maintenance report card: Pavement Condition

Measure: Percentage of Redmond commute trips using alternatives to single occupancy vehicles (SOV)

So that

New and expanded infrastructure and City facilities support future growth and access to businesses

Measure: Mobility report card: Ratio of transportation supply to transportation system demand

Measure: Percentage of transportation network completed for all travel modes

Measure: Occupancy of on-street parking spaces during highest demand hours

So that

The City has a transportation system supports the safe and efficient movement of people and goods

Measure: Percentage of Redmond residents that rate Redmond's different modes of transportation as excellent or good

Performance Measure	Actual		Target		
	2016	2017	2018	2019	2020
Percentage of residents satisfied with streets, sidewalks, walking paths and bike lane maintenance (combined average)*	N/A	61%	> 65%	> 65%	> 65%
Maintenance Report Card: Pavement Condition**	79	76	> 70	> 70	> 70
Percentage of Redmond commute trips using alternatives to single occupancy vehicles (SOV)	39%	38%	> 38%	> 38%	> 38%
Mobility report card: Ratio of transportation supply to transportation system demand (concurrency)	1.8	1.8	1.7	1.7	1.6
Percentage of transportation network completed for all travel modes	55%	57%	60%	65%	70%
Occupancy of on-street parking spaces during highest demand hours	71%	82%	< 85%	< 85%	< 85%
Percentage of Redmond residents that rate Redmond's different modes of transportation as excellent or good	60%	61%	> 65%	> 65%	> 65%

* New measure, survey question changed in 2017.

** The Pavement Condition Index (PCI) numerically indicates the general condition of a pavement with 100 representing the best possible condition and 0 representing the worst possible condition.

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000031

Light Rail Integration

What: The City is partnering with Sound Transit and Microsoft to fund, design and build the infrastructure necessary to deliver light rail service to Redmond's two urban centers and Marymoor Village by 2024. This offer provides staffing, real estate and legal services for project management, design development and review, permitting, inspections and partnerships necessary to achieve Redmond's vision for a diverse, connected community and vibrant economy.

Why: Light rail service to our 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 for commuting and all other types of trips. Additionally, the bicycle-pedestrian bridges over SR 520 in Overlake will provide direct non-motorized connections to light rail. The light rail team will coordinate with other agencies and business partners to ensure delivery of light rail service to Overlake by 2023 and to Downtown by 2024.

Who: Light rail service will provide an alternative travel option that will enhance quality of life for everyone who lives, works, shops and plays in Redmond. Light rail will attract private investment in transit-oriented development near the light rail stations. Development within a mile of each of the four stations will greatly benefit from additional pedestrian and bicycle connections to light rail and integrated bus service. Visitors traveling within the region will have an additional opportunity to come to Redmond without a car.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Services delivered by this offer are Managed/Proactive given the depth and breadth of bringing light rail to the City of Redmond while maintaining the City's level of responsible government, clean and green environment and vision for infrastructure. Some services delivered by the light rail team are Proactive such as an ongoing effort to streamline permitting and real property procedures, providing architectural design guidance and promoting Transit Oriented Development opportunities. The light rail team funded by this offer includes 9.5 staff members from multiple departments. There are approximately 30 additional staff throughout the City that provide support to the light rail projects and are included in other offers. These staff resources are necessary to ensure

that high-quality light rail infrastructure is delivered by our partners on time and within budget.
Light rail service promotes the use of alternative travel modes, with pedestrian and bicyclist connections to transit through investment and partnership with Sound Transit, King County, WSDOT and private industry. This includes the design and construction of pedestrian-bicycle bridges in Overlake, building out the utility and street network in Marymoor Village, developing the linkages between light rail and the City's trail network and developing transit-oriented development near light rail stations that promote affordable housing. These components are identified in existing City plans, including the Transportation Master Plan, Stormwater Comprehensive Plan, PARCC Plan, Downtown Transit Integration Study and Marymoor Subarea Infrastructure Plan.
Through coordination and partnership with government agencies and private entities, the light rail team will help deliver high-quality infrastructure and public facilities that support future growth of our community and advances a fully-integrated transportation system that gets people where they want to go.

This offer relies on funding available through existing and pending agreements.

Above Baseline: There are no above baseline requests for this offer.

Below Baseline: Below baseline funding would result in the need to defer other City activities and a potential delay in project delivery.

2% Scalability ($133,540) – Reduce funding for contracted professional real estate services. The level of service for real estate services would change from Proactive to Managed during the biennium and would require additional funding in the 2021-2022 budget to prevent a delay in the delivery of light rail service to Downtown by 2024.

3% Scalability ($200,310) – In addition to the 2% reduction, delay the hiring of one full time position to a future year thereby requiring the deferment of other City activities to keep the delivery of light rail service.

5% Scalability ($333,850) – In addition to the 2% and 3% reductions, delay the hiring of a second full time position to a future year thereby requiring the deferment of other City activities to keep the delivery of light rail service.

Budget Changes: No changes to the baseline budget

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000031

Light Rail Integration

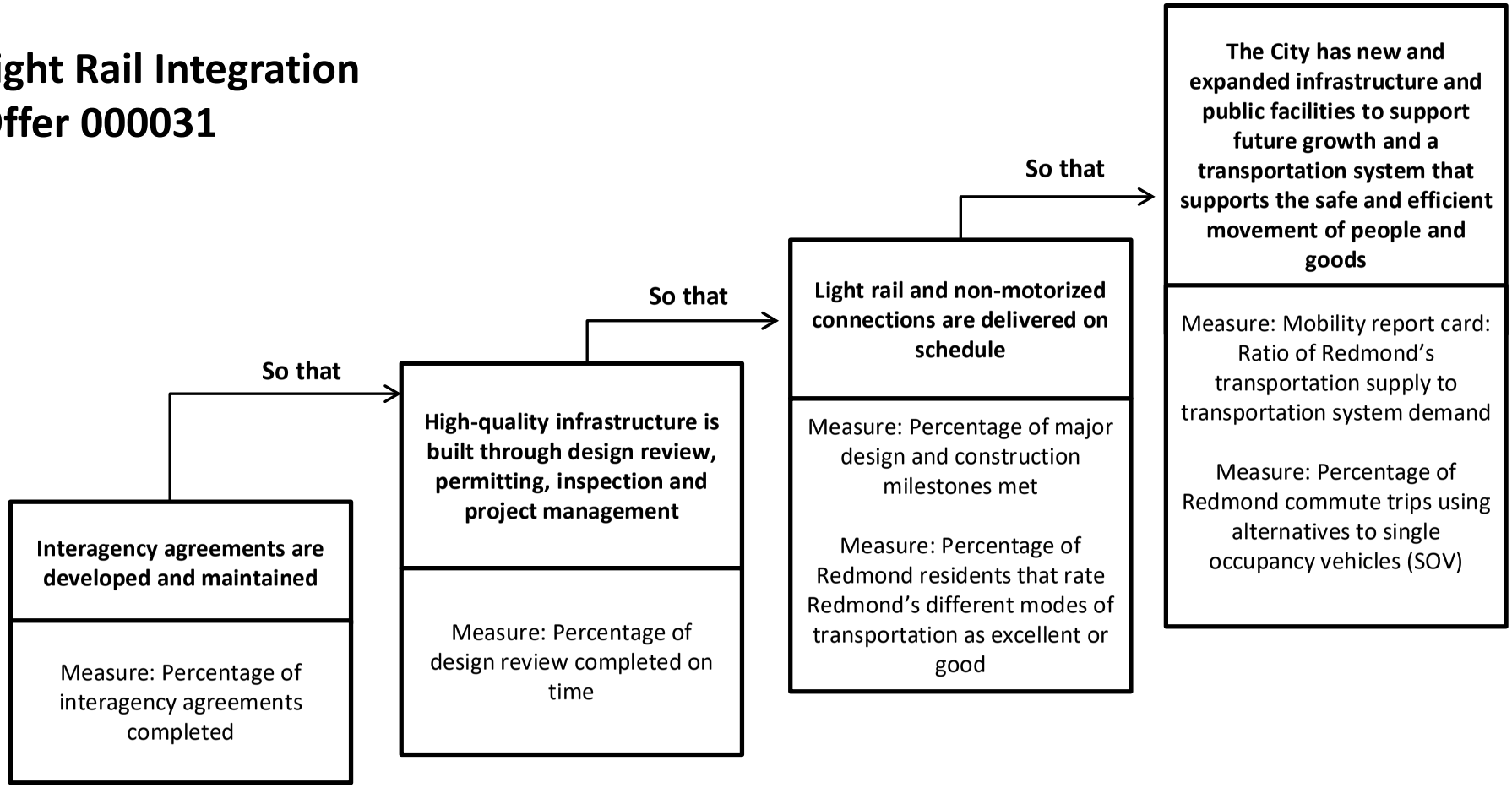
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
One-Time-Sal/Ben	$1,492,479.08	$1,933,068.64	$3,425,547.72
One-Time-Others	$324,286.00	$258,926.00	$583,212.00
Total	$1,816,765.08	$2,191,994.64	$4,008,759.72

	FTE Year1	FTE Year2
FTEs	10.50	10.00

Light Rail Integration
Offer 000031



Performance Measure	Actual		Target		
	2016	2017	2018	2019	2020
Percentage of interagency agreements completed	100%	80%	60%	100%	100%
Percentage of design review completed on time	100%	100%	100%	100%	100%
Percentage of major design and construction milestones met	60%	80%	90%	100%	100%
Percentage of Redmond residents that rate Redmond's different modes of transportation as excellent or good	60%	61%	>65%	>65%	>65%
Mobility report card: Ratio of Redmond's transportation supply to transportation system demand (concurrency)	1.8	1.8	1.7	1.7	1.6
Percentage of Redmond commute trips using alternatives to single occupancy vehicles (SOV)	39%	38%	> 38%	> 38%	> 38%

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000035

Capital Investment Delivery

What: The Capital Investment Delivery offer provides for the project management, design and construction, contract administration, real property and inspection services needed to deliver the projects included in the City's 6-year Capital Investment Program (CIP). These infrastructure projects include City streets, water/sewer/drainage pipes and related facilities, stream and habitat enhancements, sidewalks, public buildings and parks. This offer combines Capital Project Construction and Real Property Services. Services in this offer also include public outreach and stakeholder engagement, real estate administration, risk management, project accounting and grant management and compliance with federal, state and local requirements, codes and standards. Most of the staffing costs for these services are funded directly from the CIP. For Real Property Services, not all the cost is related to capital projects, but rather some are other property transactions the City administers.

Why: High-quality infrastructure supports a vibrant, growing and thriving community by providing the essential City services and public facilities needed by businesses, residents and visitors. These services include transportation mobility choices, safe and reliable drinking water, sewer and stormwater services, flood control, natural resource protection and enhancement, parks and recreation, police and fire department buildings and other City facilities required to carry out the City's mission. This offer meets all the Infrastructure objectives by delivering projects that support the community's vision, master plans, functional plans and preservation programs. The Capital Project Delivery offer supports all three overarching outcomes of the Infrastructure priority by focusing on efficient transportation systems, maintaining high-quality infrastructure through major maintenance projects and expanding infrastructure to support future growth.

Who: Customers who benefit from the efficient and effective delivery of capital projects include Redmond residents and business owners, visitors who come to Redmond to invest, shop and play and other stakeholders, including environmental groups, developers, investors, tax payers and rate payers, utility companies, other City departments and regulatory agencies.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The offer manages 30-45 capital projects per year in design, permitting and construction and delivers a Managed level of service with an average of 9-10 completed capital projects per year valued at $20-$35 million dollars. Real Property Services handles approximately 185 property-related transactions per year in a reactive manner. Included in the work are acquisitions, dispositions, right-of-way vacations and easements valued between $8-$11 million.

Demonstrated Efficiencies: Capital Project Construction has gone through significant process improvements to get to the Managed level of service. We continue to focus on completing quality infrastructure projects on time and within budget. Capital Project Construction has also undergone a Lean effort targeting improved project management quality, reduced program risk, clarity on decision-making and accountability and enhanced program transparency. Moving forward, we plan to evaluate and implement new project management software to improve data analysis at the project and portfolio levels. We will continue to refine the CIP Governance Committee/Phase Gates process and improve communications on projects Citywide.

Real Property Services is beginning process improvement activities. In 2018, the function moved to Finance and an independent audit occurred which highlighted areas needing to be streamlined. Some of the areas noted include the documentation of property transactions, including keeping a record of all related actions taken on a property as well as developing a checklist of steps that need to occur for each type of transaction. In addition, the appraisal process was also underscored as a place where the City should Lean current processes. Due to the number of transactions needed for the Sound Transit and Microsoft developments, the first area of emphasis will be the easement process from initiation to Mayor and Council approval.

Above Baseline: Real property is proposing to contract real property paralegal services ($300,000 one-time). Through the audit and initial process review, it has become apparent that the City needs paralegal assistance for the initiation, creation, recording and monitoring of documents associated with real property transactions. This type of work requires somebody with real estate legal experience in a government setting as well as knowledge of processes related to legal descriptions, creating a record of activities, filing and noticing. Gaining the paralegal expertise should boost the real property service level from Reactive to Managed. Part of the funding request ($180,000) will be reflected in the Capital Investment Budget.

Below Baseline:

2% Scalability ($148,035) – The only practical scale down would eliminate a full time equivalent (FTE) position which would be more than 2%. If scalability is needed, take the Capital Project Construction portion of the 3% scale down. This would eliminate 1.00 FTE Associate Engineer from Capital Project Construction minimum ($213,118) per year. This would reduce the service level from Managed to Reactive.

3% Scalability ($222,053) – A 3% scalability would eliminate 1.00 FTE Associate Engineer from Capital Project Construction ($213,118). A reduction in this program would mean pay estimate development/documentation, inspection support and program reporting would shift to project management staff, reducing capacity to deliver capital projects by approximately 0.5-1.0 projects per year. Additionally, a scale down of $8,935 would reduce Real Property Services' use of on-call services for unusual transactions (e.g., air right leases) as well as those that may have complicating factors. A reduction in this program would mean longer lead times for transactions to occur and use of additional legal time to prepare documents. The number of property-related transactions in one year would decline having a detrimental impact on public and private development.

5% Scalability ($370,088) – A 5% scalability in Capital Project Construction would eliminate 1.00 FTE Senior Engineer – Project Manager ($355,197). A reduction in this program would mean 1-2 fewer

capital projects would be delivered each year. Additionally, a 5% scalability in Real Property Services would include a $14,891 reduction in miscellaneous on-call services used for real estate and/or appraisal services. The impacts are the same as stated above with longer lead times for property related transactions.

Budget Changes:

- Funded one-time paralegal services for real property transactions ($120,000)
- Unfunded a portion of supplemental salaries for Construction Division ($25,200)
- Unfunded a portion of office supplies for Construction Division ($8,500)
- Unfunded a portion of small tools for Construction Division ($10,080)
- Unfunded a portion of professional services for Construction Division ($8,000)
- Unfunded a portion of telephone support for Public Works Administration Division ($11,743)

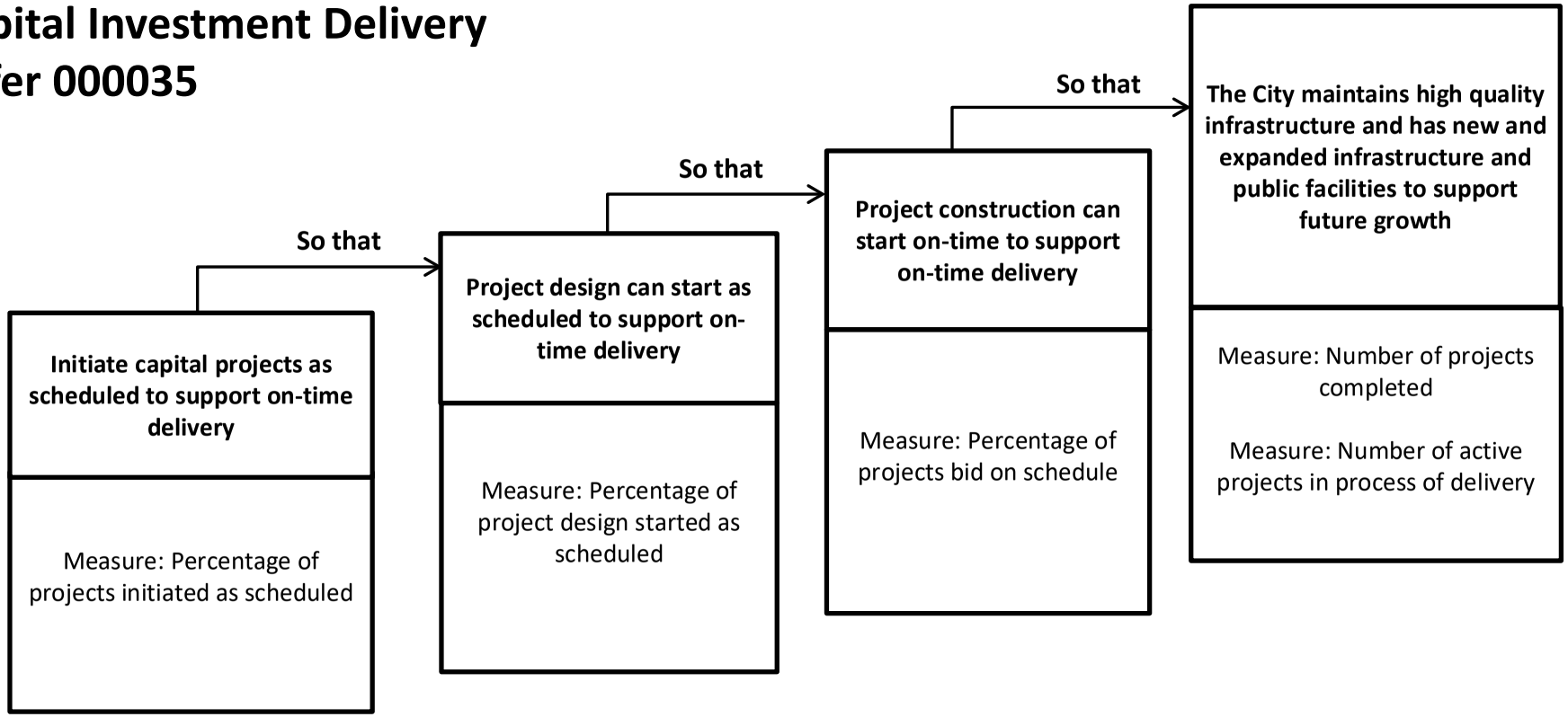
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$3,511,035.44	$3,645,034.26	$7,156,069.70
Ongoing-Others	$194,294.00	$198,409.00	$392,703.00
One-Time-Others	$60,000.00	$60,000.00	$120,000.00
Total	$3,765,329.44	$3,903,443.26	$7,668,772.70

	FTE Year1	FTE Year2
FTEs	24.53	24.53

Capital Investment Delivery Offer 000035



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of projects initiated as scheduled	N/A	N/A	100%	80%	80%	80%
Percentage of project design started as scheduled	N/A	N/A	80%	80%	80%	80%
Percentage of projects bid on schedule	N/A	100%	64%	80%	80%	80%
Number of projects completed	15	6	11	10-15	10-15	10-15
Number of active projects in process of delivery	43	39	44	35-45	35-45	35-45

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PARKS **Id:** 000075

Parks Infrastructure/Amenities

What: The Parks Infrastructure and Amenities offer provides resources to preserve the structures and places in parks where people meet, gather and play. It provides resources to maintain and repair amenities and structures in parks that are the venue for family gatherings, neighborhood meeting places, children's play and court sports. From the planning process, through development and during maintenance, the focus of providing safe, well-maintained, energy efficient and inviting public places is first and foremost.

Why: Infrastructure in the City's parks provides the foundation for public use and programmed activities which is encompassed in the vision of the City. The involvement of our residents in the planning process ensures the park system meets community needs with amenities and public art that create functional and welcoming spaces. As Redmond gains in population and diversity, the desire and need for multi-functional and welcoming public spaces has increased, which is exemplified by the development of the downtown park.

Who: The entire Redmond community benefits from the services provided in this offer: Residents who regularly walk the pathway systems in parks; employees of Redmond businesses who gather for after-work court activities; parents who meet and gather at interactive play structures; or families who celebrate birthdays or other milestones at park picnic shelters.

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline:

Parks are a defining component of any community and often experience the most frequent and repeated use as community members use these places to meet, gather and play. The repair and maintenance services provided in this offer are at a Managed level of service and contribute to meeting the outcomes and objectives identified in the Infrastructure budget priority as outlined below:

- Enhance Quality of Life – Park buildings, play structures and pathway systems are places where neighbors meet, children play and people feel safe. Public art, planning services, ongoing security control systems and repairs and maintenance all contribute to a system developed with quality materials and consistent maintenance practices that ensure a long life of public use.
- High Quality Infrastructure and Public Facility Standards – Parks are for and about supporting people. The planning for, care and upkeep of park amenities ensure safe, well-maintained, comfortable and accessible structures. The importance of consistent maintenance practices and the use of long-lasting, quality products, is heightened with increased use of public spaces.
- Partnerships – Organized groups, who actively use park spaces, have a history of contributing

to the improvement of parks. During 2017 over 360 hours of volunteer time valued at over $10,000 contributed to park maintenance or improvements such as an Eagle Scout project at Hartman Park resulting in concession improvements and donated picnic tables and litter control along Redmond Central Connector from the Kiwanis organization.
- Delivery of City Services – Quality parks and their associated structures are an expectation of the Redmond community.
- Safe Environment – People gather in Redmond Parks. Functional and safe public spaces are supported in this offer by thoughtful design of public buildings, art pieces that reflect the community and maintenance that protects and preserves public assets.

Demonstrated Efficiencies: The implementation of time and/or cost-saving practices is a priority in park design, renovation and maintenance. Examples of recent efficiency efforts include:

- Completing planning efforts without the cost of consulting services (Park, Arts, Recreation, Culture and Conservation Plan and Park Rules code update) resulting in $340,000 savings.
- The development of an Operations Plan, documenting business processes and work priorities of the Park Operations Division.
- The planned implementation of Lucity, an asset management system, which will provide gained efficiencies in the comprehensive management of park assets.
- The conversion to energy efficient lighting in the parking areas at Farrel-McWhirter Park, Perrigo Park and Anderson Park cabins resulting in $3,780/year savings.
- The implementation of key management software to better address access and security.

Above Baseline:

- Park Infrastructure high-priority renovation and maintenance ($202,048 one-time) – To address the highest priority preventative maintenance and small capital projects. Examples of these projects include: replacement of the boiler system at Farrel-McWhirter Park; concrete pathway repairs at Reservoir Park; brick plaza repair at Farrel-McWhirter Park; asphalt and concrete pathway repairs at Meadow Park; and priority projects identified in the 2018 Americans With Disabilities (ADA) Transition Plan. This is an investment in the future, addressing emerging safety concerns and preventing the need for ongoing sporadic repairs or potential closures.
- Sports Field Design Services ($66,786 one-time) – To support site evaluation, feasibility and partnership development to co-develop a multi-purpose sports field at a school site. This is a partnership project identified in the current interlocal agreement with Lake Washington School District.
- Downtown Park Art Maintenance Contractors ($25,000 ongoing) – To support the maintenance of "Buoyant", the integrated artwork that serves as a pavilion. The public art components include audio-visual, mechanical, electrical and plumbing equipment as well as high quality structural and aesthetic materials.
- Downtown Park Digital Art ($10,000 ongoing) – To develop new digital art projection(s) for "Buoyant". The City will seek updated digital art for the pavilion each biennium to create a library of artwork to project upon the water wall.

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PARKS **Id:** 000075

Parks Infrastructure/Amenities

Below Baseline:

2% Scalability ($112,242) – A 2% reduction includes the following:

- You Count Program ($26,000) – This reduction would eliminate the You Count program that estimates park and trail demand. This can potentially be reduced to once every five years or rely solely on periodic Parks, Arts, Recreation, Culture and Conservation (PARCC) Plan survey data.
- Irrigation Water ($40,000) – Eliminates irrigation of neighborhood parks. Lawn areas would go into dormancy during the summer months. Irrigation would be provided to trees and shrubs as needed to ensure survivability. Service level would change from Managed to None.
- Preventative Maintenance ($46,242) – Reduce maintenance such as roof and gutter cleaning, painting and pressure washing (6-month seasonal employee). This reduction would ultimately decrease the life of structures. Service level would change from Managed to Reactive.

3% Scalability ($168,863) – A 3% reduction includes items detailed above in addition to the following:

- Reduce Professional Services ($17,000) – This amount represents a reduction in the level of service for professional services and partnership contributions for the Eastside Rail Corridor Regional Advisory Council. This would limit real estate, design, land survey, environmental review and other services and may lead to use of internally-derived data or delaying projects until these services can be obtained.
- Preventative Maintenance ($39,621) – Reduce maintenance such as catch basin cleaning, HVAC maintenance and minor repairs (6-month seasonal employee). This reduction would ultimately decrease the life of structures. Service level would change from Managed to Reactive.

5% Scalability ($282,105) – A 5% reduction includes items detailed above in addition to the following:

- Preventative Maintenance ($38,000) – Reduce maintenance such as structural repairs, hard surface repairs and playground safety repairs (6-month seasonal employee). This reduction would ultimately decrease the life of structures and compromise safety. Service level would change from Managed to Reactive.
- Security Services ($75,242) – Eliminate evening lock-up and security patrols which are provided at Hartman, Grass Lawn, Perrigo, Farrel-McWhirter, Watershed Preserve and Idylwood (seasonally). The elimination of this service would result in parks and fields being unsecured during nighttime hours. Service level would change from Managed to None.

Budget Changes:

- Funded ongoing Downtown Park art maintenance contractors ($18,000)
- Funded one-time park infrastructure renovation and maintenance ($202,048)
- Unfunded Eastside Rail Corridor Regional Advisory Council ($17,000)
- Unfunded You Count Program ($26,000)
- Unfunded a portion of electricity for park facilities due to reduced usage ($80,000)

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PARKS **Id:** 000075

Parks Infrastructure/Amenities

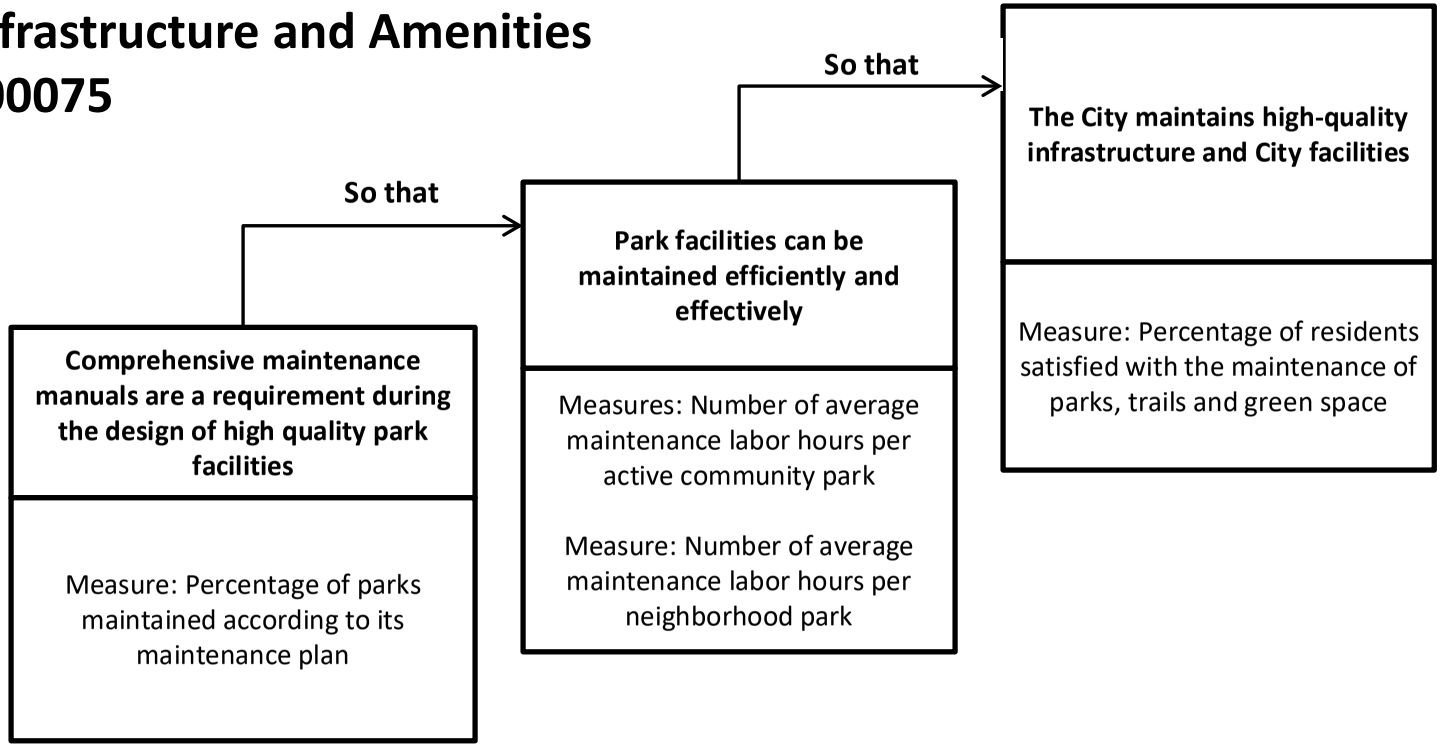
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,531,098.30	$1,581,766.92	$3,112,865.22
Ongoing-Others	$1,173,089.25	$1,122,155.25	$2,295,244.50
One-Time-Others	$101,024.00	$101,024.00	$202,048.00
Total	$2,805,211.55	$2,804,946.17	$5,610,157.72

	FTE Year1	FTE Year2
FTEs	11.94	11.94

Parks Infrastructure and Amenities Offer 000075



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of parks maintained according to its maintenance plan	88%	88%	90%	92%	92%	92%
Number of average maintenance labor hours per active community park*	4,572	4,280	4,905	4,900	4,900	4,900
Number of average maintenance labor hours per neighborhood park**	541	504	579	542	542	542
Percentage of residents satisfied with the maintenance of parks, trails and green space***	92%	92%	85%	85%	87%	88%

*Parks measured include Perrigo, Grass Lawn, Farrel-McWhirter, Hartman, and Idylwood.
** Parks measured include Nike, Viewpoint, Westside, Meadow, Cascade View, Willows Creek, and Sunset Gardens.
*** Survey questions changed in 2017 from Very Satisfied/Somewhat Satisfied to a 1-5 scale of satisfaction.

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000029

Wastewater Utility Management

What: Wastewater Utility Management provides strategic financial and infrastructure planning, project development, analysis, engineering, infrastructure, operations and maintenance, customer service and administration required to deliver a reliable system for the collection, conveyance and treatment of wastewater from residential and commercial uses. The offer also includes the cost of regional conveyance, treatment and disposal paid to King County.

Why: The City's Wastewater Utility provides a reliable system to collect, convey and treat wastewater; fundamental services that sustain our community's quality of life and ensure a safe, vibrant community and a green environment. Assurance that desired service levels are met and reliable infrastructure with capacity for growth is in place requires strategic management, proactive system planning and efficient operations and maintenance.

Who: The Wastewater Utility's primary customers are residents and businesses that rely on these services for their daily activities. Other customers include property owners, developers, contractors, other agencies and visitors who work, shop, invest and play in Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The Wastewater Utility provides reliable wastewater conveyance to the King County trunk line and treatment facilities prior to discharge into Puget Sound. The Wastewater Utility meets level of service standards expected by our customers and federal and state regulations and supports planned growth. The existing level of service is Managed. Wastewater utility management elements include:

- Strategic Planning, Regional Coordination and Finance (Proactive) – The General Sewer Plan is updated every six years (currently underway with completion in 2019), and provides guidance to ensure that the wastewater system meets level of service standards, that collection and treatment of wastewater complies with local and state health regulations and federal environmental protection requirements, and that facilities support current and future customers. Financial planning, including budgeting, rate setting, revenue forecasting and expense monitoring, informs policy development and decision-making. Utility billing includes resolving customer service issues, billing for stormwater, managing and maintaining customer records for billing, collecting the utility's revenues and providing information to customers. Long-range planning for wastewater treatment is coordinated at a regional level through King County Wastewater Division, as well as with neighboring cities and sewer districts, to develop cost of service and regional capital projects. (The cost of wastewater treatment provided by King

County is included in this offer).

- Capital Investment Planning, Development and Delivery (Reactive) – Wastewater system capital investments are identified through strategic planning, the asset management program and operation and maintenance activities. Capital projects to support growth and system rehabilitation are initiated, developed, managed, designed and implemented through the Citywide Capital Investment Strategy, the six-year Capital Investment Program and through conditions placed on development. While pump station maintenance is at a Managed level of service, many of these facilities are at the end of their useful life and need replacement.
- Wastewater Collection and Conveyance Assets (Managed) – Proper inspection, maintenance and cleaning is performed on over 234 miles of pipes, manholes and easements as well as daily operation of 22 pump stations to preserve asset life and minimize service disruptions. Pipe patching and repairs are performed at a Reactive level, with the goal of bringing the level of service to Managed through use of asset management data and analysis.
- Source Control Program (Reactive) – The Source Control program works with customers to prevent prohibited discharges such as fats, oils, grease and toxic chemicals from entering the wastewater system. These can cause sewer backups and overflows, degradation of assets and hazardous conditions for staff, the public and the environment.
- Emergency Response (Reactive) – The wastewater maintenance crew responds 24/7 to power outages, sewer backups and after-hours requests to protect the public and the environment.

Demonstrated Efficiencies:

- Automated and removed duplicate steps in Utility Billing, saving 200 hours of work per year.
- Switched payment processing service providers, saving the City $7,500 per year.
- Implemented industry best practices for pipe cleaning and condition assessment to extend asset life by tracking and evaluating preventative maintenance inspection and cleaning processes in alignment with Environmental Protection Agency (EPA) recommendations. This results in the entire system being cleaned every five years and the entire system being inspected for condition assessment every seven years. Work was prioritized to complete the preventative cleaning and inspection.

Above Baseline: There are no above baseline requests for this offer.

Below Baseline:

2% Scalability ($169,534) – Reduce professional services ($137,534) to eliminate development of an emergency sewer bypass plan for the eight highest-risk sewer pump stations, reducing the planning level of service to below Managed and reducing system resiliency. Eliminate a seasonal position ($32,000), reducing level of service on 15 miles of easement maintenance to Reactive. These reductions result in obstructed access to assets, increased customer complaints, reduced hours of preventative maintenance and increased risk of overflows.

3% Scalability ($254,301) – In addition to the reductions above; reduce outside repair and maintenance ($52,767), which would decrease maintenance of pump stations and generators. Eliminate a second seasonal position ($32,000), reducing level of service on easement maintenance to None, resulting in inappropriate uses in the easements, obstructed access to assets and increased customer complaints. Responding to complaints reduces time available for preventative

operations and maintenance activities. Reduced maintenance results in increased repairs and premature asset replacement due to deteriorated conditions, as well as increased risk of overflows to the stormwater system, surface waters or groundwater.

5% Scalability ($423,836) - In addition to the reductions above; eliminate a Maintenance Technician ($169,535) which would lower operations levels of service to Reactive, leading to an increase in the percentage of assets in poor condition, reduction of hours spent on preventative maintenance and increase in the risk of sanitary sewer overflows.

Budget Changes: No changes to the baseline budget

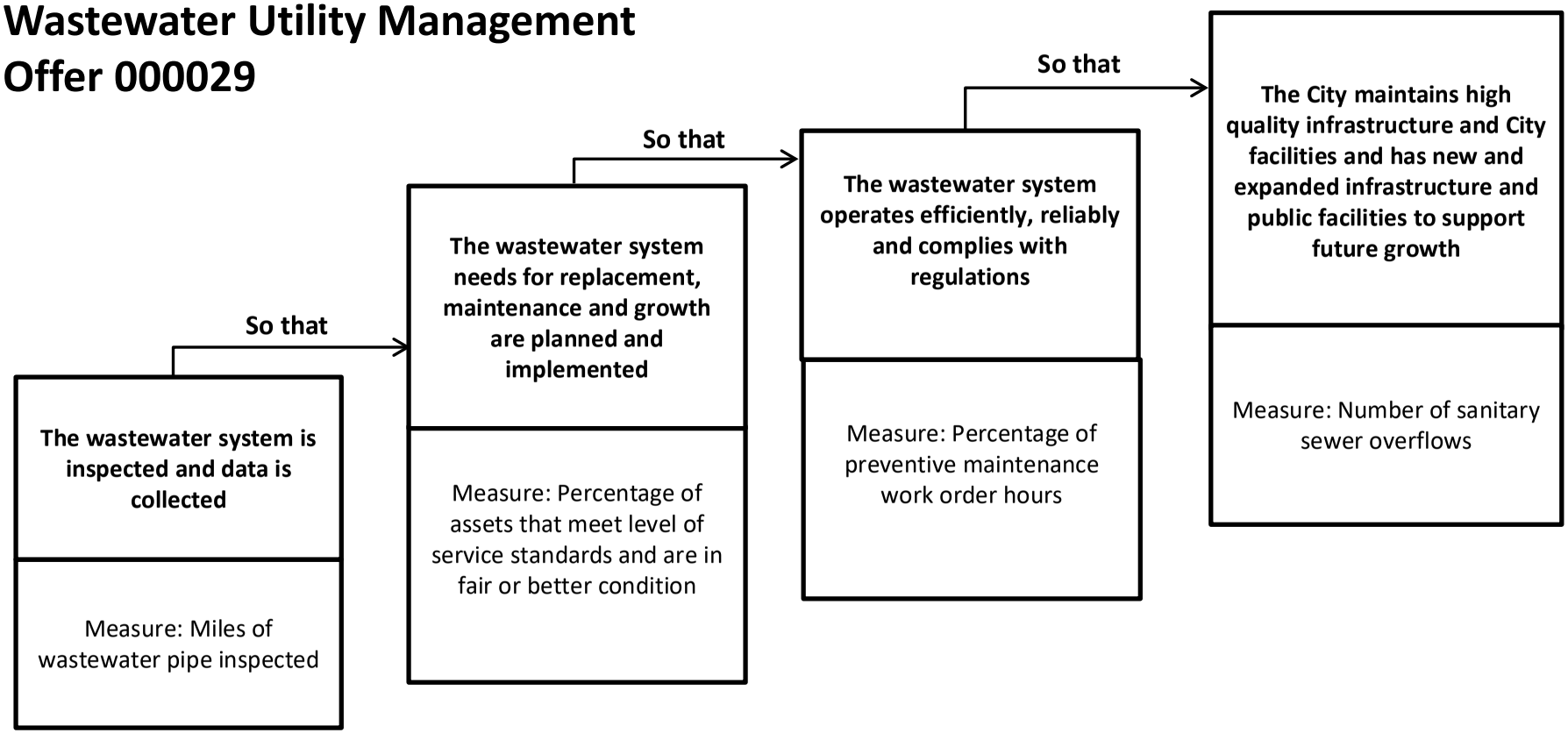
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,125,253.85	$2,203,644.79	$4,328,898.64
Ongoing-Others	$20,636,101.50	$20,839,451.00	$41,475,552.50
One-Time-Others	$0.00	$0.00	$0.00
Total	$22,761,355.35	$23,043,095.79	$45,804,451.14

	FTE Year1	FTE Year2
FTEs	17.97	17.97

Wastewater Utility Management
Offer 000029



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Miles of wastewater pipe inspected*	N/A	N/A	30	33.5	33.5	33.5
Percentage of assets that meet level of service standards and are in fair or better condition*	N/A	N/A	N/A	80%	80%	80%
Percentage of preventive maintenance work order hours*	N/A	N/A	43%	50%	50%	50%
Number of sanitary sewer overflows**	0	0	1	0	0	0

* New measure
** Environmental Protection Agency guideline target is less than 2 sanitary sewer overflows per year

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PARKS **Id:** 000064

Municipal Building Management

What: The Municipal Building Management offer provides property management, repair and maintenance and strategic planning services to 27 buildings and their grounds. We ensure these structures and their related infrastructure systems are safe and kept in good working order for their intended service life. We plan and design priority capital facilities projects and integrate art into these public spaces. This work is driven by the Facilities Strategic Management Plan, building-specific plans and the Public Art Plan.

Why: The services provided in this offer create welcoming, functional, safe, clean, comfortable and sustainable public buildings for community and employee use. Maintained public buildings enable staff to conduct business in an efficient and professional manner, provide quality facilities for community programs and gatherings, and support an efficient response to public safety emergencies.

Who: Our customers include Redmond employees, residents, the business community and their employees and customers, visitors and future residents.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This offer provides maintenance and operations of all 27 municipal buildings on 13 sites. Service levels vary due to current available staffing levels, the number of buildings in the portfolio as well as the overall age and condition of these buildings. Services include:

- Strategic Planning (Managed) – The City's Facilities Strategic Plan will be finalized in 2018 to provide processes and criteria to prioritize the operation of City facilities and capital facility improvements. In the next biennium, we will continue planning Redmond's community centers and fire stations.
- Property Management (Managed) – Services include developing life cycle costs, meeting with customers regarding budget and actual costs of service, and evaluating customer satisfaction.
- Asset Management (Reactive to Managed) – Facilities staff maintain all mechanical and electrical systems including: plumbing; controls; heating, ventilating and air-conditioning (HVAC) systems; building envelopes (roof, siding, etc.); maintaining and refinishing interiors; and performing minor building renovations and improvements. The arts team provides a Managed level of service in maintaining public art in City buildings.
- Managing Contracted Services (Reactive and Managed) – Contracted services for specialized systems maintenance and repair, major renovation projects, janitorial, mail delivery, security, pest control and the City Hall property management agreement.

- Utility Costs (Reactive) – This offer includes all utilities consumed in the City's buildings.

Demonstrated Efficiencies:

- With consultant support, an operations plan was developed documenting the business processes and work priorities of the Park Operations Division.
- Implementation of an asset management system that allows for quicker response times to work requests, keeps a history of assets and an accurate cost of maintenance.
- The implementation of key management software to better address access and security.
- Implementation of the findings from the Facilities Strategic Management Plan. This will provide a path forward for a comprehensive approach to managing facilities.
- Energy efficiency upgrades to the Public Safety Building resulting in $30,000 per year savings.

Above Baseline: The goal is to improve the ability to address ongoing and deferred maintenance, emergency repairs, and plan for capital improvements from a Reactive to a Managed level of service by:

- Assistant Maintenance and Operations Manager ($310,432 ongoing) – With the prioritized projects in the Facility Strategic Management Plan, this position will assist with contract administration, facility management, capital project planning/construction and asset and personnel management, to meet performance measure targets.
- Supplemental Conversion to a full time equivalent (FTE) position (cost-neutral) – In 2018, a Supplemental Lean Process was completed identifying a strategy to convert some supplemental staff hours to permanent full time staff hours. Funding for this position will be drawn from current supplemental salaries, benefits and the reduction of outside professional services and repairs and maintenance. Hiring a trades-skilled full time employee allows more complex work to be completed. This conversion is budget-neutral. Regular full time staff provides consistency, leading to improved customer service and level of service.
- Building Security Management ($352,367 ongoing, $104,500 one-time) – Includes a Senior Systems Analyst full time equivalent (FTE) position ($312,367), responsible for a comprehensive security program. This FTE would support a change in level of service from Reactive to Comprehensive in securing our buildings and customers. The Public Safety Building needs enhanced isolation of the evidence area ($80,000 one-time) and professional services support is requested for Genetec security systems ($40,000 ongoing), five additional security cameras ($24,500 one-time) at the Public Safety Building and four exterior cameras at the Maintenance and Operations Center would provide an added level of safety.
- Feasibility Study for Fire Stations 11 and 12 ($280,000 one-time) – Funding will provide professional services to confirm site dimensions, design buildings and estimate capital and operating costs. The service level will change from Reactive to Managed.
- Amendment to the City's ADA Transition Plan ($150,000 one-time) – Evaluates and prioritizes deficiencies in all City buildings to meet regulatory requirements. This will move our level of service to Managed.
- Audio-Visual Infrastructure ($20,000 one-time) – New audio-visual equipment in the training and conference rooms at the Maintenance Operations Center and in the Planning Department.
- Farrel-McWhirter Office and Restroom Cleaning ($13,400 ongoing) – Provide contracted cleaning services, rather than staff, to achieve a level of service consistent with other City

facilities.

- Preventive Maintenance of Doors and Gates ($60,000 ongoing) – This funding would help reduce the frequency of repairs on apparatus bay doors at fire stations, and gates at the Maintenance and Operations Center and police facilities, improving the level of service from Reactive to Managed.
- Audio-Visual Service Contract ($30,000 ongoing) – This will fund contracted services to manage and repair audio-visual equipment located in City buildings.
- Landscaping Maintenance at Fire Stations 16 and 17 ($37,000 ongoing) – Landscape maintenance is not adequately funded at Fire Stations 16 and 17 to meet City level of service standards. The funding will change the level of service from Reactive to Managed.
- On-call Professional Services ($12,500 ongoing) – Funds are needed to support engineering, land survey work and real estate services to achieve a Managed level of service.
- Interagency Contributions ($10,000 ongoing) – Necessary to support the ongoing work of the King County Regional Aquatics Partnership, pending the recommendations in the 2018 Feasibility Study, and will ultimately improve the level of service of aquatics facilities.

Below Baseline:

2% Scalability ($121,500) – Eliminate three supplemental employees supporting preventive maintenance work. Some facilities projects would be delayed and daily maintenance activities would be reduced such as HVAC preventive maintenance, roof and sidewalk cleaning and landscaping. The level of service would move from Reactive to None.

3% Scalability ($182,309) – A 3% reduction includes items detailed above plus to the following:

- Reduce repair and maintenance for City Hall Art Exhibits ($5,000) – The level of service would remain Managed, but the size of the loaned exhibit would be reduced due to the cost to install and de-install the art works.
- Reduce miscellaneous line item ($2,500) – The miscellaneous line item supports subscriptions and professional memberships for the department. The level of service in these areas would move from Comprehensive to None.
- Eliminate Aramark Floor Mat Service to all facilities ($35,000) – This service controls dust, dirt and moisture, and is a preventive safety measure. The level of service would move from Comprehensive to None.
- Professional Services for Public Engagement ($18,309) – Would reduce the scope for Redmond's Community Centers' public engagement, which has a robust goal to achieve more than 3,500 touches. Level of service would change from Comprehensive to Managed.

5% Scalability ($303,927) – A 5% reduction includes items detailed above and janitorial services to all City facilities ($121,618), reducing the frequency of trash removal, floor sweeping and mopping, vacuuming, restroom cleaning, glass cleaning, dusting and restocking of supplies by 30%. Level of service would change from Managed to more Reactive.

Budget Changes:

- Funded 1.00 Assistant Maintenance and Operations Manager FTE, repurposed from existing Department Administrative Coordinator FTE in Offer 000055 ($310,432)

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PARKS **Id:** 000064

Municipal Building Management

- Funded ongoing 1.00 Maintenance Technician FTE through the conversion of supplemental position funding (budget neutral)
- Funded ongoing Farrell-McWhirter Park office and restroom cleaning ($13,400)
- Funded one-time Feasibility Study for Fire Stations 11 and 12 ($280,000)
- Funded one-time King County Regional Aquatics Program ($10,000)
- Funded one-time purchase of audio-visual infrastructure ($20,000)
- Funded ongoing audio-visual service contract ($30,000)
- Funded one-time ADA Transition Plan for City buildings ($150,000)
- Funded one-time isolation of evidence area improvements ($80,000)
- Funded ongoing Genetec security system support ($40,000)
- Funded one-time purchase of security cameras ($24,500)
- Unfunded a portion of public engagement for the Community Center ($18,309)
- Unfunded a portion of Public Safety Building repair and maintenance supplies due to building improvements ($40,000)
- Unfunded a portion of electricity for City facilities due to reduced usage ($162,000)

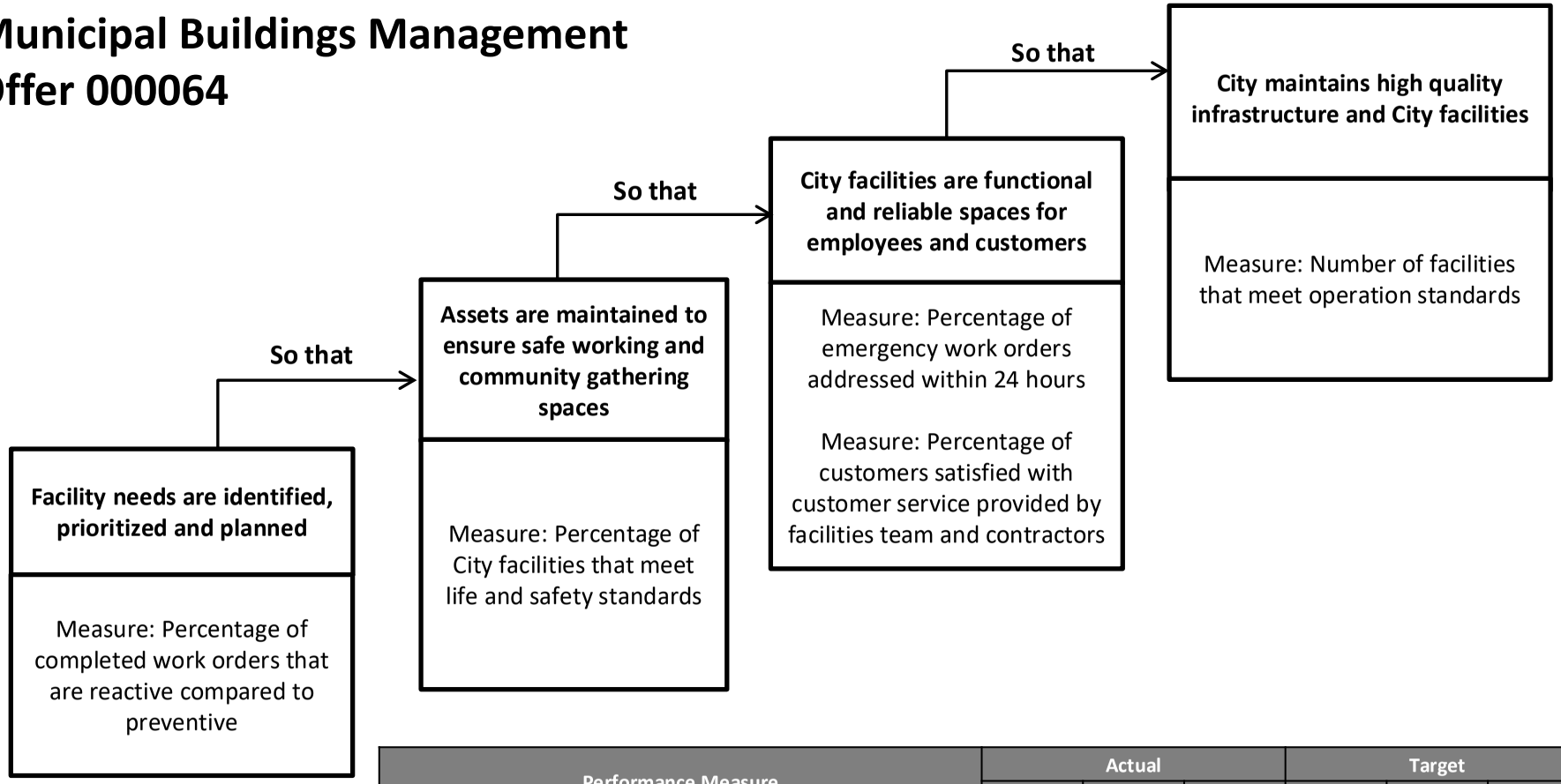
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,383,454.00	$1,432,562.98	$2,816,016.98
Ongoing-Others	$1,839,231.00	$1,722,361.00	$3,561,592.00
One-Time-Others	$269,500.00	$295,000.00	$564,500.00
Total	$3,492,185.00	$3,449,923.98	$6,942,108.98

	FTE Year1	FTE Year2
FTEs	11.12	11.12

Municipal Buildings Management Offer 000064



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of completed work orders that are reactive compared to preventive*	N/A	N/A	N/A	90%	80%	75%
Percentage of City facilities that meet life and safety standards*	N/A	N/A	N/A	9%	32%	36%
Percentage of emergency work orders addressed within 24 hours*	N/A	N/A	N/A	100%	100%	100%
Percentage of customers satisfied with customer service provided by facilities team and contractors (Internal survey)**	85%	N/A	N/A	90%	92%	92%
Number of facilities that meet operation standards*	N/A	N/A	N/A	27	27	27

* New performance measure in 2018.
** Survey not conducted in 2016 and 2017

Budgeting by Priorities

Budget offer

Infrastructure

Department Name: PUBLIC WORKS **Id:** 000027

Water Utility Management

What: Water Utility Management provides strategic financial and infrastructure planning, engineering, construction, operations and maintenance, customer service and administration required to deliver drinking water services for residential, commercial, irrigation and fire suppression use.

Why: The City's water utility sustains the quantity and quality of the drinking water supply, these essential services contribute to a vibrant, clean, healthy and safe community, and are fundamental to sustain the community's quality of life, including community resiliency and affordable water rates. Redmond's unique and valuable groundwater aquifer provides 40% of the City's drinking water supply and the additional supply required to meet customer demand is purchased from Cascade Water Alliance. Assurance that desired service levels are met and reliable infrastructure with capacity for growth is in place requires strategic management, proactive system planning and efficient operations and maintenance.

Who: The Water Utility's primary customers are residents and businesses that rely on these services for their daily activities. Other customers include property owners, developers, contractors, other agencies and visitors who work, shop, invest and play in Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The water utility delivers a reliable supply of safe drinking water and fire protection services, meets federal and state regulations and supports planned growth. The existing level of service is Managed. Water utility management activities include:

- Strategic Planning, Regional Coordination and Finance (Proactive) – The Water System Plan is updated (due 2020) per Department of Health requirements and ensures that the system provides the required quality and quantity of drinking water, identifies appropriate water sources, treatment requirements and storage and distribution facilities for current and future customers. Financial Planning, including budgeting, rate setting, revenue forecasting and expense monitoring, informs policy development and decision-making. Utility billing includes resolving customer service issues, billing for stormwater, managing and maintaining customer records for billing, collecting the utility's revenues and providing information to customers. Long range water supply planning is coordinated regionally with Cascade Water Alliance, as well as neighboring cities and water districts. (The cost of purchased water from Cascade Water Alliance is included in this offer).
- Capital Improvement Planning, Development and Delivery (Proactive) – Water system capital improvements are identified through strategic planning, the asset management program and

operation and maintenance activities. Capital projects to support growth and system rehabilitation are initiated, developed, managed, designed and implemented through the Citywide Capital Investment Strategy, the six-year Capital Improvement Program and conditions placed on development. In addition, the City participates in projects with the Cities of Bellevue and Kirkland for jointly owned facilities. A current focus is on upgrading the remote monitoring and control systems, as replacement parts are not available.

- Water Production, Storage and Pumping Facilities (Proactive) – Operation of the five drinking water supply wells and storage tanks includes monitoring, testing and ongoing maintenance activities. The goal is to maximize total well production to reduce the costs of purchasing water through Cascade Water Alliance and contribute to regional supply.
- Water Distribution Assets (Reactive) – Includes testing, maintaining and repairing 4,100 fire hydrants (Reactive), more than 330 miles of water mains (Reactive), pressure reducing valve stations (Managed), valves (Reactive) and service meters (Reactive). Currently this work is impacted by a high volume of customer calls and development support. Data from asset management software is being analyzed to improve service levels and increase preventative maintenance hours.
- Emergency Response (Reactive) – Maintenance crews respond 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 ultimately ensuring the safe and effective delivery of services.
- Water Quality Monitoring and Safety (Proactive) – Water quality is monitored to provide safe drinking water that meets or exceeds regulatory requirements. The Backflow Prevention Program ensures that 6,900 fixtures are tested and maintained to prevent contamination of the public water system.

Demonstrated Efficiencies:

- Automated and removed duplicate steps in Utility Billing, saving 200 hours of work per year.
- Switched payment processing service providers, saving the City $7,500 per year.
- Revised staff responsibilities to reduce maintenance backlog in the pressure reducing valve system. By the end of 2018 these assets will be on a five-year preventative maintenance schedule which will significantly reduce the risk of costly unexpected failures.

Above Baseline: Utility Private Development Plan Review Process Improvement ($200,000 one-time) – To support a process improvement effort to streamline plan review, identify performance gaps and update design standards. This effort will increase consistency, predictability and quality of development plan review, resulting in delivery of high-quality infrastructure and reduced Citywide staff hours associated with development projects. The results of this effort will directly impact the percentage of assets that meet level of service standards and the ability to support Redmond's planned level of growth.

Below Baseline:

2% Scalability ($289,787) – Reduce professional services for the Water System Plan ($162,000). This would impact the ability to analyze the system, plan for and support growth and identify and address infrastructure needs. Reduce engineering professional services ($20,000), which would

reduce the ability to respond to emerging issues. Eliminate one seasonal position ($32,000), which would diminish water facility and easement landscape maintenance. Reduce chemical purchase for drinking water supply well #4 ($75,787) in 2019, as it is anticipated to be out of service. These reductions decrease levels of service in system planning and water distribution, leading to the decline of asset condition and time spent on Preventative Maintenance.

3% Scalability ($434,680) – In addition to the 2% reductions above, further reduce Water System Plan professional services ($60,000), which would shift completion of the plan to internal staff. Reduce repair and maintenance supplies for hydrants and valves in the distribution system ($52,893), decreasing the maintenance level of service and leading to a decline in asset condition and reduction in time spent on preventative maintenance, as well as a delay of capital project delivery. Reduce seasonal staffing to none ($32,000) eliminating water facility and easement landscape maintenance completely.

5% Scalability ($724,467) – In addition to the 3% reductions above, reduce outside contracted services for water storage facilities and meter maintenance ($32,787), further reduce engineering professional services ($27,000) and eliminate a Maintenance Technician ($230,000). These reductions would eliminate water distribution preventative maintenance. Impacts to performance measures include further reduction of items mentioned above, as well as increased risks of water main breaks and impacts to drinking water quality and fire suppression.

Budget Changes:

- Funded one-time Utility Private Development Plan Review Process Improvement effort ($200,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,688,393.56	$2,784,745.88	$5,473,139.44
Ongoing-Others	$12,462,503.00	$13,068,788.50	$25,531,291.50
One-Time-Others	$100,000.00	$100,000.00	$200,000.00
Total	$15,250,896.56	$15,953,534.38	$31,204,430.94

	FTE Year1	FTE Year2
FTEs	23.06	23.06

Water Utility Management
Offer 000027

The water system is inspected and data is collected

Measure: Percentage of fire hydrants inspected

So that

The water system needs for replacement, maintenance and growth are planned and implemented

Measure: Percentage of assets that meet level of service standards and are in fair or better condition

So that

The water system operates efficiently, reliably and complies with regulations

Measure: Percentage of water quality tests that comply with regulations

Measure: Percentage of preventive maintenance work order hours

So that

The City maintains high quality infrastructure and City facilities, and has new and expanded infrastructure and public facilities to support future growth

Measure: Number of water main breaks per 100 miles

Measure: Dollar value of water capital projects

Measure: Miles of new water line added to the system

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of fire hydrants inspected*/**	N/A	N/A	N/A	33%	33%	33%
Percentage of assets that meet level of service standards and are in fair or better condition	N/A	N/A	N/A	80%	80%	80%
Percentage of water quality tests that comply with regulations	100%	100%	100%	100%	100%	100%
Percentage of preventive maintenance work order hours*	N/A	N/A	15%	40%	40%	40%
Number of water main breaks per 100 miles***	3.9	4.2	2.4	<6	<6	<6
Dollar value of water capital projects (in millions)****	$0.56	$1.45	$5.12	$7.56	$4.25	$5.58
Miles of new water line added to the system	2.93	1.26	1.56	1.5	1.5	1.5

* New measure added as of the 2019–2020 Budget.
** Recommendation is annually, however, typically cities are on a 2-3 year cycle.
*** Industry measure that indicates general condition, which puts us in top 1/3 of agencies.
**** Target is based on the cost of projects planned for in the CIP for these years.

RESPONSIBLE GOVERNMENT

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

RESPONSIBLE GOVERNMENT

I WANT A CITY GOVERNMENT THAT IS RESPONSIBLE AND RESPONSIVE TO ITS RESIDENTS AND BUSINESSES

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Percentage of community responding positively regarding satisfaction with City services.

Measure Description: A measure used to provide information on the level of community satisfaction to specific government-provided services.

Importance: Satisfaction with services is a useful benchmark of a resident's overall experience in Redmond and is a broad reflection of how they feel about living in Redmond.

Indicator 2: Trend in Redmond's Price of Government.

Measure Description: The sum of all taxes, fees and other revenues collected by all sectors of city government, divided by the aggregate personal income of City residents.

Importance: Allows the City to monitor the level of resources available to provide City services and the band within which residents are willing to pay for those services.

Indicator 3: The City's Bond Rating.

Measure Description: Reflects the City's ability to meet or exceed the highest nationally-recognized fiscal policy benchmarks as determined by bond rating agencies.

Importance: Measure of prudent financial management practices, maintenance of an open and transparent government and indicator of system integrity.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Responsible Government priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating a responsible government, and the

supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable in creating a responsible government.

Outcome 1: A Learning and Service Culture

- Provides the best possible customer service
- Streamlines to build capacity, increase efficiency and decrease cost
- Focuses on the needs of the customer
- Continually strives to improve by supporting an Innovative and collaborative environment

Outcome 2: A Customer-Focused Organization

- Builds trust and support
- Meets expectations of residents
- Engages our residents
- City organization exists to serve customers

Outcome 3: A Healthy Financial Condition

- Demonstrates that the City is well-managed
- Supports economic resiliency
- Provides the ability to acquire outside funding to assist in achieving desired outcomes

Outcome 4: Service Delivery that Leverages Technology and Innovation

- Keeps pace with evolving technology
- Allows City to stay aligned with tech savvy customers
- Provides more efficient customer service
- Improves transparency of services and performance

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of a responsible government.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Use the long-term financial strategy to guide the City in fiscal matters

Objective 2: Improve service delivery through the organizational excellence, innovation, customer service, and educational programs

Objective 3: Invest in technology and innovative programs that keep pace with the changing needs of a future Redmond

Objective 4: Leverage City financial resources with matching grants and partnerships

Objective 5: Continue to develop strategies that advance the City towards its goals, mission, vision and values

Responsible Government

I want a city government that is responsible and responsive to its residents and businesses

A Learning and Service Culture

- Provides the best possible customer service
- Focuses on the needs of the customer
- Continually strives to improve by supporting an innovative and collaborative environment
- Streamlines to build capacity, increase efficiency and decrease cost

A Customer-Focused Organization

- Builds trust and support
- Meets expectations of residents
- Engages our residents
- City organization exists to serve customers

A Healthy Financial Condition

- Demonstrates that the City is well-managed
- Supports economic resiliency
- Provides the ability to acquire outside funding to assist in achieving desired outcomes

Service Delivery that Leverages Technology and Innovation

- Keeps pace with evolving technology
- Allows City to stay aligned with tech savvy customers
- Provides more efficient customer service
- Improves transparency of services and performance

RESPONSIBLE GOVERNMENT
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
146	000079	Fiscal Stewardship	Finance	10,725,726
151	000078	Organizational Development	Finance	1,482,803
155	000098	City Council	Executive	353,362
159	000056	Human Resources	Human Resources	7,531,252
164	000097	Executive Management	Executive	3,643,685
168	000038	City Vehicle Management	Public Works	7,845,700
172	000024	Technology and Data Systems	TIS	13,866,168
177	000104	Operating Reserves	Finance	31,707,604
			Total	**77,156,300**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking	
			Staff	Civic
Finance	000079	Fiscal Stewardship	1	1
Finance	000078	Organizational Development	2	7
Executive	000098	City Council	3	2
Human Resources	000056	Human Resources	4	6
Executive	000097	Executive Management	5	4
Public Works	000038	City Vehicle Management	6	5
TIS	000024	Technology and Data Systems	7	8
Finance	000104	Operating Reserves	8	3

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: FINANCE **Id:** 000079

Fiscal Stewardship

What: The Fiscal Stewardship offer supports the tasks and activities that go into stewarding and safeguarding the resources entrusted to the City by the community. As stewards of the money and keepers of the policies and regulations that govern fiscal actions, the financial divisions in this offer promote accountability, transparency and continuity of City services. Fiscal stewardship strives to meet the outcomes of the Responsible Government priority by maintaining a healthy financial condition through sound fiscal practices and protection of assets through effective financial leadership.

Why: The Finance Department is charged with the responsibility of safeguarding and managing community resources to enable City departments to provide Citywide services. By providing a Citywide support network, the Finance Department promotes stewardship, quality customer service, protection of assets and accurate reporting of financial information to the community and outside agencies.

Who: The customers of the Finance Department are varied and include internal staff, partner organizations, elected officials and City administration. These groups are served through purchasing of goods and services, monitoring and tracking budgets, sustaining safety and loss prevention programs, supporting payment and revenue collection activities, paying employees and documenting fiscal information to be used in decision-making. The department supports external customers by providing timely and accurate information, protecting public assets, using consistent practices and procedures and providing accountable and transparent financial management.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline:

The Finance Department takes a proactive approach to City financial services. The baseline offer evaluates and supports City needs through the following functions:

- Treasury Services provides fiscal stewardship through managing the City’s investment portfolio and banking services.
- Accounting and Auditing provides financial accountability and transparency through accurate and timely accounting, reporting, auditing and internal control services.
- Payroll supports fiscal responsibility and effective employee customer service through timely, accurate and dependable compensation and benefit services to employees.
- Accounts Payable and Purchasing promotes continuity of City services through consolidated

payment of City bills and procurement of department resources.

- Financial Planning supports effective and accountable leadership by leading the biennial Budgeting by Priorities process, engaging in long range financial forecasting and reviewing fiscal conditions.
- Risk and Safety programs include insurance and other costs for property and liability risks as well as the management of current and potential claims. Risk management staff also facilitate a network of safety activities designed to reduce risks and improve safety for the public and City employees.
- 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 and records management.
- Administration leads the Finance Team to fulfill their mission to maintain a spirit of excellence and financial integrity in the cultivation of partnerships required to meet shared goals that preserve, enhance and support our customers.

Demonstrated Efficiencies: The Finance functions have participated in several process improvement and Lean efforts, including streamlining the procure to pay process, advanced travel workflow, procurement procedures and accounts payable processes. Improving the requisition process resulted in an increase in the number of purchase requisitions processed within two days from 43% to 83%. The results of the procure to pay process included a five-week gain in productivity by reducing data entry time, eliminating the over-processing of 750 invoices annually which created approximately 180 hours of added capacity to Accounts Payable and a 70% reduction in waste by eliminating defects, over-processing and wait times.

Above Baseline:

- Dynamics Software Upgrade ($270,000 one-time) – To upgrade the City's Dynamics (DAX) financial system to prepare for the launch of DAX into the D365 environment. These one-time funds will also be used for fixing some lingering DAX issues due to business process changes.
- Upgrade the City's new Workforce Management System ($460,000 one-time and $1,137,470 ongoing) - These costs include 2.00 full time equivalent business analyst positions ($647,470) to support the new system as well as provide continuous support for DAX. The deterioration of the City's timekeeping system prompted support departments to take a holistic look at our workforce management systems. The goal is to implement one integrated system to bring together all aspects of employee management while eliminating duplication of effort, the use of side systems and providing a better customer experience. These costs are net of savings of $70,000 for current software support.

Below Baseline:

2% Scalability ($201,127) – The funding for 0.25 full time equivalent (FTE) position ($70,000) as well as consulting services ($50,127) used in Financial Planning, to conduct studies with outside expertise, would be eliminated. In addition, savings of approximately $53,000 would be achieved by increasing current insurance deductibles from $25,000 for liability and $100,000 for property insurance. On the business systems side the Department would eliminate the ZAP reporting tool ($28,000) used to create reports across modules. Some of the potential performance outcomes include a reduction in customer service satisfaction and closing the month-end financial transactions

from the tenth business day of the month to the fifteenth and assuming additional liability and property risk.

3% Scalability ($282,191) – The funding for 1.00 FTE position (140,000) for one year as well as all the consulting services ($40,191) in Financial Planning would be eliminated. The Financial Operations division would realign workload to accommodate fewer staff members. Eliminating one year of an employee would give the Department enough time to analyze workload impacts and strategically decide what services would be eliminated. Approximately $81,000 could be achieved by taking on higher insurance deductibles as well as eliminating the ZAP reporting tool ($28,000) and Cost Tree Model ($22,000) used to calculate citywide indirect costs. A reduction in services would change service levels from Proactive to Managed or Reactive depending on the divisions affected. Possible performance impacts include a decline in customer satisfaction, increased time to pay bills from 30 days to 45 days and the assumption of additional liability and property risk.

5% Scalability ($482,389) – The Finance Department would eliminate 1.00 FTE position ($280,000) for the biennium as well as a portion of the consultant services ($20,319) in Financial Planning. The Department would eliminate some tasks and rearrange workload to accommodate the decreased staffing levels. Additional reductions would be achieved through higher insurance deductibles and cuts to the City's safety program ($132,070) as well as elimination of ZAP ($28,000), Cost Tree ($22,000). The service levels would go from Proactive to Managed or Reactive depending on the divisions affected. Other possible performance impacts include material misstatements in financial reports, a longer period (approximately 15-17 days) between the close of the month and when financial status reports are available, a decrease in customer service satisfaction and assumption of additional liability and property risk.

Budget Changes:

- Funded one-time upgrade and improvement of Dynamics financial system software ($270,000)
- Funded one-time implementation of Workforce Management system ($460,000)
- Funded ongoing system maintenance and support cost for Workforce Management and Dynamics ($490,000)
- Funded 1.00 Business Analyst full time equivalent position to support the Dynamics and Workforce Management systems ($271,327) and one-time costs for FTE related equipment ($14,080)
- Unfunded a portion of unemployment insurance ($40,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,886,629.45	$2,993,847.62	$5,880,477.07
Ongoing-Others	$2,048,471.00	$2,052,878.00	$4,101,349.00
One-Time-Others	$743,900.00	$0.00	$743,900.00
Total	$5,679,000.45	$5,046,725.62	$10,725,726.07

Budgeting by Priorities

Budget offer

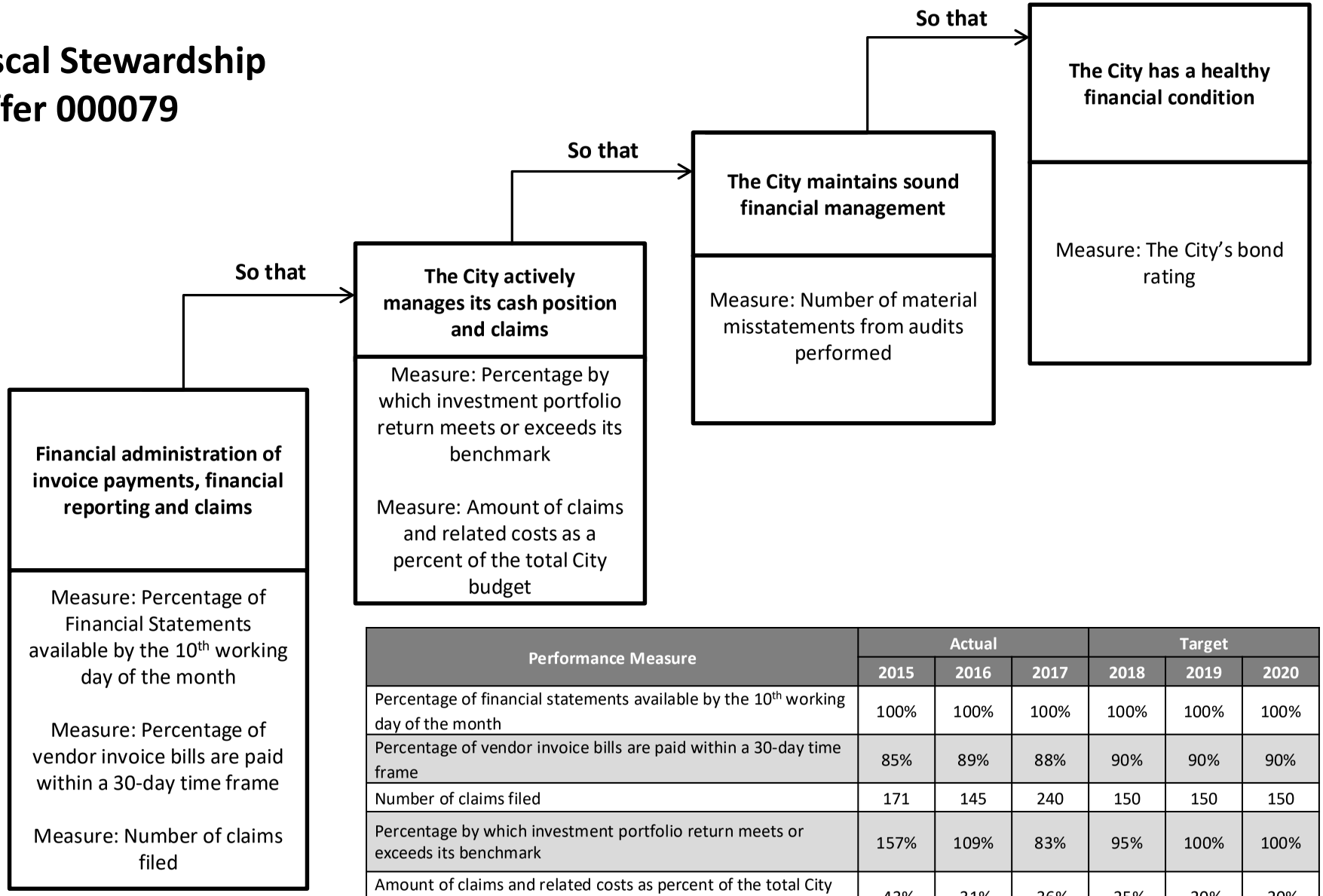
Responsible Government

Department Name: FINANCE **Id:** 000079

Fiscal Stewardship

	FTE Year1	FTE Year2
FTEs	23.27	23.27

Fiscal Stewardship Offer 000079



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of financial statements available by the 10th working day of the month	100%	100%	100%	100%	100%	100%
Percentage of vendor invoice bills are paid within a 30-day time frame	85%	89%	88%	90%	90%	90%
Number of claims filed	171	145	240	150	150	150
Percentage by which investment portfolio return meets or exceeds its benchmark	157%	109%	83%	95%	100%	100%
Amount of claims and related costs as percent of the total City budget	.43%	.31%	.36%	.25%	.20%	.20%
Number of material misstatements from audits performed	0	0	TBD*	0	0	0
The City's bond rating	AAA	AAA	AAA	AAA	AAA	AAA

*2017 financial statements are currently being audited

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: FINANCE **Id:** 000078

Organizational Development

What: The Organizational Development offer consolidates, under a common umbrella, current Citywide initiatives that support continuous improvement, leadership development, customer service and increased innovation. These initiatives include:

- Continued implementation of Lean practices by building upon and continuing the streamlining of processes;
- Opportunities for City employees to identify and implement innovations through a highly successful and competitive Innovation Fund program;
- Increasing the number of employees trained in leadership, crucial communications, budget philosophy and supervisory essentials;
- Consolidating, streamlining and enhancing the customer service center to more effectively serve customers; and
- Creating a sense of community and mutual respect by developing and institutionalizing strategies to make Redmond a welcoming place for all.

Why: Commitment to service and a welcoming community are two of the four core values of the City. Robust organizational development programs provide the structure, tools, training and staffing necessary to understand and respond to our customers' needs. The goals of Organizational Development will be achieved through staff development by providing the training and tools necessary to focus on Redmond's customers and improve processes to add value to the services we provide.

Who: The customers of Organizational Development include all people who live, work and visit Redmond, such as Redmond residents, business owners, tourists, City staff and elected leaders.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The City uses a combination of Proactive and Reactive approaches to organizational development, customer service and cultural inclusion. The offer speaks to outcomes in both the Responsible Government and the Diverse and Connected Community priorities by creating an inclusive and welcoming Redmond and a learning, customer-focused organization. The baseline functions of the Organizational Development offer include:

- Customer Service: The goal of the Customer Service Center is to consolidate over thirty-two customer functions to provide a one-stop shop for municipal government needs. Included in the function is ongoing support for the Customer Request Management (CRM) system to offer one

contact point for questions and concerns, as well as a Development Services queuing system to streamline the customer check-in process and inform them of service wait times. The need for the City to engage more effectively, dynamically and innovatively with the public is consistent with feedback received from the community and the Council.

- Process Improvement Initiatives: Currently the City takes a proactive approach to process improvement and Lean systems and seeks to look at processes and procedures to continue to build capacity within the organization. Examples of Lean initiatives in 2017 include police and prosecuting attorney (Justice League), advanced travel, capital project delivery and warehousing services.
- Cultural Inclusion: Redmond is a global City that attracts residents from around the world. We value and embrace our diversity and pride ourselves on being a welcoming community. We envision a Redmond in which all residents can fully and effectively access City services, influence City policy and direction and feel a sense of belonging and safety.
- Training and Leadership Development: To promote effective and accountable leadership and support a changing culture, the Organizational Development offer includes continued support for Crucial Conversations training, Leadership Academy and Leaders with Influence programs.

Demonstrated Efficiencies: Through process improvement and Lean efforts the City has built capacity among staff, including streamlining the procure to pay process, advanced travel workflow, procurement procedures and accounts payable processes. Improving the requisition process resulted in an increase in the number of purchase requisitions processed within two days from 43% to 83%. The results of the procure to pay process included a five-week gain in productivity by reducing data entry time, eliminating the over-processing of 750 invoices annually which created approximately 180 hours of added capacity to Accounts Payable and a 70% reduction in waste by eliminating defects, over-processing and wait times.

Above Baseline: The Organizational Development offer includes additional resources to enhance the City's ability to offer a comprehensive strategic approach to providing the activities supported by the organizational development initiative.

- Cultural Assessment ($20,000 one-time) – Vibrant cultures are values-driven, mission-focused and vision-guided. Vibrant cultures also have high levels of performance because they create internal cohesion, attract talented people and inspire employees to go the extra mile. Redmond seeks to continue its emphasis on a learning and customer-driven culture through investing in a train the trainer model to assess our culture and put in place cultural training curriculum to evaluate City leadership, departments and staff.
- Cultural Inclusion ($75,000 one-time) – Through efforts to date, the Cultural Inclusion team has had the opportunity to work with a consultant to help guide strategies for further development. Key components include a training program for all staff; community engagement and partnerships; and recruitment and retention efforts related to increasing the diversity of Redmond's workforce, boards and commissions.
- Process Improvement and Lean Initiatives ($150,000 one-time) – To continue fostering process improvement and Lean initiatives throughout the City by providing additional training to staff on Lean concepts and funding consultant support for improvement initiatives that have a large scope and require expertise not found internally.
- Crucial Conversations Resources ($102,000 one-time) – Human Resources trains all City staff

on conflict resolution skills. This is a continuation of training to ensure that all employees have participated; Crucial Conversations enhances the True Colors training provided to new hires.

- Innovation Fund ($200,000 one-time) – For the past several biennia, Council has approved funding for the City's Innovation Fund. This offer again includes funding to act as a catalyst for innovative thinking within the organization by providing seed money to new ideas and initiatives. In the past, the Innovation Fund has been used to support community engagement through real-time polling, the environment through retrofitting City vehicles to use propane and public safety through smart phone charging stations for police.

Below Baseline:

2% Scalability ($59,088) – A decrease of 2% from Information Services Innovations would require a reduction of a portion of an FTE in either Customer Service, Finance or Technology and Information Services as the bulk of the funding in this offer is one-time. The impact of a reduction could include a decrease in internal support to Lean projects, a reorganization of the customer service team or rethinking the programs in the Information Technology Innovations Team.

3% Scalability ($88,632) – A decrease of 3% from the Organizational Development program would eliminate $88,632 which would require a reduction in FTEs (see above).

5% Scalability ($147,720) – A decrease of 5% would eliminate portions of FTEs in the various programs (see above).

Budget Changes:

- Funded one-time organizational cultural assessment ($20,000)
- Funded one-time implementation of cultural inclusion strategies ($75,000)
- Funded one-time Lean training and consultant support ($150,000)
- Funded one-time Crucial Conversations trainings ($102,000)
- City Council funded one-time Innovation Fund ($50,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$411,973.06	$427,829.88	$839,802.94
Ongoing-Others	$123,000.00	$123,000.00	$246,000.00
One-Time-Others	$322,000.00	$75,000.00	$397,000.00
Total	$856,973.06	$625,829.88	$1,482,802.94

	FTE Year1	FTE Year2
FTEs	3.50	3.50

Organizational Development Offer 000078

Foster a culture of learning, innovation, efficiency and showed leadership in order to deliver community priorities

Measure: Number of employees that participate in training and leadership development opportunities

Measure: Number of innovation projects implemented

Measure: Number of employees who receive Diversity, Equity and Inclusion training

So that →

Staffing, processes and infrastructure are aligned to build organizational capacity

Measure: Number of chartered Lean projects completed

So that →

Redmond is results oriented, focused on financial stability, customer service, continuous improvement and performance management

Measure: Percentage of requests addressed through the Customer Service Center closed within one week

Measure: Percentage of customers responding positively regarding satisfaction with the customer service request process

So that →

Redmond is a customer focused organization and with a learning and service culture

Measures: Percentage of community responding positively regarding satisfaction with City services

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of employees that participate in training and leadership development	N/A	N/A	1,063	1,080	2,000	2,025
Number of innovation projects implemented	11	11	10	10	12	12
Number of employees who receive Diversity, Equity and Inclusion training *	N/A	N/A	N/A	30	325	325
Number of chartered Lean projects completed	3	9	9	10	15	20
Percentage of requests addressed through the Customer Service Center closed within one week	N/A	N/A	N/A	75%	75%	80%
Percentage of customers responding positively regarding satisfaction with the customer service request process**	N/A	N/A	N/A	90%	95%	100%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%

*New measure

**Actual as of April 18, 2018 (target 90% for 2018)

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: EXECUTIVE **Id:** 000098

City Council

What: The City of Redmond has a strong Mayor/Council form of government. The seven Councilmembers, representing the community at large, are each elected directly by the people for staggered four-year terms.

Why: The City Council plays an overarching role in City government by representing the legislative branch of the City of Redmond. As in any government, it provides the checks and balances necessary to foster responsible and responsive government services. In its role as the "board of directors", Councilmembers are called on to engage the community on a variety of issues to support the welfare of the City and, in some cases, surrounding jurisdictions and the region. They do these things to provide quality services, encourage collaboration and partnerships, reinforce transparency with their constituents and encourage community involvement in their government.

Who: The City Council performs its duties for the benefit of all residents and businesses located in the City limits of Redmond and the greater Redmond area. Some examples of the customers the City Council serves include:

- Residents through education, outreach and community engagement initiatives;
- Regional partners through issue identification, problem-solving and decision-making; and
- City staff through supporting new initiatives, fiscal transparency and maintaining the quality of Redmond's workforce.

Results*:*

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This baseline covers the legislative branch of Redmond City government, funding the salaries of seven elected Councilmembers and the related office and miscellaneous costs of the legislative branch. It covers all the Council's internal activities related to responding to the needs of the community and making sound financial and policy decisions. It also covers all the Council's external activities including discussions with regional leaders, creating regional partnerships and collaboration on issues that are important to the Redmond community and the surrounding region.

The City Council provides leadership that is responsive to the needs of the community in a fiscally sound manner. Through its work, the City Council supports the City's vision by adopting comprehensive policies that ensure fiscal responsibility, such as establishment of an economic contingency as a hedge against inflationary pressures and reserves to meet the City's needs in case of a significant disaster. In addition, Council's leadership efforts for resident satisfaction are reflected in its public communications by engaging the community in various forums to identify issues, craft

solutions and create a transparent and problem-solving environment for City stakeholders.

To support a customer-focused organization, Councilmembers hear requests from individual residents, community groups and staff on a myriad of issues. They then must make decisions that best respond to the community's needs and support the City's vision. The Council demonstrates effective leadership supporting a healthy financial condition and seeking innovation by engaging in City and region-wide alliances to establish community connections. It demonstrates fiscal responsibility by making prudent financial decisions, creating a comprehensive financial strategy that guides City services into the future and continually examines the City's condition through its dashboard metrics, investment strategies and policy decisions. Councilmembers are informed on Citywide and regional issues through staff reports, committee meetings, trainings and discussions with the community and other regional leaders. Finally, creating a legislative agenda every year demonstrates intra-city and regional partnerships and collaboration by reaching out to state legislators on issues and challenges significant to Redmond and the region.

Service Level Description: Managed.

Above Baseline ($29,800):

- Legal costs ($7,000 ongoing) – to support the rising costs of legal expenses
- Wireless service ($12,800 ongoing) – for Council communications with the community
- Cities for Citizenship initiative ($10,000 ongoing)

Service Level Description: Proactive.

Below Baseline:

2% Scalability ($6,561) – To achieve this reduction, the travel and conference registration budgets would be reduced by $6,561. This would limit Councilmembers' attendance at national, state and local conferences and the limit ability to represent the City’s needs and interests. Conferences provide opportunities for collaboration with other leaders on innovative ideas and strategies that would benefit the Redmond community. A reduction in conference participation would negatively impact Council decision-making and Redmond residents' overall City satisfaction could decline.

Service Level is Managed.

3% Scalability ($9,842) – This reduction would be achieved by further limiting the travel and conference registration budgets, thereby limiting Councilmembers' attendance at national, state and local conferences with resulting impacts on their abilities to represent the City and its needs and interests. Increased impacts discussed in the 2% reduction would occur.

Service Level is Managed.

5% Scalability ($16,404) – This level of reduction would be achieved by drastically reducing the travel and conference registration budgets, severely limiting Councilmembers' attendance at national, state and local conferences with more impacts on their abilities to represent the City and its needs and interests and with more of the consequences listed under the 2% and 3% reduction narratives.

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: EXECUTIVE **Id:** 000098

City Council

Service Level is Managed.

Budget Changes:

- Funded ongoing legal costs ($7,000)
- Funded ongoing wireless communications ($12,800)
- City Council funded ongoing Human Services ($10,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$116,968.15	$117,043.42	$234,011.57
Ongoing-Others	$60,050.00	$59,300.00	$119,350.00
Total	$177,018.15	$176,343.42	$353,361.57

	FTE Year1	FTE Year2
FTEs	7.00	7.00

City Council
Offer 000098

Community information is collected and analyzed

Measure: Percentage of Ombudsman issues that are formally acknowledged, closed, and reported within established timeframes

Measure: Percentage of agendas that are published three days in advance of Committee meetings

Measure: Percentage of Open Town Hall meetings that are conducted three times per year

So that →

Long-range plans and strategies are created consistent with community needs

Measure: Percentage of long range plans that are refreshed and updated in the appropriate timeframes

So that →

Policy decisions are consistent with the long range vision

Measure: Percentage of community responding positively to the future direction of the City

So that →

Redmond is a customer focused organization with a healthy financial condition

Measure: Percentage of community responding positively regarding satisfaction with City services

Measure: The City's bond rating

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of Ombudsman 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 meetings	100%	100%	100%	100%	100%	100%
Percentage of Open Town Hall meetings that are conducted three times per year*	N/A	N/A	100%	100%	100%	100%
Percentage of long range plans that are refreshed and updated in the appropriate timeframes*	N/A	N/A	N/A	100%	100%	100%
Percentage of community responding positively to future direction of the City	70%	70%	69%	85%	85%	85%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%
The City's bond rating	AAA	AAA	AAA	AAA	AAA	AAA

*New performance measure

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: HUMAN RESOURCES **Id:** 000056

Human Resources

What: The Human Resources (HR) Department develops and manages programs designed to attract and retain effective and accountable leaders. The Human Resources Department supports the factors of Fiscal Responsibility and Customer Service by focusing on attracting and retaining employees with the vision, knowledge, skills and abilities needed to deliver effective and accountable leadership.

Why: The Human Resources Department works collaboratively with all departments to recruit and retain talented, effective leaders. Towards this end, Human Resources staff provide a full scope of in-house consulting services and expertise. 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.

Who: The customers for the programs developed and managed by the Human Resources Department are City employees, elected officials, potential job applicants and the residents of Redmond.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Human Resources currently takes a comprehensive approach to developing and managing programs to attract, hire, develop and retain effective and accountable leaders. Programs included in this offer are the following:

- Recruitment and Selection – Human Resources staff guide and oversee all recruitment and selection processes and make decisions and recommendations regarding marketing and advertising for open positions. This program includes onboarding and orientation of new employees as well.
- Benefits, Wellness and Compensation – Compensation, benefit and wellness programs are developed and managed by Human Resources; these comprehensive programs consist of salary plans, classification maintenance, healthcare, wellness, the Municipal Employees' Benefits Trust (MEBT), life insurance, deferred compensation and retirement. This work program includes labor market studies and job analysis.
- Training and Organizational Development – The Department creates and maintains strategic Citywide training and development programs that support the mission, vision and values of the City, in addition to providing mandatory trainings for legal compliance. Human Resources staff provide consulting assistance with departmental change initiatives and develop training

programs specifically designed to meet organizational needs (e.g., Leadership Academy, Crucial Conversations, Performance Management, etc.).

- Employee and Labor Relations – Human Resources develops, implements and oversees the City's relations with the non-represented and represented employee groups in six bargaining units. This includes research and evaluation of bargaining proposals, management and negotiation of labor agreements and resolution of grievances, in addition to issues with work performance and conflicts.
- Policy Administration – Human Resources ensures the creation and implementation of programs, policies and procedures that support and promote effective and accountable leadership, such as in the employee personnel manual. Human Resources staff advise the organization on performance management, policy interpretation and legal compliance.
- Workers' Compensation – The City of Redmond must comply with the State requirements for Workers' Compensation. The City of Redmond has opted to self-insure the program and through a third-party administrator, manages these benefits and the funding for this program. Staff members track claims, manage program-related costs, maintain records, coordinate return to work and ensure legal compliance. Human Resources staff engage in cross-department alliances, work collaboratively and act as a resource to both managers and employees in identifying workplace issues, investigating concerns and promoting organizational values. Ongoing analysis and research is conducted to ensure that programs and policies are legally compliant and fiscally sound. The City has a fiscal responsibility to manage its Workers' Compensation expenses with appropriate fiduciary oversight. The City of Redmond has chosen to meet this responsibility through self-insuring claim expenses related to work injuries. Programs managed by the Human Resources Department align organizational priorities, create a connected workforce, effectively manage General Fund dollars and reduce liabilities.

Demonstrating Efficiencies: To create efficiencies, increase capacity and improve the level of service to our customers, we recently went through a Lean process for onboarding new employees. As a result, we implemented electronic forms for onboarding new hires and provided easy access to information with current electronic links. We also developed a consistent Human Resources orientation process and streamlined data entry. This Lean process resulted in an 80% reduction of hard copy documents processed and provided an improvement in customer service. We have also updated the Employee Personnel Manual which was over 30 years out of date.

Above Baseline:

- Recruitment ($10,000 ongoing) – The job market continues to remain strong in the region and we are not anticipating this trend to diminish during this budget cycle. With the unemployment rate for Washington currently below 4% we are finding that there are fewer qualified candidates for positions, particularly those with higher skill levels and diversity.
- Peer Support Program ($100,000 ongoing) – We have come to recognize that employees are exposed to a career's worth of tragedies and that post-traumatic stress disorder is on the rise. This request is for a contracted employee who would continue to run the peer support program for Police and Fire staff and increase services to include all City staff.
- Compensation Study ($150,000 one-time) – Employee compensation is currently calculated at the fiftieth (50%) percentile of our City comparables and we have over two hundred different

employee classifications. To attract and retain our employees in a competitive work environment that currently has less than 4% unemployment, we are requesting $150,000 for professional services to support a complete analysis of our compensation program. This would include access to specific market surveys and analysis of various pay issues such as compression and pay equity to develop a new compensation model. This will also update our classifications prior to entering data in the new workforce management system.

- Safety Manager and Program Development (1.00 FTE, $259,604 ongoing and $75,000 one-time) – Currently the City has held each department responsible for safety training of staff. We are requesting on-going funding for a Safety Manager to provide expertise in our safety practices and one-time funding to complete a safety study. The goal is the development of a comprehensive Citywide safety program, providing efficiencies in programming, tracking employee certifications and assuring compliance with regulations.

Below Baseline:

2% Scalability ($172,324) – A 2% reduction in funding would reduce recognition programs ($8,000), training programs ($87,850), professional services ($10,174) and legal costs ($66,300). With the loss of these funds, Human Resources would a move from a Comprehensive to a Managed service level, causing a reduction in labor relations efforts.

3% Scalability ($258,664) – A 3% budget reduction will result in the reductions outlined above (the 2% scalability) and the elimination of 0.80 of a full time equivalent (FTE) position ($86,340). With the loss of these funds, Human Resources would move to a Proactive approach. This reduction in funds would negatively impact the level of service we provide to employees and managers. For example, reduced training funds limit the offerings we can provide to employees, limits our ability to reinforce the City's culture and impacts succession planning.

5% Scalability ($430,811) – A 5% budget reduction will result in above reductions (the 3% scalability) plus additional reductions in recognition programs ($8,000), training programs ($79,932), professional services ($1,273), legal costs ($45,922) and a full time position (additional 0.20 FTE $37,020). With the loss of a full time employee, Human Resources service level would decrease to Reactive. The remaining Human Resources staff will have less time to evaluate, analyze and research information needed to ensure that programs are competitive, legally compliant and/or fiscally sound. Services will be reduced and/or delayed, increasing City liability. The reduction will also impact the success of programs regarding attracting and retaining effective, accountable leaders. The Department will not have the ability to evaluate and respond in a timely manner to requests for assistance with employee performance issues, grievances and complaints. Scalability may affect the Performance Measures as follows:

- Average number of days to fill a vacancy will increase due to a reduction of staff, negatively impacting City departments;
- Percentage of new hires that are retained following their probationary period may decrease because less time can be spent guiding and overseeing the hiring process, making it less effective;
- Turnover rate may increase due to limited Human Resources programs and services which will negatively impact employees; and

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: HUMAN RESOURCES **Id:** 000056

Human Resources

- Percent of grievances may increase and not be resolved before escalation because staff will not have time to respond to labor issues in a timely fashion.

Budget Changes:

- Funded ongoing Peer Support Program ($100,000)
- Funded 1.00 Safety Manager FTE, repurposed from existing Deputy City Administrator FTE in Offer 000055 ($259,604)
- Funded one-time Safety Study ($75,000)
- Funded one-time Compensation Study ($150,000)
- Unfunded a portion of legal costs for personnel grievances ($91,680)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,834,919.08	$2,901,177.88	$5,736,096.96
Ongoing-Others	$780,077.00	$790,078.00	$1,570,155.00
One-Time-Others	$150,000.00	$75,000.00	$225,000.00
Total	$3,764,996.08	$3,766,255.88	$7,531,251.96

	FTE Year1	FTE Year2
FTEs	13.00	13.00

Human Resources Offer 000056

Human Resources develops and manages the following programs:

- **Recruitment & Selection**
- **Benefits & Compensation**
- **Training & Organizational Development**
- **Employee & Labor Relations**
- **Policy Administration**

Measure: Percentage of new employees retained following their probationary period

Measure: Average number of days to fill a vacant position

So that

The City attracts, hires, develops and retains talented, effective and accountable leaders

Measure: Percentage of performance reviews conducted on time

Measure: Turnover rate is better than the Milliman Public Sector average

So that

The City maintains a culture of fiscal responsibility, legal compliance and high performance

Measure: Percentage of union grievances resolved before being escalated

So that

The City is a customer-focused organization.

Measure: Percentage of community responding positively regarding satisfaction with City services

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of new employees retained following their probationary period	90%	97%	86%	90%	95%	97%
Average Number of days to fill a vacant position	72	60	55	55	55	55
Percentage of performance reviews conducted on time	83.1%	59.4%	27%**	40%	60%	80%
Turnover rate is better than the Milliman Public Sector average	9.28%*	9.58%*	9.32%*	TBD*	TBD*	TBD*
Percentage of union grievances resolved before being escalated	N/A	50%	100%	100%	100%	100%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%

*Note: Target data is currently not available. Data will not be available until each year has passed and the data has been compiled and analyzed by the Bureau of Labor Statistics as well as the City's actuary. For 2015, 2016 and 2017, the Milliman rate was 12.3%, 9.6% and 11.1% respectively.
**Changed on-time measure from within 60 days of pay anniversary date to arriving before or on the pay anniversary date.

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: EXECUTIVE **Id:** 000097

Executive Management

What: The Executive Management offer encompasses City of Redmond leadership that includes City administration, regional policy, prosecutor/civil legal management, communications, and the City Clerk's Office. These functions serve as the catalyst for the City's vision, developed by the Mayor and City Council to guide the development of the strategic plan for the City. The Office of Communications provides clear and consistent internal messaging and coordinates effective communication between the community and the City.

Why: The Executive Office manages the community's priorities, through the development and implementation of the City's vision, and ensures department functions and regional partnerships align with the vision. Communication and access to public records are an integral part of the service delivery functions that support communication and outreach with the community and continually provide transparent access to public records.

Who: The Executive offer serves the Redmond community, the City's elected officials, City staff, and local and regional partners.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The Executive Management offer, under Council direction advances the City's mission, vision and values throughout the organization. This is accomplished through an established culture of customer service, focusing on the needs of the customer and continuous improvement which is often accomplished by creating efficiency in processes. The Executive Department manages the City's collaboration, participation and advocacy efforts in local, regional and state arenas by implementing and overseeing policies and programs to ensure Community interests and needs are met.

In addition, the Executive Management offer administers the Citywide programs of the Council's legislative functions; records management related to classification and retention of records; Communications (Offer No. 000065); and public records disclosure, which are all cross-departmental efforts. In 2017, the City of Redmond processed 2,470 records requests. Trends for public records requests continue to grow both in number and complexity. The Executive Department's response to this need is reflected in the above baseline description for this offer. (Proactive)

Demonstrated Efficiencies:

- Enhancements to the City's public records disclosure electronic system through the creation of

a central tracking system. Efficiencies are measured by total amount of public records requests taken and successfully fulfilled.

- Creation of the City's Chief Operating Officer position to establish continuity across the organization.
- Hiring of a City Records Program Coordinator to begin establishment of a records retention program in compliance with State law.
- Creation of the customer service and conference room center to create a welcoming single point of contact for the community. Efficiencies are measured by total amount of calls and service requests taken and successfully fulfilled.

Above Baseline:

- Due to the increase in volume and complexity in public records disclosure requests it is apparent to the Executive Department that a comprehensive program for public records disclosure is needed. In 2017, 2,470 requests were received. Based on the volume submitted to-date in 2018 (1,661 requests), it is anticipated that the City will exceed the volume received in 2017. This increased demand necessitates the request for four full time and one half time positions.
    - Records Managements (4 FTEs, $957,972 ongoing, $41,622 one-time) – These four positions will ensure the timely and complete processing of requests. One will serve as a program coordinator, with the other three deployed to the Police Department, the Planning Department and the Executive Office.
    - Administrative Assistant (0.50 FTE $103,381) – The position will assist other departments with complex disclosure requests when needed. The goal of the program is to proactively manage public records disclosure requests to be responsive to the needs of the City's customers and to ensure compliance with state legal requirements. This safeguards the City and the Community from potentially lengthy and expensive legal actions.
    - Supplemental Salaries ($60,000 one-time) – Funding is requested to help support the volume of public record requests.
- Records Management System Support ($317,423 ongoing) – To support the new records management system including an additional 1.0 full time equivalent technical analyst ($267,423) and licensing ($50,000 to begin in 2020). The new system will archive the City's legislation and documents as required by Washington State law.
- Inflationary increases ($20,056 ongoing), staff overtime ($2,000 ongoing) and other associated operating costs ($77,149 ongoing). (Managed)

Below Baseline:

2% Scalability ($83,000) – Reduce the lobbyist budget by approximately 36% ($55,000), thereby limiting the City's efforts to advance its interests in Olympia with a new service provider. Reduce the tuition, travel and training budget by $28,000. (Reactive)

3% Scalability ($124,781) – Eliminate the items included in the 2% reduction above ($83,187), and reduce the Mayor's contingency by 50% ($25,000), resulting in diminished City support for community initiatives such as the Saturday Market and Neighborhood Conversations. Reduce overtime and office operational accounts by $16,594. (Reactive)

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: EXECUTIVE **Id:** 000097

Executive Management

5% Scalability ($207,968) - Reduce the baseline as reflected in both 2% and 3% scalability, and further reduce the Mayor's contingency by an additional $10,000, exacerbating the negative impacts described above to both advancing the City's interests effectively in Olympia (assuming the City could secure legislative advocacy services at this reduced funding level) and supporting community-based initiatives and priorities. Additionally, the City would need to eliminate its memberships in regional partnerships such as Leadership Eastside ($10,000) and Sound Cities Association ($42,000), thereby reducing staff's and elected officials' capacity and influence on regional issues and decisions affecting Redmond. A reduction in FTE hours in the amount of $21,187 would also be included. (Reactive)

Budget Changes:

- Funded one-time supplemental salaries to support public records requests ($60,000)
- Unfunded 1.00 Deputy City Administrator, repurposed existing FTE to Safety Manager FTE in Offer 000056 ($493,759)

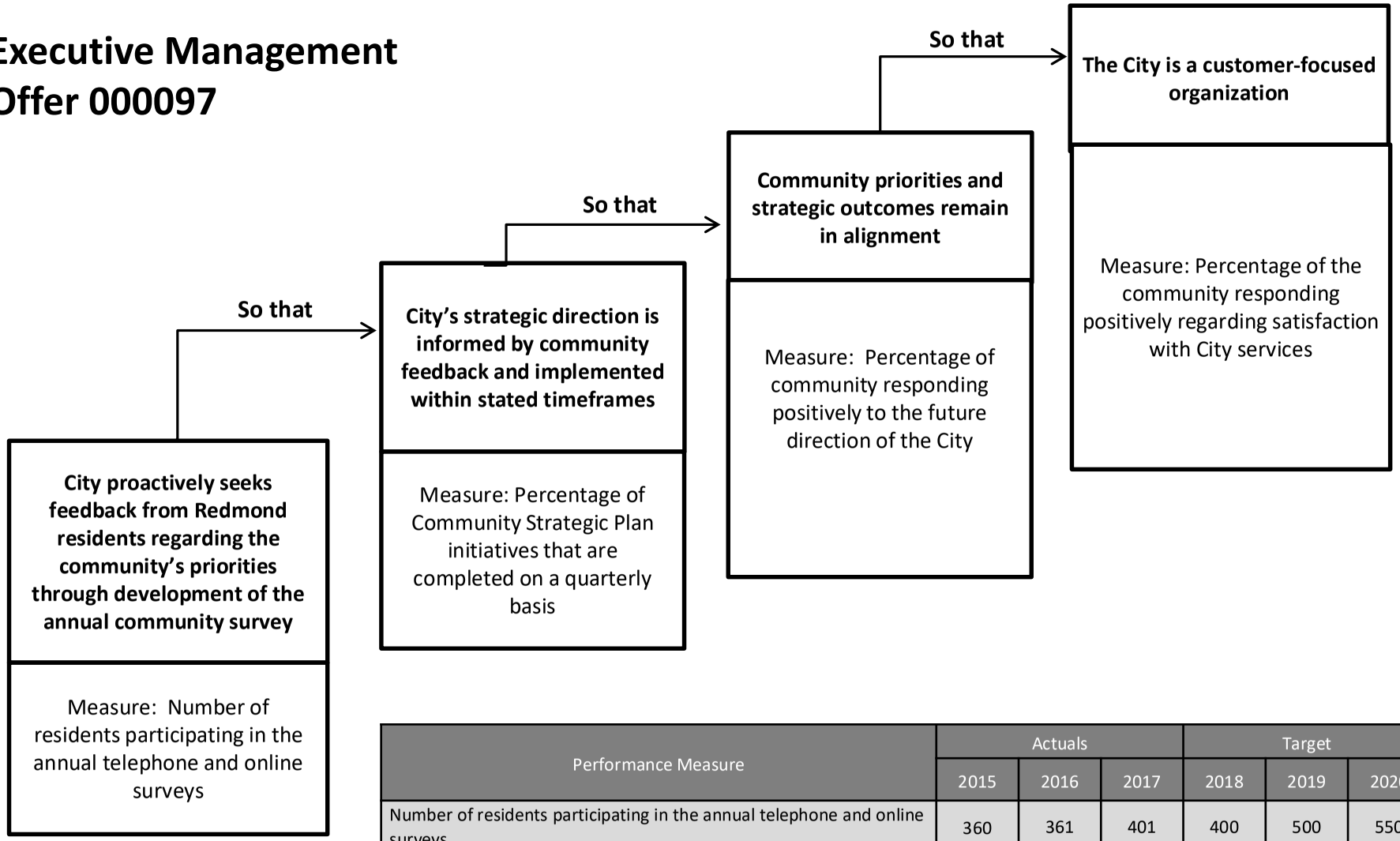
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,184,770.89	$1,225,256.30	$2,410,027.19
Ongoing-Others	$594,019.00	$579,639.00	$1,173,658.00
One-Time-Sal/Ben	$60,000.00	$0.00	$60,000.00
Total	$1,838,789.89	$1,804,895.30	$3,643,685.19

	FTE Year1	FTE Year2
FTEs	8.61	8.61

Executive Management Offer 000097



Performance Measure	Actuals			Target		
	2015	2016	2017	2018	2019	2020
Number of residents participating in the annual telephone and online surveys	360	361	401	400	500	550
Percentage of Community Strategic Plan initiatives that are completed on a quarterly basis	N/A	N/A	N/A	40%	40%	40%
Percentage of community responding positively to the future direction of the City	70%	70%	69%	85%	85%	85%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: PUBLIC WORKS **Id:** 000038

City Vehicle Management

What: The City Vehicle Management offer provides the resources necessary to deliver fleet services within the City's two fleet shops. This joint offer between Public Works and the Fire Department ensures that City of Redmond vehicles and equipment are safe, reliable, available to City staff and fully functional for the City's operational and emergency service needs. Fleet Services staff also provide contracted preventive maintenance and repair services on response vehicles and equipment for the neighboring fire departments of Bothell and Mercer Island. Revenue from these services offsets the operational costs while supporting smaller cities.

Why: The ability of City staff to provide services and respond to public safety emergencies is heavily dependent on the vehicles and equipment required to get them to their destination and perform their work. The fleet services within this offer directly correlate to the community's positive satisfaction level toward overall City services provided by City staff.

Who: Fleet Services is comprised of certified fleet professionals who are responsive to a variety of customers, including other fire agencies and City of Redmond staff who rely on these assets. Vehicles and equipment are critical resources for responding to police and fire emergencies, as well as in the delivery of day-to-day services across all City departments. Additionally, services extend to nearby communities served by Redmond Medic One including Kirkland, Woodinville, Duvall, Juanita, Sammamish and Carnation. By receiving reliable and dependable customer-centered fleet services, City staff can serve our ultimate customer, anyone who works, lives or plays in Redmond.

Results*:*

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Using a managed approach, two shops maintain the City's combined fleet of 367 emergency and non-emergency vehicles, heavy construction equipment and approximately 300 pieces of smaller equipment, totaling a value of nearly $34 million. City Fleet Services provides ongoing support to Redmond's Citywide operations with comprehensive fleet management services from asset acquisition to final disposition, as well as providing maintenance services for the outside fire agencies of Mercer Island and Bothell. Fleet Services works collaboratively across all City departments to provide quality service and responsible financial stewardship, while upholding governing policies and regulations. Fleet Services follows governmental fleet industry best practices delivering these programmatic services:

- Preventive Maintenance and Repairs – An effective preventive maintenance program is critical to reducing maintenance costs, repairs and vehicle downtime. Fleet Services uses preventive maintenance practices that meet or exceed manufacturers' guidelines along with maintaining

an inventory of frequently needed parts. These practices lengthen vehicle lifecycles, increase residual values at the time of disposal and ensure vehicle reliability and readiness.

- Utilization and Replacement Management – The timely replacement of vehicles and equipment requires a systematic approach focusing on predicting proper asset lifecycles based on asset age, utilization and cost data. Utilization is the process of ensuring the vehicles and equipment in the fleet are used at a level that financially justifies their continued ownership. Managing these two core areas properly, speaks directly to Fleet's financial accountability role with maintenance and capital cost management.
- Procurement – Fleet Services collaborates with City Departments throughout the acquisition process. Once the most suitable vehicle or equipment has been determined to support the work, asset specifications are created based on a wide range of criteria including lifecycle costs, suitability for the function, and standardization of the fleet. Leveraging joint purchasing agreements, Fleet Services focuses on purchasing the lowest-emission vehicle possible with an outcome that supports fiscal responsibility and delivers quality customer service.
- Fuel Management – Fleet Services manages the fuel program, which includes availability, as well as City, State, Federal, and local compliance measures at the City's fuel island. This service provides diesel, unleaded and propane auto-gas for the City’s vehicles and equipment 24 hours a day, 7 days a week. Propane auto-gas, added to the fuel program in 2016, is a "green" fuel source, supporting the City of Redmond's Climate Action Plan.
- Small Engine Equipment – Fleet Services also provides preventive maintenance and repairs to small engine equipment used by City staff, with the majority supporting parks and street maintenance activities. The program is much like the services provided for large equipment and vehicles, focusing on customer needs, safety and preserving asset life.

Demonstrated Efficiencies: Over the last 27 years, Fleet Services has functioned at a Managed level of Service with its current staff by removing under-utilized vehicles and implementing process improvements, such as improving the Police vehicle up-fitting process and the Police motorcycles maintenance process, resulting in time and cost savings to Fleet Services. Fleet Services has also taken large strides in process improvement through acquiring and beginning the implementation a new fleet maintenance software, AssetWorks, in 2018. We reviewed and documented current and recommended future state workflows through a formal Business Process Review in 2017 with a goal of delivering a Proactive level of service.

Above Baseline:

- Full time Mechanic ($234,260 ongoing) – A service technician has not been added to Public Works fleet staff since 1991. In correlation to the growth of the City, the size of Redmond’s fleet has since increased from approximately 150 units to over 300 it has today. The maintenance required of the vehicles and equipment has also become increasingly complex. Funding a Mechanic (1.00 FTE) position will support the demands of the maintenance of the City’s vehicles and equipment.
- AssetWorks Integration ($150,000 one-time) – Funding this work would begin the work of integrating AssetWorks (Fleet Management) with other City systems creating new efficiencies and a new level of effectiveness.

Below Baseline:

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: PUBLIC WORKS **Id:** 000038

City Vehicle Management

2% Scalability ($156,914) - This reduction would scale back the purchase of parts, pushing out the length of time between preventive maintenance services on all vehicles and equipment, aside from all those used for public safety and emergency response. Reducing the frequency and preventive maintenance performed would delay service intervals beyond manufacturer recommendations, voiding warranties, which could increase cost of ownership on those assets and would move from a Managed service level to more Reactive.

3% Scalability ($235,371) - In addition to the 2% reduction, scale back maintenance services on emergency response vehicles and equipment (except those within Police, Fire and outside agencies [$78,893]). The availability and reliability of the City's vehicles would be at risk, which could negatively affect staff response times to emergency calls.

5% Scalability ($392,285) - A reduction of this size includes service impacts mentioned in the 2% and 3% scalability and would require eliminating a full time service technician position ($156,914). The remaining technicians would only perform tasks such as diagnostics and emergency repairs, reducing the service level from Managed to Reactive. City staff would experience even more frequent and extended downtime of their vehicles and equipment, which would affect their ability to perform work effectively, reducing the community's satisfaction level with City services.

Budget Changes: No changes to the baseline budget

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,267,161.40	$1,313,855.48	$2,581,016.88
Ongoing-Others	$2,547,545.50	$2,717,137.50	$5,264,683.00
One-Time-Others	$0.00	$0.00	$0.00
Total	$3,814,706.90	$4,030,992.98	$7,845,699.88

	FTE Year1	FTE Year2
FTEs	10.53	10.53

City Vehicle Management Offer 000038

City-owned vehicles are maintained at intervals that meet or exceed original equipment manufacturer recommendations

Measure: Percentage of preventive maintenance services completed within the month they are due

So that

City vehicles and equipment are reliable and safe

Measure: Percentage of preventive maintenance service as compared to non-preventive service time

So that

Employees can serve the public, protect the environment, and support growth

Measure: Percentage of re-works required to be performed on vehicles and equipment

Measure: Percentage of time vehicles and equipment are available as compared to out of service

So that

The City is a customer-focused organization that provides service delivery that leverages technology and innovation

Measure: Percentage of community responding positively regarding satisfaction with City services

Measure: Percentage of light duty alternative fuel vehicles within the City fleet

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of preventive maintenance services completed within the month they are due*	N/A	N/A	N/A	N/A	95%	95%
Percentage of preventive maintenance service compared to non-preventive service time*	N/A	N/A	N/A	N/A	70%	70%
Percentage of re-works required to be performed on vehicles and equipment	1%	<1%	<1%	<5%	<5%	<5%
Percentage of time vehicles and equipment are available as compared to out of service*	N/A	N/A	N/A	N/A	95%	95%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%
Percentage of light duty alternative fuel vehicles within the City fleet	16%	21%	25%	30%	35%	40%

* New performance measure starting in 2019 with the implementation of AssetWorks software

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: TIS **Id:** 000024

Technology and Data Systems

What: The Technology and Information Services (TIS) mission is to connect people, process, and technology in effective and innovative ways that enable the City to meet the needs of the community. TIS strategic goals focus on customer service, access to data, robust infrastructure, wise investments in technology, continuous process improvement, innovation and employee engagement. The variety of services supported by this offer ensure the reliability and availability of the City's myriad technologies, allowing Redmond residents, businesses and employees to conduct daily business. Examples of these services include a customer-focused service desk, desktop support, telephone VoIP and network resources, a selection of technology tools, ongoing support, maintenance and replacement of citywide systems and maintaining a comprehensive Geographic Information System (GIS).

Why: Today, it is nearly impossible to conduct business transactions, in whole or in part, without a computer and the underlying technology to support it. The Technology and Information Services Department serves the Redmond community by supporting systems that schedule inspections, allow for class registration, log evidence of crimes or track requests to begin water service. This offer supports the Responsible Government priority outcome of service delivery that leverages technology and innovation. Specifically, this offer enables the City to keep pace with evolving technology and stay aligned with their tech-savvy customers.

Who: The primary customers of the Technology and Data Systems offer are staff in all departments who are responsible for delivering City services and use information and technology systems to complete their work. Increasingly, residents, business owners, and other stakeholders are also customers of these services as they directly use the information and technology products the City provides.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Technology and Information Services is comprised of four service groups that provide support to the City of Redmond technology systems and infrastructure; this includes Operations, Business Solutions, GIS, and Innovations.

- The Operations group is responsible for managing and maintaining the City's network and telecom systems and client and server infrastructure as well as providing front line end user support through the Service Desk.
- The Business Solutions group includes system support for enterprise applications and helps business areas leverage technology to meet customer needs.

- The GIS Services group provides GIS leadership for the City's overall GIS program, manages backend GIS technology, provides database maintenance, design, and systems integration as well as produces standard map products, data analytics, and support to departmental GIS users.
- The Innovations group provides programming and reporting services, develops a structured approach to technology training, develops a model for continuous improvement used within TIS and supports innovation and continuous improvement across the organization.

Demonstrated Efficiencies: Technology and Information Services continues to work on productivity gains through people, processes and technology. Process improvement has taken place in areas such as, work order management and account creation which helps the Department to meet service level agreements over 80% of the time. For example, online GIS applications receive 1,100 visits a day and over 30,000 per month with an estimated 300 direct users of the data internally. TIS services and tracks 1,200 email accounts, 1,300 telephones and voice mail accounts, 130 printers and 160 servers for applications and files storage.

Above Baseline:

- Mobile Devices ($93,600 one-time) – Procure mobile devices for Park Operations to allow staff to access their asset management system (Lucity) in the field.
- Fiber Management Support ($95,000 one-time and $100,000 ongoing) – This funding allows us to develop a fiber operations plan, repair at least two fiber breaks in the biennium, implement best practices, provide diagnostic tools, and future design work to connect fiber to Fire Station 18 and the Novelty Hill water pump station and operation center.
- Strategic Plan Development and Implementation ($250,000 one-time) – In 2017, the Technology and Information Services Department created a strategic plan to provide a road map for citywide technology services. In the next biennium, the Department hopes to capitalize on the plan by developing an implementation plan including recommendations for new technology, return on investment analysis, a forecast of future community technology needs and proposed timelines for implementation.
- Cybersecurity Enhancements: ($331,000 ongoing) – The following enhancements will strengthen our cybersecurity and make us more proactive: Critical Informatics active monitoring and threat detection, Cisco Umbrella web filtering, Exchange Online Advanced Threat Protection and Knowbe4 End User Training (Software for testing cybersecurity).
- Aerial and Lidar Data ($100,000 one-time) – Collect current aerial photography and Lidar and use it to update existing GIS data layers eliminating fieldwork for some data updates.
- GIS Asset Data Gaps ($500,000 one-time) – The City's asset management program relies on accurate GIS data to make management and maintenance decisions. Several assets have incomplete data or were never mapped.
- Easements and Real Property GIS Data ($200,000 one-time) – Map the location of all City easements and Real Property to help manage the City's property assets.
- Apple Support Managed Services ($20,000 ongoing) – Enter into a managed services contract with an Apple vendor to support Apple products and eliminate possible cybersecurity risks.
- Project Information and Update Tool ($55,000 one-time) – The community and City Council have expressed a desire for increased accessibility to additional information about projects within the land use and permitting process. The one-time support is needed to develop a web-

based approach where more information about land use applications can be made available to the public.

- DocuSign ($18,000 ongoing) – Increase licensing for electronic signature software.
- Replace Information Technology Service Management Tool ($200,000 one-time) – Replace the outdated service request management system with one that improves efficiency, offers staff self-service and more effectively tracks performance.
- Business Analyst Full Time Equivalent (FTE) ($275,997 ongoing) – A business analyst dedicated to Parks is needed to leverage existing and future Parks technology. The position would focus on improvements in the use of and upgrades to ActiveNet, the creation of software integrations with other systems such as Dynamics AX, launch e-signatures for parks customers, ensure compliance and work closely with Finance on revenue collection.
- Standby Support for Public Safety ($105,000 ongoing) – Provides after-hours stand-by support 24/7 to Redmond's 911 dispatch center. Alternatively, $41,000 over the biennium would provide after-hours on-call coverage on weekends only, which matches the current level of support.
- Asset management system integrations(Lucity) ($100,000 one-time) – Begin integrating Lucity with other City systems creating new efficiencies along with a new level of effectiveness.
- Innovations consulting and training ($80,000 one-time) – External consulting and training expertise helps to speed the adoption of new systems and builds capabilities in existing systems. Focus will be on office productivity, business intelligence, data analytics and cloud-computing services.

Below Baseline:

2% Scalability ($243,881) – The reduction will decrease funding for professional services, travel and training, limiting TIS in its ability to anticipate and prepare for technology needs of City staff. Reduction of professional services dollars would result in extended implementations and upgrades of all applications and hardware. For some portions of TIS, service levels would go from proactive to managed.

3% Scalability ($365,822) – This reduction will eliminate the remaining funds for professional services, tuition and travel in addition to small tools and a 0.25 FTE in GIS. In addition to extended timelines for upgrades and applications, data capture for GIS will no longer meet defined service level agreements. By eliminating training dollars, obtaining new skills would be difficult, particularly keeping pace with the rapid changes in technology. Meeting service level agreements could fall from 82% to 75% with a reduction in staffing.

5% Scalability ($609,703) – In addition to the reductions already mentioned above, repair and maintenance contracts for hardware and software would be reduced resulting in infrastructure or systems unavailability. A 0.50 FTE reduction in GIS would further delay the ability to capture data; impacting decision making by those dependent on timely data as well as the ability to meet service level agreements. The service would go from proactive to managed/reactive.

Budget Changes:

- Funded one-time purchase of asset management mobile devices for Parks Operations staff ($93,600)

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: TIS **Id:** 000024

Technology and Data Systems

- Funded one-time Fiber Management Plan development ($95,000)
- Funded one-time strategic plan development and implementation ($250,000)
- Funded ongoing cybersecurity enhancements ($331,000)
- Funded one-time aerial and lidar data ($100,000)
- Funded one-time data capture for assets missing from GIS ($250,000)
- Funded one-time data capture for easements and real property data missing from GIS ($200,000)
- Funded ongoing Apple support managed services contract ($20,000)
- Funded one-time project information update tool for public and private projects ($55,000)
- Funded ongoing DocuSign software licensing ($18,000)
- Unfunded a portion of office supplies for TIS ($28,000)
- Unfunded a portion of professional services, rent and maintenance for Reprographics equipment due to closure of City Print Shop ($135,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$4,375,354.20	$4,544,107.04	$8,919,461.24
Ongoing-Others	$1,930,208.62	$1,972,898.45	$3,903,107.07
One-Time-Others	$763,600.00	$280,000.00	$1,043,600.00
Total	$7,069,162.82	$6,797,005.49	$13,866,168.31

	FTE Year1	FTE Year2
FTEs	30.00	30.00

Technology and Data Systems Offer 000024

Support, implement and improve information technology solutions

Measure: Number of work orders submitted

Measure: Number of cybersecurity breaches

So that

Business systems are available to deliver information when and where it is needed

Measure: Percentage of time Service Level Agreements are met for incidents

Measure: Number of supported system implementations, upgrades or enhancement projects completed

So that

City staff can offer more effective and innovative services to the community

Measure: Number of business systems integrated with GIS

Measure: Percentage of City staff responding positively about the value our products and services bring to their service offerings

So that

The City is a customer-focused organization that provides service delivery that leverages technology and innovation

Measure: Percentage of community responding positively regarding satisfaction with City services

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of work orders submitted	9,590	10,362	11,414	16,700	16,700	16,700
Number of cybersecurity breaches	N/A	N/A	N/A	0	0	0
Percentage of time Service Level Agreements are met for incidents	88%	84%	82%	85%	85%	85%
Number of supported system implementations, upgrades or enhancement projects completed	N/A	N/A	N/A	N/A	25	30
Number of business systems integrated with GIS*	5	8	28	30	30	30
Percentage of City staff responding positively about the value our products and services bring to their service offerings	N/A	N/A	N/A	N/A	80	85
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%

* Includes all integrations including modeling software as of 2017

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: FINANCE **Id:** 000104

Operating Reserves

What: In accordance with the Council's financial policies, reserve funds are set aside to provide sufficient cash flow to meet the City'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 and contingencies specific to the replacement of equipment at the end of its useful life and contingencies related to Law Enforcement Officers and Firefighters (LEOFF1) retiree medical costs. Holding reserves to mitigate unknown future service impacts is a long-standing policy of the City of Redmond 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.

Why: Redmond's fiscal policies clearly state that the City will maintain General Operating Reserves to provide sufficient cash flow to meet daily financial needs and sustain City services in the event of a catastrophic incident such as a natural or manmade disaster or a major downturn in the economy. The City of Redmond has a commitment to protect our equipment so that when it has reached the end of its useful life, staff, who need resources to provide services, know that the equipment will be replaced. The City's adherence to the policies is important to outside agencies as well. The Washington State Auditor's Office and the financial rating agencies test whether or not the reserves are sufficient to maintain Redmond's fiscal integrity into the future and cite that fully funded reserves and contingencies are an important indicator of the overall fiscal sustainability of the organization.

Who: The residents and businesses that rely on the City of Redmond to provide services are the main customer that the Operating Reserves offer targets. In addition, adequate reserves serve internal employees by replacing resources needed to serve the community once the equipment has reached the end of its useful life.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The baseline offer includes all the reserves and contingencies mentioned below as well as replacement costs for equipment that will reach the end of its useful life during the 2019-2020 biennium. Much of this offer is supported by one-time funding as most of the dollars are a carryover of reserves into the next biennium. The ongoing funding is typically additions to the reserves as calculated per City policy. It is vital that an organization provide adequate funding to replace outdated equipment and set aside appropriate reserves so that continuity of services is maintained now and in the future.

Specifically, the reserves and contingencies described in this offer include:

- General Fund Reserves calculated at 8.5% of General Fund Operating revenues (approximately $7 million) as outlined in the City's fiscal policies;
- Economic Contingency representing a total of 4% of General Fund Operating revenues (approximately $3.3 million) as cited in the City's fiscal policies;
- Salary and Benefit Contingency and Law Enforcement and Firefighters Plan 1 (LEOFF1) Reserves (approximately $2.2 million) set aside 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 LEOFF 1 retirees;
- Capital Equipment Replacement representing the expenditures and reserves for replacement of equipment (approximately $6.2 million) at the end of its useful life; and
- Utility Reserves are maintained to provide sufficient cash flow to meet daily financial needs, meet requirements of revenue bond issuances and utilized to meet the reserve requirements for the utility funds. (approximately $13.8 million).

All of the above reserves and contingencies symbolize the Responsible Government priority factors of fiscal responsibility and effective and accountable leadership by preserving the integrity of the City's finances and maintaining and protecting its quality of service.

Above Baseline: No above baseline requests for this offer

Below Baseline:

2% Scalability ($665,000) - This reduction would impact either the City's salary and benefit contingency or LEOFF 1 retiree contingency. The risk of reducing the salary and benefit contingency is departments having to mitigate salary and benefit cost increases within their budgets due to contract settlements that were not anticipated. The LEOFF 1 contingency supports the City's obligation to pay for medical costs for retired LEOFF 1 firefighters and paramedics. The current actuarial study suggests the long-term liability of the City for these kinds of costs totals approximately $1.0 million for 2017 and 2018. The City would need to reduce other budgets to make up for the impacts.

3% Scalability ($997,000) - This reduction, similar to the explanation above, would reduce the City's ability to replace equipment at the end of its useful life which would have a direct impact on City services and the Community's satisfaction with those services. The City would be reactive in replacing equipment when it breaks down rather than taking a planned approach to replacement.

5% Scalability ($1,660,000) - This reduction would impact a combination of funds from reserves and equipment replacement would be decreased. With a 5% reduction, staff would need to evaluate City fiscal policies that govern the need for reserves and contingencies so that the risk is minimized. Holding reserves and contingencies is one of the reasons Redmond has earned AAA bond rating. Should Redmond change their policies to reduce reserves and/or contingencies the market may react by downgrading the City's bond rating.

Budget Changes: No changes to the baseline budget

Budgeting by Priorities

Budget offer

Responsible Government

Department Name: FINANCE **Id:** 000104

Operating Reserves

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-	$46,521.45	$46,521.45	$93,042.90
One-Time-Others	$2,338,666.69	$765,600.00	$3,104,266.69
One-Time-	$1,007,103.45	$27,503,190.77	$28,510,294.22
Total	$3,392,291.59	$28,315,312.22	$31,707,603.81

Operating Reserves
Offer 000104

The City provides adequate funding to replace outdated equipment

The City adheres to all financial policies regarding reserves and contingencies

Measure: Percentage of equipment replaced with in the appropriate timeframe

Measure: Value of items in the replacement program over $5,000

So that

The equipment used by employees is appropriate to support City services

The City can appropriately respond to unanticipated events

Measure: Percentage of value of equipment held in reserve

Measure: Percentage of reserves maintained at policy levels

So that

Operating resources are protected and continuity of services is maintained

Measure: Percentage of community responding positively regarding satisfaction with City services

So that

The City has a healthy financial condition

Measure: The City's Bond Rating

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	**2020**
Percentage of equipment replaced with in the appropriate timeframe*	N/A	N/A	N/A	N/A	100%	100%
Value of items in the replacement program over $5,000	$11.4M	$13.9M	N/A	$12M	$12M	$12M
Percentage of value of equipment held in reserve	9%	9%	13%	20%	20%	20%
Percentage of reserves maintained at policy levels	100%	100%	100%	100%	100%	100%
Percentage of community responding positively regarding satisfaction with City services	71%	71%	69%	85%	85%	85%
The City's Bond Rating	AAA	AAA	AAA	AAA	AAA	AAA

*New performance measure added as of the 2019-2020 Budget

SAFETY

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

SAFETY

I WANT TO BE SAFE WHERE I LIVE, LEARN, WORK AND PLAY

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Crime rates for violent crimes and property crimes per 1,000 of population equal to or less than the State of Washington average.

Measure Description: Measures crime rates per 1,000 population through Incident Based Reporting (IBR) and benchmarked to the State of Washington.

Importance: Crime rates are a measure of community safety which has a direct impact on the quality of life of residents, businesses and visitors to the City.

Indicator 2: Fire suppression and Emergency Medical response times from when crews are dispatched to when they arrive on scene.

Measure Description: Measures time from when crews are dispatched to when they arrive on scene of an emergency incident.

Importance: Faster response times improve patient outcomes and reduce fire loss.

Indicator 3: Police Case Clearance Rates: Clearance rates are equal to or more than the Washington State average.

Measure Description: Measures cases that are closed due to solvability factors such as, arrest and case bundling.

Importance: Clearance rates allow the Police Department to determine the effectiveness of case investigation as well as identification of prolific criminals responsible for large crime sprees.

Indicator 4: Percentage of community responding they feel safe in their neighborhood during the day and at night.

Measure Description: An illustration of the overall sense of safety felt by residents of the community.

Importance: A feeling of safety is essential to maintaining a thriving community.

Indicator 5: Building code and fire protection insurance ratings.

Measure Description: Insurance ratings measure the resources and support available for building code enforcement and fire suppression capabilities. They include the Building Code Effectiveness Classification number on a scale from 1 to 10, with 10 representing less than the minimum recognized protection. In the case of fire, each community is given a rating from 1 to 10, where 1 indicates exemplary fire protection capabilities, and 10 indicates the capabilities are insufficient for insurance credit.

Importance: Insurance companies use these ratings to help establish fair premiums for fire and building insurance, generally offering lower premiums in communities with better protection.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Safety priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating a safe city, and the supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable to creating a safe environment.

Outcome 1: A Community where Everyone Participates in Maintaining our Safety

- Creates community resiliency
- Contributes to crime prevention
- An engaged community is a connected community
- Emergency staff can’t be everywhere

Outcome 2: Safe Buildings and Infrastructure for the Community to Live, Work and Play

- Establishes a foundation for a safe community
- Improves quality of life and comfort in environment
- Reduces the rates of crime and injury
- Protects and maintains the value of our economic resources and investments

Outcome 3: Access to Public Safety Services for All

- Meets needs of all residents
- Builds community trust

- Fulfills the basic expectation of being safe

Outcome 4: Ability to Quickly Respond and Recover from any Crime or Emergency

- Provides essential services to residents during major emergencies
- Deters crime and saves lives
- Minimizes environmental and property damage
- Fosters a reputation for being safe

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of a safe city.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Use the City's Police, Fire, Comprehensive Emergency Management and Transportation Management Plans, and the City's Comprehensive Plan to guide investments and develop partnerships

Objective 2: Develop programs and seek opportunities to partner and collaborate with the public in creating a trusting and safety-conscious community

Objective 3: Inform and educate community of available public safety services, programs, and initiatives

Objective 4: Provide a timely response by well-equipped and trained safety personnel

Objective 5: Provide tools for the community to be self-reliant

Objective 6: Ensure everyone has the knowledge and capability to reach out for help

Safety

I want to be safe where I live, learn, work and play

A Community Where Everyone Participates in Maintaining Our Safety

- Emergency staff can't be everywhere
- An engaged community is a connected community
- Creates community resiliency
- Contributes to crime prevention

Safe Buildings and Infrastructure for the Community to Live, Work and Play

- Establishes a foundation for a safe community
- Improves quality of life and comfort in environment
- Reduces the rate of crimes and injuries
- Protects and maintains the value of our economic resources and investments

Access to Public Safety Services for All

- Meets needs of all residents
- Builds community trust
- Fulfills the basic expectation of being safe

Ability to Quickly Respond and Recover from any Crime or Emergency

- Provides essential services to residents during major emergencies
- Deters crime and saves lives
- Minimizes environmental and property damage
- Fosters a reputation for being safe

SAFETY
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
186	000016	Fire Prevention Services	Fire	1,934,470
190	000057	Police Emergency Services	Police	19,627,478
194	000060	Police Complex Investigations	Police	5,851,751
198	000046	New Construction Inspections	Planning	7,580,868
202	000179	Criminal Justice Services	Executive	3,857,066
206	000181	Fire Emergency Services	Fire	54,185,333
211	000061	Police Support Services	Police	10,649,510
216	000176	Fire Support Services	Fire	6,424,704
			Total	**110,111,180**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking	
			Staff	Civic
Fire	000016	Fire Prevention Services	1	1
Police	000057	Police Emergency Services	2	3
Police	000060	Police Complex Investigations	3	2
Planning	000046	New Construction Inspections	4	5
Executive	000179	Criminal Justice Services	5	7
Fire	000181	Fire Emergency Services	6	4
Police	000061	Police Support Services	7	6
Fire	000176	Fire Support Services	N/A*	N/A*

*Offer not ranked by Results Teams

Budgeting by Priorities

Budget offer

Safety

Department Name: FIRE **Id:** 000016

Fire Prevention Services

What: Fire Prevention Services helps establish the foundation for a safe community by decreasing community risk through comprehensive and proactive programs. These include fire and life safety inspections, permitting for higher-risk activities identified in the fire code, investigation of fires, on-call technical support for firefighters, participation on the City's Emergency Preparedness Team and prompt response to community inquiries regarding safety concerns. Cross-departmental efforts to make Redmond a safer community include actions to minimize environmental and property damage by assisting the Environmental and Utility Services Division in protecting our drinking water aquifer from exposure to hazardous materials and notifying the Building and Planning Departments when illegal and unsafe changes to buildings are observed during inspections.

Why: Fire Prevention Services encourages 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. This partnership works to reduce the severity and frequency of fires and other emergency incidents and protects and maintains the value of our economic resources and investments. Together this effort facilitates an effective response to emergencies to maximize public safety and provide a timely restoration of buildings, businesses and the community after an emergency.

Who: Fire Prevention's customers are the residents, businesses, workers and visitors to the City of Redmond, who expect a safe environment in which to live, work, play and invest. We also serve internal City departments such as the Environmental and Utility Services Division, Building and Code Enforcement (identification and enforcement of safety violations), Geographic Information Systems (verification of data in the global address repository) and the Parks Department and Transportation.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Fire Prevention's current level of funding allows us to deliver the following prevention services at a Managed level:

- Fire and Life Safety Inspection Program – This program inspects all commercial buildings over a three-year period in addition to annual inspections of businesses that require fire code permits to be issued for high-risk activities. The program leverages firefighters to inspect multi-family housing structures while simultaneously addressing the goal of emergency pre-planning and hazard identification.
- Fire investigation and on-call fire suppression support –To meet our legal mandate, Fire Prevention staff responds 24/7 to investigate and determine the origin and cause of fires within

the City.

- System Reliability Program – System Reliability 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 Permit Program – This customer-requested program has become part of our baseline service. This program reduces the cost and streamlines the process by which building owners obtain required certification for their fire alarm systems. This program was the focus of the Lean improvement in 2017 discussed below.
- Special Events – We review, process and inspect permits associated with the temporary use of tents, discharge of fireworks and removal of underground fuel storage tanks. We provide technical expertise, inspection and on-site attendance at special events such as Derby Days, Ananda Mela and Redmond Lights.
- Preventable Alarm Program – Responding to false alarms is both expensive and hazardous to the community and firefighters. This program is designed to encourage building owners to reduce false alarms through proper maintenance and repair of their systems. The primary method used to achieve this reduction is through review and follow-up on all reported false alarms. Additionally, this program can levy fines if building owners refuse to properly maintain their systems.

Demonstrated Efficiencies: Fire Prevention conducted a Lean implementation in 2017 for the online receiving, review and tracking of engineered fire protection systems requiring annual test reports. This resulted in an increase in the number of reports received from approximately 700 in 2016 to over 1,500 reports in 2017. With this improvement we can now identify systems that are past due for required testing and track identified deficiencies. We have received reports on 54% of known systems and are tracking 450 buildings where the systems have a deficiency.

In 2018 we coordinated the issuance and tracking of annual Fire Alarm Operational Permits with the annual confidence test reporting requirements. Both processes are now tracked in the Compliance Engine; previously the issuance of these permits required work done by supplemental staff at the end of each year. This has increased the efficiency of the program for the building owner, contractor and prevention staff without additional cost to the customer or contractor.

Above Baseline: There are no above baseline requests for this offer.

Below Baseline:

2% Scalability ($38,689) – 25% or 10 hours per week reduction in the Fire Support Administrative Assistant position. This will shift the task of scheduling annual inspections from the administrative position to the Deputy Fire Marshals. Dispersing this work will decrease efficiencies and remove the current single point of contact for our customers.

3% Scalability ($58,034) – 37% or 15 hours per week reduction in the Fire Support Administrative Assistant position. In addition to the shifting of scheduling of annual inspections (2% reduction), Deputy Fire Marshalls would take over the tasks related to transferring information on newly constructed buildings and building improvements from Development Review to the Fire Life Safety Inspection and System Reliability tracking systems. This important task is needed to ensure that systems and processes which require annual inspections can be tracked for compliance with

adopted Codes and Standards.

5% Scalability ($96,724) – 61% or 24.5 hours per week reduction in the Fire Support Administrative Assistant position. At this level of reduction, it will be difficult to retain qualified staff to conduct the invoicing, collection, issuance and tracking of annual fire code permits.

Budget Changes: No changes to the baseline budget.

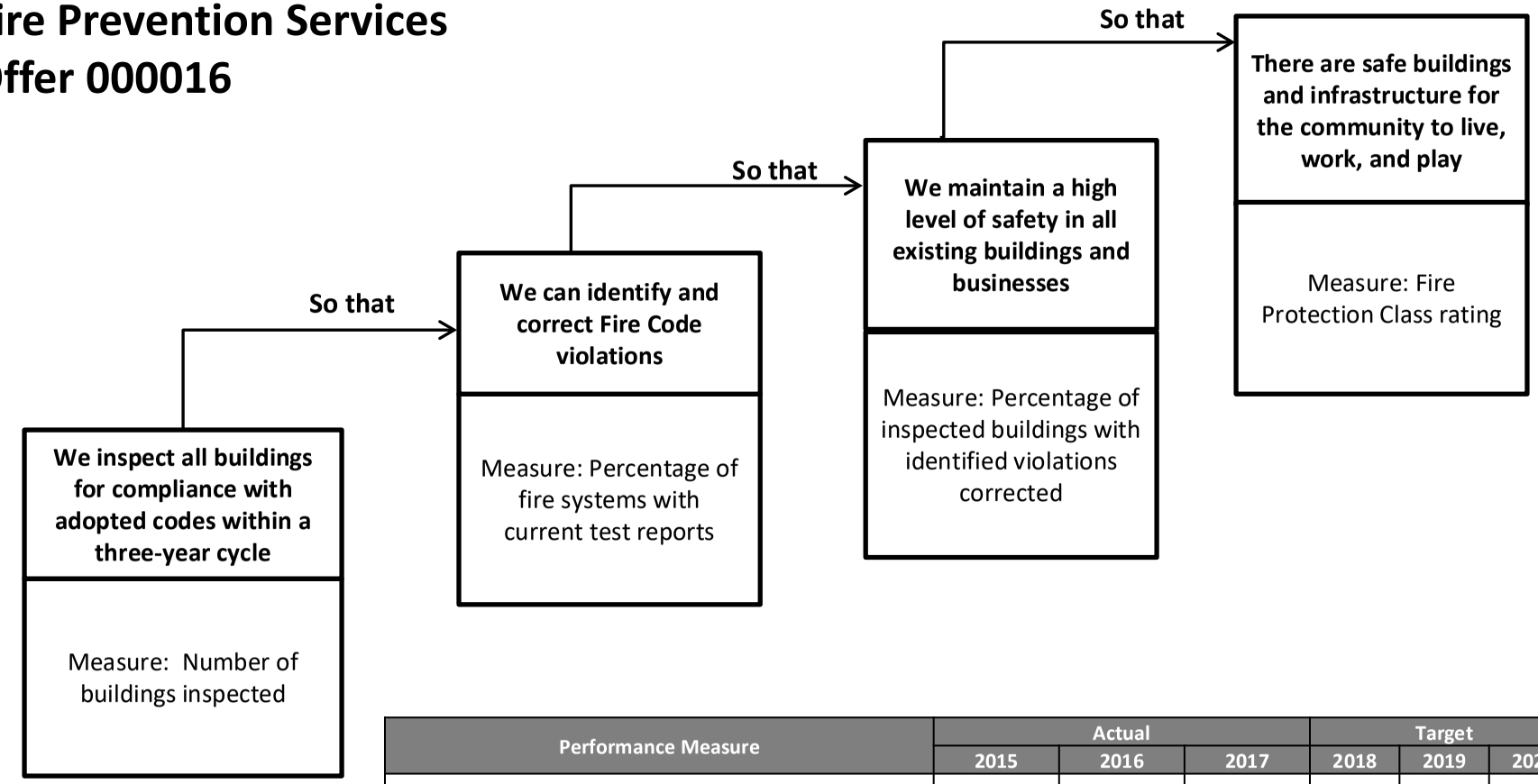
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$921,484.87	$964,522.45	$1,886,007.32
Ongoing-Others	$24,231.58	$24,231.58	$48,463.16
Total	$945,716.45	$988,754.03	$1,934,470.48

	FTE Year1	FTE Year2
FTEs	5.50	5.50

Fire Prevention Services
Offer 000016



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of buildings inspected* Actual (Target)	803 (804)	544 (545)	1324(1339)	988	900	824
Percentage of fire systems with current test reports**	N/A	N/A	54%	65%	70%	75%
Percentage of inspected buildings with identified violations corrected (clearance rate)	N/A	N/A	83%	85%	85%	85%
Fire Protection Class rating***	3	3	3	3	3	3

* All buildings must be inspected within a three-year cycle. Any buildings not inspected in the first year are added to the next year's target.
** New measure added as of the 2019–2020 Budget.
*** As determined by the Washington Survey and Rating Bureau through regular evaluations. Ratings are on a 1-10 scale with 1 being exemplary fire protection capability. This rating is used to set fire insurance premiums for the community.

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000057

Police Emergency Services

What: The Police Emergency Services offer provides the Police Department with the ability to respond to calls for service generated by those who are residing in, doing business in or visiting the City of Redmond. The offer supports the Patrol Division, Traffic Unit, K-9 Unit and supervisory support to efficiently answer routine and emergency calls for service and provide proactive patrols. Police services take place on a 24-hour basis, seven days a week, with the six patrol teams and two specialty units included in this offer responsible to the primary emergency response on behalf of the department. Effective and efficient police Managed services combined with adequate response times are core public safety services that directly impact safety in our community.

Why: The Police Department provides law enforcement services to our community 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. These factors help contribute to a high resident satisfaction rate with service levels and feelings of safety within the community. The 2017 Community Survey indicated the top two priorities for the City of Redmond are ensuring prompt fire and police response times and being safe where we live, work and play.

Police uniformed services contribute significantly to the City's overall rating for quality of life, which reports an overwhelmingly positive result (86% positive, 11% satisfactory) as surveyed in 2017. The strong relationships forged with the community allow patrol and other uniformed services to engage the right stakeholders in facilitating solutions to neighborhood problems. Our efforts in fostering successful community relationships enable the Police Department to provide a leadership role in problem-solving processes and effectively partner with others leading initiatives to benefit the community.

Who: The customers of the Police Department are Redmond residents, the business community as well as individuals who come to recreate or visit the City. Additional customers are surrounding jurisdictions and the City of Redmond staff.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The Police Emergency Services offer represents part of the comprehensive effort to fulfill the basic expectations of needing to feel and be safe in our community. The Patrol Division 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. Teams frequently take leadership roles to address and resolve criminal incidents and nuisance complaints to improve the quality of life for the people who

live, work, play and learn in our City. As part of a comprehensive approach to building a safe community, the six Patrol teams included in this offer provide timely, appropriate and effective responses to community concerns.

The Traffic unit, consisting of five officers, contributes to the City's efforts to address traffic as the top-rated concern of Redmond residents in the 2017 Community Survey. The Traffic Unit has the responsibility for responding to and investigating 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. The Traffic Unit works in partnership with Public Works Traffic Operations to ensure traffic engineering solutions remain part of our comprehensive Citywide traffic safety efforts. This team leads our community outreach efforts for traffic safety education to the public.

Police Emergency Services Budget offers fulfilled over the last cycle have kept feelings and perceptions of safety at high levels for:

- Walking alone in your neighborhood during the day (96% Safe); and
- Walking alone in your neighborhood at night (81% safe)

The police department is committed to maintaining or improving these ratings as well as keeping our level of customer satisfaction high. The Patrol Division's primary mission of emergency response supports the Safety priority with efforts to respond efficiently, promptly and proactively to all hazards within the City. Patrol Officers are assigned to work a specific neighborhood enabling them to form healthy relationships with residents and the business community. While operating in this role, Officers familiarize themselves with the issues and concerns of their specific geographic area of responsibility and partner with the community to develop long-term problem-solving solutions. Officers feel empowered and encouraged to use innovation in the workplace to develop creative solutions to community issues while engaging in proactive community policing, patrol and projects.

Demonstrated Efficiencies: Redmond Police Department leverages technology to enhance our services: Officers use laptops as mobile offices, with smartphones for connectivity. In 2016 we began using cloud services for our digital evidence platform eliminating the need for officers to travel to the station to log digital evidence.

First started in 2015, the ongoing program of online reporting helps to provide significant efficiency and savings to the department. In 2017, for example, 677 online reports were taken by this system, resulting in a net savings of a 0.50 Full Time Equivalent (FTE) employee (1,015 hours) and cost savings of at least $27,080.

Partnerships with Human Services have helped to address issues related to homelessness in the City. Partnerships with the court and with the City Prosecutor have helped to create innovative programs like community court, video court appearances, and Lean processes which have helped with the internal flow and path that cases take when they are filed.

Additional efficiencies within the past budget cycle include:

- Electronic trespassing forms, eliminating paper and saving 200+ hours of staff time so far
- Created fillable PDF forms for all commonly used paper forms

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000057

Police Emergency Services

- Moved to electronic, centralized management of employee information, eliminating dozens of separately maintained documents of phone numbers, schedule information, callsigns, emergency contact info, etc.
- Implemented e-signatures on case reports, eliminating the need to print/scan case reports
- Simplified the qualification and weapon approval system to eliminate paper forms

Above Baseline: There are no above baseline requests for this offer.

Below Baseline: Possible reductions in service to this offer are detailed below. Any reduction in staff would directly impact the department's ability to respond to calls or to meet the public safety mandates of the community. These reductions would also be taken at a time when our City is growing in complexity, density and population.

2% Scalability ($395,550) – Eliminate two Police Officer positions ($532,000). This reduces the ability to staff specialty units like Traffic. A police position cannot be reduced to a partial FTE and there are no other significant areas to cut from this budget offer.

3% Scalability ($588,824) – Include the 2% scalability above and in addition reduce small tools ($20,000) and overtime ($36,824).

5% Scalability ($984,374) – Eliminate four Police Officer Positions ($1,064,000). A reduction of this nature would essentially eliminate the Traffic Unit.

Budget Changes: No changes to the baseline budget

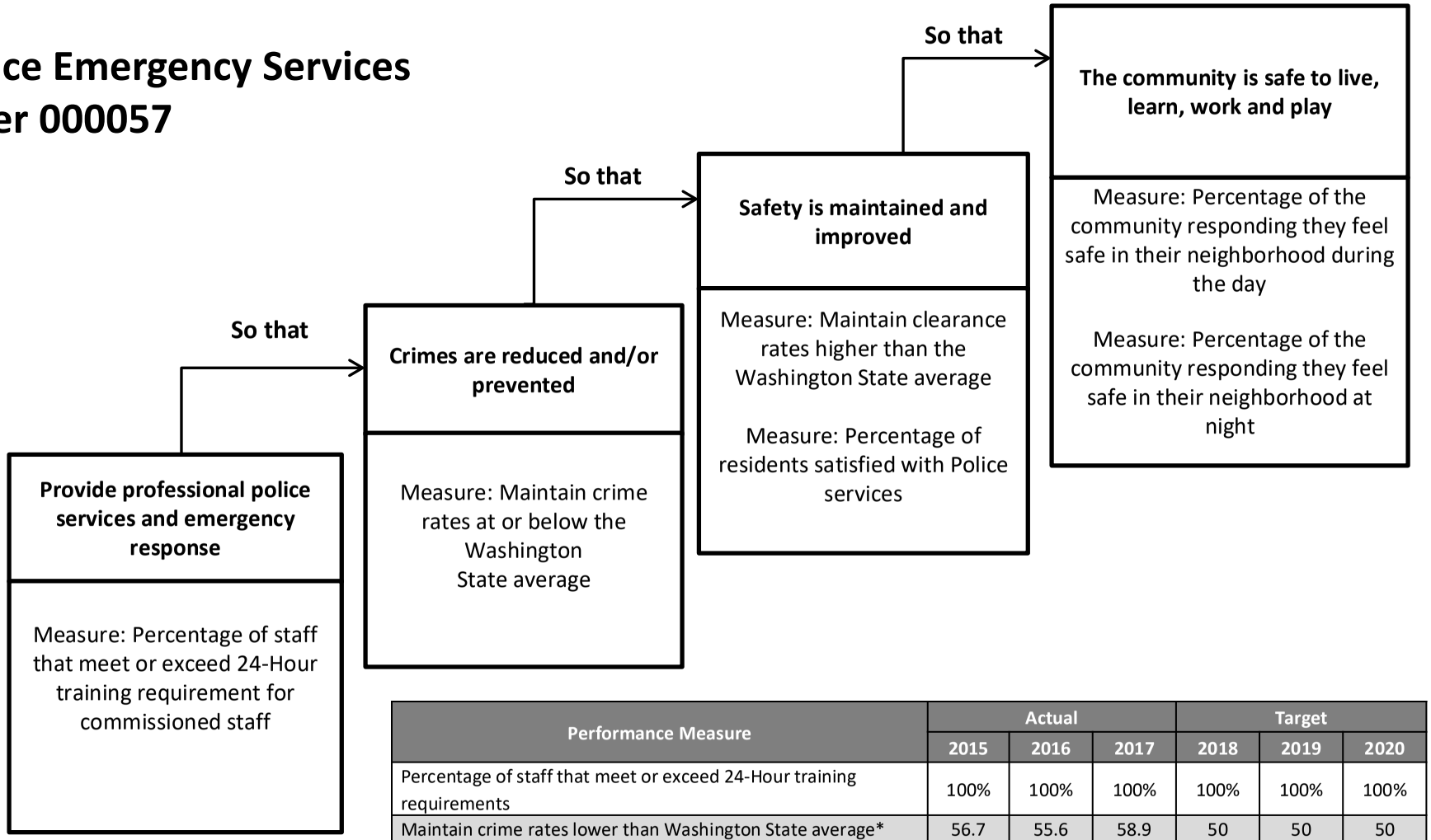
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$9,000,435.24	$9,428,848.65	$18,429,283.89
Ongoing-Others	$589,371.00	$608,823.00	$1,198,194.00
Total	$9,589,806.24	$10,037,671.65	$19,627,477.89

	FTE Year1	FTE Year2
FTEs	62.50	62.50

Police Emergency Services
Offer 000057



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of staff that meet or exceed 24-Hour training requirements	100%	100%	100%	100%	100%	100%
Maintain crime rates lower than Washington State average*	56.7	55.6	58.9	50	50	50
Maintain clearance rates higher than Washington state average**	29.2%	31.5%	30.8%	32%	32%	32%
Percentage of residents satisfied with Police services	85%	89%	77%	80%	80%	85%
Percentage of the community responding they feel safe in their neighborhood during the day	98%	98%	96%	95%	95%	95%
Percentage of the community responding they feel safe in their neighborhood at night	83%	81%	81%	85%	85%	85%

* In the State of Washington, the crime rate (per 1,000 in population) for Group A offenses was 67.5.
** In the State of Washington, Group A offenses were cleared by arrest or exceptional means 25.7% of the time.
Group A offenses include violent crime, property crime, and crimes against society

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000060

Police Complex Investigations

What: The Redmond Police Department is responsible for investigating complex 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. This offer meets those specialized needs to include the Investigations Unit, Pro-Active Detective Unit, Legal Advocate, Crime Analysts and Computer Forensics. The Division is also responsible for maintaining commitments to multi-agency and specialized assignments, such as the FBI Joint Terrorism Task Force, the Puget Sound Fraud/ID Theft Task Force, Registered Sex Offender Tracking and the Internet Crimes Against Children Task Force.

Why: When severe or pervasive crimes affect our community, the Police Department relies upon the Investigations Division, comprised of detectives and specialized professional staff to conduct advanced criminal investigations. The unique skillsets of detectives, crime analysts, advocates and forensic investigators allow for further criminal prosecutions, while supporting victims and increasing both case solvability rates and closure rates. These units work with the public outreach arms of the City and Police Department to engage the community in crime reduction efforts contributing to the overall safety of Redmond. The Police department trains staff to conduct complex criminal investigations and analysis so that we can provide these services to address the severe and pervasive crimes occurring in and around our community.

Overall, the Investigations Units provide an efficient and effective response to complex community issues, promotes advocacy and support for crime victims, conducts advanced investigations of criminal incidents and provides information that allows the community to both feel and be safe.

Who: The customers of the Police Department are Redmond residents, the business community as well as individuals who come to recreate or visit the City. Additional customers are regional police agency partners, the City of Redmond Prosecutor's Office and the King County Prosecutor's Office.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Complex Investigations contributes to the overall public safety mission through providing specialized investigative and analytical services to the police department. The logic model for Complex Investigations offer is most strongly linked to safety results in the City by allowing specialized investigators to focus on improving case clearance rates for Part I (violent) and Part II (property or non-violent) type crimes providing a positive influence on feelings of safety within the City.

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000060

Police Complex Investigations

Within the Investigations Division, detectives and the victim legal advocate, ensure 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. The team works to prevent future crimes, develop partnerships with other agencies and educate victims and their families about domestic violence prevention techniques.

The Pro-Active Detective Unit (ProAct) is a group of undercover detectives dedicated to targeting ongoing community problems through the relentless pursuit of career criminals. Imbedded within this team is a plainclothes detective assigned to drug-related investigations focused on the opioid and fentanyl epidemic. The team focuses on regional initiatives related to property crimes and coordinates efforts with other agencies including neighboring police agencies, prosecutors and crime analysts to proactively approach solving crimes and obtaining extended sentences for repeat and multi-jurisdictional offenders. The ProAct Unit works with regional partners to locate and apprehend serial criminals/recidivists who are responsible for high-impact criminal acts. This type of criminal behavior necessitates comprehensive investigations that bundle multiple offenses into one prosecution package resulting in increased sentencing for offenders and a safer community.

Three Crime Analysts work closely with all department units to identify criminal patterns and more effectively address community problems. Crime Analysts provide reporting mechanisms, information for crime mapping and assist in generating case leads. A Computer Forensic Investigator ensures that information and evidence can be identified and retrieved from computer and data storage devices.

The baseline offer for Complex Investigations allows the Police Department to continue to meet its mission of investigating and analyzing complex or pervasive crimes in our community. (Comprehensive)

Demonstrated Efficiencies: A recent efficiency was launched in November 2017 with the ATTACKWA.org site, an online regional information sharing site that helps police agencies across Washington State help reduce auto theft.

Above Baseline: ProAct Overtime ($15,000 ongoing) – An analysis of budget lines for this offer reveals the need to right-size an overtime line for police ProAct. Currently the ProAct budget is $40,000 biannually. For comparison, a similarly sized unit also included in this offer is Detectives, which is budgeted at $100,000 biennially. Over the past two budget cycles this fund is significantly over-expended and must grow to meet the operational needs of the department. The Police Department would like to begin scaling the ProAct overtime budget up to right size the budget for the unit. Our analysis reveals the baseline ProAct budget is underfunded (if available scale up $60k biennially for a total of $100k to match similarly sized units). Allocating additional overtime funds will assist the Police Department in improving the case clearance rates for Part I (violent) and Part II (property and non-violent) type crimes providing a positive influence on feelings of safety within the City.

Below Baseline: If reductions are taken to this budget the department first suggests reducing the amount of overtime specified for Detectives, along with scaling down the full time equivalent employees (FTE) dedicated to Crime Analysis for regional auto-theft. We would advocate against scaling down in these offers due to the inherent needs of the community to have complex crimes

investigated, analyzed and cleared in a timely manner. Regionally, auto theft is on the rise and a reduction in this area would not be in the best interest of the community.

2% Scalability ($117,035) – At 2% scalability, the department would be forced to reduce the auto theft crime analyst to a half time employee ($107,254) and reduce the amount of overtime ($9,781) available to follow up on cases.

3% Scalability ($175,553) – At 3% scalability, the department would be forced to reduce the auto theft crime analyst at a time when auto theft is on the rise ($171,608), as well as reducing available overtime ($3,945) to work case investigation and completion.

5% Scalability ($292,588) – At 5% scalability, the department would be forced to reduce the number of detectives assigned to the Complex Investigations unit ($286,703), as well as reducing available overtime ($5,885) to work case investigation and completion.

Budget Changes: No changes to the baseline budget

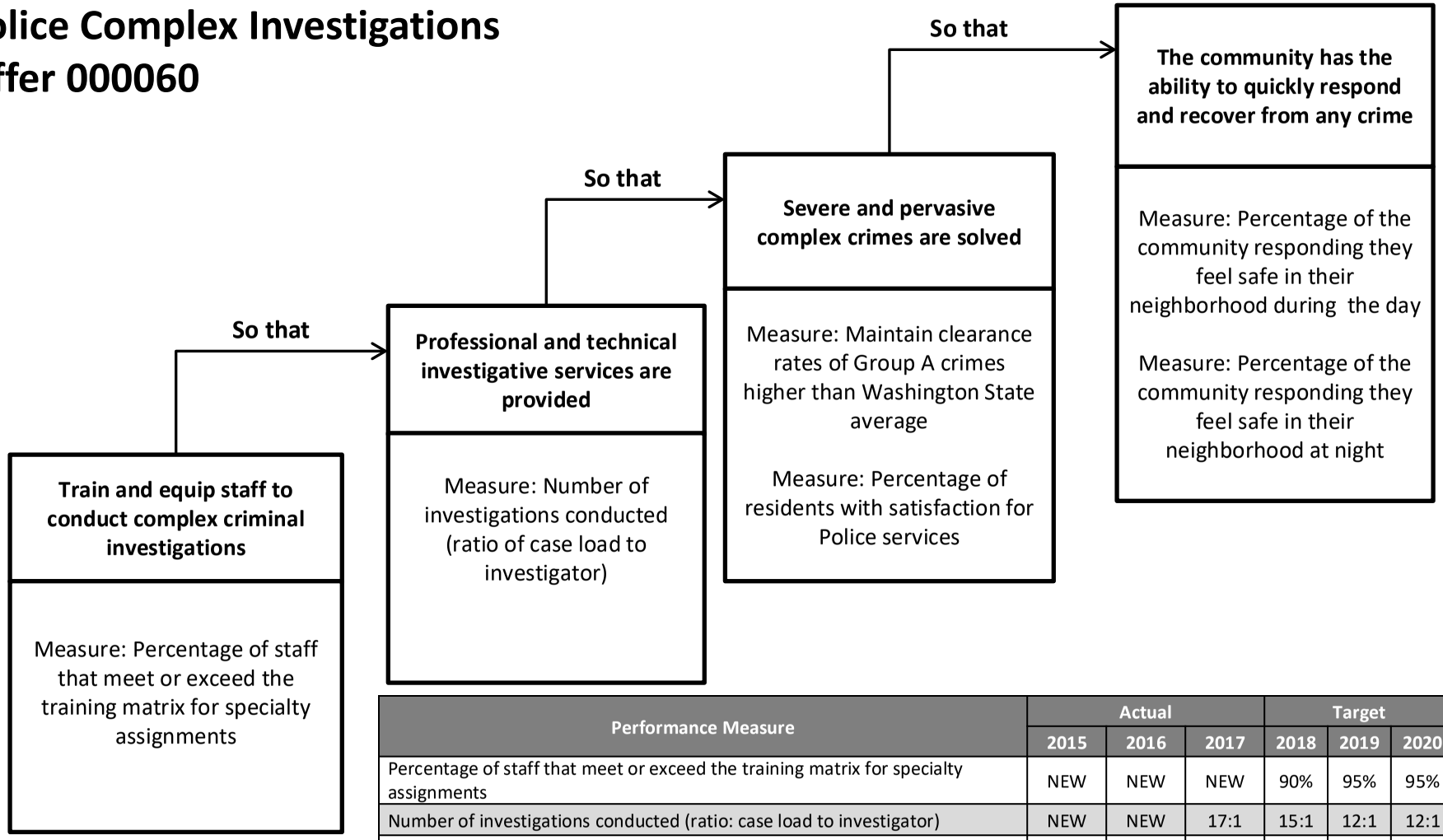
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,816,563.47	$2,924,261.93	$5,740,825.40
Ongoing-Others	$54,177.00	$56,749.00	$110,926.00
Total	$2,870,740.47	$2,981,010.93	$5,851,751.40

	FTE Year1	FTE Year2
FTEs	19.17	19.17

Police Complex Investigations Offer 000060



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of staff that meet or exceed the training matrix for specialty assignments	NEW	NEW	NEW	90%	95%	95%
Number of investigations conducted (ratio: case load to investigator)	NEW	NEW	17:1	15:1	12:1	12:1
Maintain clearance rates of Group A crimes higher than Washington state average*	29.2%	31.5%	30.8%	32%	32%	32%
Percentage of residents satisfied with Police services	85%	89%	77%	80%	80%	85%
Percentage of the community responding they feel safe in their neighborhood during the day	98%	98%	96%	95%	95%	95%
Percentage of the community responding they feel safe in their neighborhood at night	83%	81%	81%	85%	85%	85%

* In the State of Washington, Group A offenses were cleared by arrest or exceptional means 25.7% of the time. Group A offenses include violent crime, property crime, and crimes against society

Budgeting by Priorities

Budget offer

Safety

Department Name: PLANNING **Id:** 000046

New Construction Inspections

What: New Construction Inspection requires highly trained, certified and professional code enforcement, building, fire and construction inspectors. These inspectors are responsible for ensuring life safety, public health and infrastructure and environmental protection through the enforcement of a wide variety of codes and standards including the International Building and Fire Codes, the Washington Administrative Code, Redmond Municipal Code, local and national design standards along with other state and federal codes.

Why: The community has an expectation that all infrastructures meet building, construction and fire codes to ensure a basic level of safety. To meet that expectation, inspectors ensure local, county, state and federal codes are followed, public and life safety measures are enforced and thorough code enforcement investigations are completed. Inspection staff provides excellent customer service by performing timely inspections and proactive code enforcement actions. Inspectors have improved the inspection process in areas such as documentation, accurate reporting and clear communication of customer requirements. This has resulted in increased first inspection compliance thereby reducing the need for costly field revisions. By ensuring that private, public and infrastructure improvements meet life safety, accessibility, operational and maintenance standards, new construction inspection accomplishes three primary goals:

- Maximizing safety in the built environment for all residents, workers and visitors to the City of Redmond.
- Preserving the economic value of the structure, the surrounding neighborhood and the City.
- Maintaining an outstanding Washington Surveying and Rating Bureau score of 2 on a scale of 1 to 10, with 1 being the highest rating. This has resulted in a reduction of insurance premiums for the residents of Redmond.

Who: The primary customers are residents, employees, employers and visitors who utilize the infrastructure and buildings within the City of Redmond. In addition, new construction inspection forms a critical partnership with developers, engineers, architects, designers, contractors, businesses and property owners to accomplish both the goals of the development community and the City of Redmond's goal of creating a safe community.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: In 2017, staff performed a total of 35,962 building, plumbing, mechanical, electrical, fire, sewer, water, storm water and transportation infrastructure inspections and responded to 986 code enforcement cases. This is a decrease from 2016 primarily due to process improvements which

streamlined the inspections needed. However, the trend from single-family homes to multi-family buildings has increased the size and complexity of the buildings constructed (the shift from single-family to multi-family). Correspondingly, the time required to complete the required inspections has increased substantially. Redmond continues to be a desirable place for people to live and work and we anticipate that the demand for building, construction and fire inspections will remain high. The number of inspection requests that new construction inspectors accommodates within 24 hours remains at an impressive rate of 98% through the implementation of several process improvements that have increased inspector efficiency, allowing inspection services to provide a Managed level of service.

However, the amount of time an inspector must devote to each inspection continues to increase to properly inspect the larger, more complex projects and to lower the risk of missing a life safety item. In addition, new requirements for inspection of Low Impact Development (LID) are adding to the workload and development continues to occur at a strong pace. Based on these trends, the level of service is at risk of dropping from Managed to Reactive.

Demonstrated Efficiencies: Several process improvements have streamlined required documentation, accurate reporting and clear communication of customer requirements. This has resulted in increased first inspection compliance thereby reducing the need for costly field revisions.

Above Baseline: The New Construction Inspection group proposes the following request to maintain a Managed level of service.

- Tough Books and related software ($100,000 one-time) – Request would allow the building and construction inspectors to consolidate their existing technology and replace it with 20 Tough Books and related inspection software. Efficiencies would be gained by providing a single software package to the inspectors that could be used both in the field and in the office. Cost savings would be achieved by the elimination of standard desktop computers, paper code books, iPads and IG software. It will allow the building inspectors to achieve a Managed level of service for implementation of Low Impact Development (LID), a requirement for compliance with the City's coverage under the Department of Ecology Stormwater Permit and performance targets for privately constructed projects.
- Legal Services ($44,000 ongoing) – Due to the increased complexity of projects and more public comments to respond to, the need for legal services has increased.
- Tuition ($24,000 ongoing) – To provide training for certification and licenses for staff, training/travel has been increased.

Below Baseline: Only 0.7% of the budget ($63,521) is non-full time equivalent (FTE) employee related discretionary spending, scaling for 2%, 3% and 5% would necessarily result in the reduction of FTEs. Reducing FTEs would result in developers, businesses and homeowners experiencing delays which impact their construction timelines and costs. Each day of delay results in an estimated loss of $3,000 for new residential development and $12,000 to $15,000 for commercial development. This can result in developers missing their desired construction seasons and the postponement of projects for an additional year. Additionally, City compliance with the state requirements for implementation of Low Impact Development may be impacted.

2% Scalability ($153,253) – This reduction would be achieved by reducing one full time building

inspector to 0.40 FTE. This would have a negative impact on our ability to meet our inspection request timelines and would keep us operating in a Reactive level. The reduced staffing levels would make it difficult to maintain inspection request turnaround times forcing inspectors to conduct more rapid inspections than our established level of service. This also has the potential to put quality and ultimately community safety, at risk. Less time to devote to inspections would compromise customer service and limit our ability to plan and implement process improvements that could increase our efficiency and better serve the customer. Lastly, supervisors would likely need to conduct field inspections rather than managing their employees. (Reactive)

3% Scalability ($266,706) – This reduction would be achieved by eliminating one full time building inspector. This will further exacerbate the effect of longer turnaround times for inspection requests. The City would fall short more than 28% of the time to provide inspection requests within 24 hours and additional time delays and costs would be passed on to customers, developers, contractors and ultimately owners of new commercial and residential buildings. (Reactive)

5% Scalability ($419,959) – This reduction would be achieved by eliminating a full time building inspector ($266,706), reducing one full time construction inspector 0.40 FTE ($63,287) and eliminating the 0.50 FTE Fire Administrative Assistant ($89,966). These two additional reductions would spread the administrative workload to building inspectors, construction inspectors and deputy fire marshals decreasing their overall efficiency by reducing their time in the field. (Reactive)

Budget Changes:

- Funded ongoing training and travel ($24,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$3,520,037.94	$3,652,870.91	$7,172,908.85
Ongoing-Others	$203,756.79	$204,202.29	$407,959.08
One-Time-Sal/Ben	$0.00	$0.00	$0.00
Total	$3,723,794.73	$3,857,073.20	$7,580,867.93

	FTE Year1	FTE Year2
FTEs	25.75	25.75

New Construction Inspections Offer 000046

Respond to customers with requested inspections or code violations

Measure: Percentage of inspections completed within performance timelines

Measure: Percentage of code violations resolved

So that

International Codes, the Redmond Municipal Code and state-mandated requirements are satisfied

Measure: Percentage of code compliance achieved at time of first inspection

So that

Redmond has permitted projects completed safely, economically and on time

Measure: Percentage of permits issued that require field inspection revisions

So that

The City has safe buildings and infrastructure for the community to live, work and play

Measure: Building code effectiveness grading schedule

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of inspections completed within performance timelines	70%	90%	99%	98%	90%	90%
Percentage of code violations resolved*	N/A	100%	100%	98%	98%	98%
Percentage of code compliance at time of first inspection*	N/A	90%	82%	90%	90%	90%
Percentage of permits issued that require field inspection revisions	>1%	>1%	>1%	20%	20%	20%
Building code effectiveness grading schedule	2	2	2	2	2	2

*New performance measure added as of 2016

Budgeting by Priorities

Budget offer

Safety

Department Name: EXECUTIVE **Id:** 000179

Criminal Justice Services

What: The Criminal Justice Services offer provides jail beds and related services, prosecutorial services and public defender services (including screening services and language interpreter services). Jail beds, public defense and defense-related contracts are primarily third-party contracts that do not employ Redmond staff or facilities. Criminal prosecution is provided by in-house staff.

Why: Services in this offer provide a safe environment through code and law enforcement and ensure public safety information and resources are widely accessible. We collaborate with local and regional agencies to share resources. Funding this offer ensures the City meets its legal requirements of timely and cost-effective prosecution and public defense. The offer provides appropriate detention facilities and services for offenders.

Who: The Criminal Justice Services offer serves the residents of the community and victims of crime. The offer serves individuals accused of crimes and traffic violations committed in the City.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Funding this offer at a baseline level provides for the continuation of prosecutorial services, public defense, jail beds and related services. State Law stipulates that each city be responsible for the prosecution and incarceration of those associated with misdemeanor and gross misdemeanor offenses committed by adults in its respective jurisdiction. The Prosecutor's primary function is to review reports submitted by the Police Department detailing criminal and traffic violations, make charging decisions and then represent the City and its residents in court on all City matters. Public defender services are provided to efficiently meet the constitutional and statutory requirements for effective representation by public defense counsel in criminal cases. The Police Department must provide transportation and housing (jail beds and related services) for prisoners who are incarcerated resulting from City cases.

The Prosecutor's office consists of 5 employees: 2.50 Full Time equivalent (FTE) prosecutors, 1.00 FTE legal assistant, and 0.75 FTE paralegal. Statistics furnished by King County District Court for 2017 show that the City filed a total of 6,614 cases (criminal, traffic infractions, and parking violations). Court projections for 2018 indicate a significant increase (about 17%) in total filings to 7,716. (Managed)

Public Defense (Managed) includes negotiated contracts for retention of counsel to provide public defense services; the provision of a defense screener to determine eligibility for public defense; conflict defense when required; and language interpretation services. The baseline offer ensures

compliance with all federal and state standards for public defense services and is based upon a variable caseload and other requirements as needed to provide all services when necessary. Jail Beds (Managed): The baseline offer includes funding for intergovernmental professional services for jail beds and related services (Issaquah Jail, King County Jail, and South Correctional Entity - SCORE). Contracts are negotiated with jail facilities based on the historical needs of the City.

The City, along with King County District Court, have instituted a Video Court program for first appearances. The above partners in concert with the King County Library System have created a Community Court at the Redmond Public Library. Community Court is a pilot "problem-solving" court aimed at helping low-risk misdemeanor offenders access needed social and health services as an alternative to punishment and thus removing them from the traditional court system.

Demonstrated Efficiencies: Lean efforts took place in 2016-2017 with the Prosecutor and Police department engaging in a process to analyze workflow and staffing. Among the results of the Lean process was the establishment of a 0.50 FTE prosecutor position and redistribution of some work formerly done by the Police Department to the Prosecutor's office. Efficiencies gained have improved the overall function of the police to prosecution workflow.

Above Baseline:

- Increase Paralegal FTE ($44,546 ongoing, $700 one-time) – Upgrading the paralegal's position from 30 hours per week to 35 hours per week ($39,646) will allow the Prosecutor's office to meet the increased administrative workload required to establish several new procedures which were recommended by a Lean process, convert to an integrated file management system and to support the initial effort required in the creation of the Community Court.
- Case Management System ($50,000 one-time, $2,000 ongoing) – This system allows the Prosecutor to move from a paper file system to an integrated file management system which data can be pulled from the police records management system. This substantially increases efficiency as well as accuracy in preparation of court case files.
- Small Tools ($700 one-time) – A computer projector is needed for courtroom use. The court does not have a projector the prosecutor’s office can use.
- Travel ($1,500 ongoing) – To allow staff to travel to out of town legal seminars.
- Tuition ($1,000 ongoing) – To support new staff.

Below Baseline: The prosecutor’s office is staffed at a level resulting from work done in the 2016 Lean process. A reduction in budget will decrease resources needed for staff to timely file and present cases in court and provide legal support to police officers.

The Police department has a limited ability to control jail costs. While discretionary booking decisions can be made, ultimately a judge decides who is committed to jail. A reduction will result in the police department needing to either maintain a Police Officer vacancy or shift costs for needed tools and equipment to pay for the obligated cost of jail bed space. This will cause negative impacts to the police operating budget and/or service delivery

2% Scalability ($77,777) – This reduction would require cutting prosecutor operating costs to a minimum and reducing staff salaries and benefits. At this level, the resources needed for legal research and training would be significantly reduced. Any jail cost reductions will affect police staffing

and negatively impact level of service in specialty units.

3% Scalability ($116,666) – Additional staff cuts would result in a further reduction of hours worked by the legal assistant and/or paralegal. Any jail cost reductions will affect police staffing and negatively impact level of service in specialty units.

5% Scalability ($194,444) – The 0.50 FTE prosecutor position (the need for which was established through the Lean process) will be eliminated. This reduction will negate the progress made through Lean efficiencies and negatively impact the quality of service. Any jail cost reductions will affect police staffing and negatively impact level of service in specialty units.

Budget Changes:

- Funded one-time Case Management System ($20,000) and ongoing maintenance ($2,000)
- Funded one-time purchase of a computer projector ($700)
- Funded ongoing travel and tuition ($2,500)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$590,654.37	$613,285.89	$1,203,940.26
Ongoing-Others	$1,309,213.00	$1,323,213.00	$2,632,426.00
One-Time-Others	$20,700.00	$0.00	$20,700.00
Total	$1,920,567.37	$1,936,498.89	$3,857,066.26

	FTE Year1	FTE Year2
FTEs	4.25	4.25

Criminal Justice Services Offer 000179

Provide appropriate enforcement of criminal and civil law

Measures: Incident based (IBR) crime rate per 1,000 residents

Measure: Case clearance rate

So that

Residents receive effective criminal justice services

Measure: Percentage of hearings involving City cases attended by a prosecutor

Measure: Number of criminal cases per prosecutor

So that

Lawful outcomes are achieved that protect resident rights and adjudicate cases

Measure: Percentage of cases assigned for public defense that received public defense

Measure: Percentage of defendants in need of language interpretation that were provided services

So that

The community is safe to live, learn, work and play

Measure: Percentage of community responding they feel safe in their neighborhoods during the day and night

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Incident based (IBR) crime rate per 1,000 residents	57	56	58.8	50	50	50
Case clearance rate	29.2%	31.5%	30.8%	32%	32%	32%
Percentage of hearings involving City cases attended by a prosecutor	98%	98%	98%	100%	100%	100%
Number of criminal cases per prosecutor	406	415	445	400	400	400
Percentage of cases assigned for public defense that received public defense	100%	100%	100%	100%	100%	100%
Percentage of defendants in need of language interpretation that were provided services	100%	100%	100%	100%	100%	100%
Percentage of community responding they feel safe in their neighborhoods during the day	98%	98%	96%	95%	95%	95%
Percentage of community responding they feel safe in their neighborhoods at night	83%	81%	81%	85%	85%	85%

Budgeting by Priorities

Budget offer

Safety

Department Name: FIRE **Id:** 000181

Fire Emergency Services

What: The Redmond Fire Department provides timely, appropriate and effective emergency response to all hazards to fulfill the community's basic safety expectations. Our mission is to protect and preserve life and property through education, prevention, disaster preparedness and rapid emergency response within our 45-square-mile service area, which includes Redmond and adjacent King County Fire District 34.

Why: Providing for the safety of its community is a primary mission of local government. It is the Fire Departments responsibility to prevent, mitigate, respond to and assist the community in recovering from emergencies. Returning the community to a state of normalcy is the goal after any emergency.

Who: The Redmond Fire Department serves the Redmond community at large, which includes King County Fire District 34. Additionally, Redmond is the regional provider of advanced life support (ALS) services in northeast King County, providing paramedic services to the communities of Redmond, Kirkland, Woodinville, King County Fire District 34, Duvall, and parts of Sammamish and Carnation.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Given the nature of fire department operations a Proactive level of service is essential as calls for service must be responded to quickly to minimize loss of life and property. This commitment to service requires a constant state of readiness. Readiness is achieved through proactive activities such as: response pre-planning, area and building familiarization, competency-based training and fire and life safety education.

The Fire Emergency Services offer requests funding to meet daily minimum staffing levels and resource requirements necessary to comply with established standards. Adequate funding ensures essential services and emergency responses are delivered in a timely and efficient manner to contribute to an overall sense of safety felt by the community. The Fire Department responds to approximately 18,000 calls annually, related to:

- Fire Suppression – Fire suppression services include structural, vehicle and wildland urban interface firefighting. The Fire Department quickly responds to calls for service ensuring the right resources are on site to prevent the spread of fire, preserve property and save lives.
- Emergency Medical Service – The fire department provides rapid response to calls for medical service. All firefighters are cross-trained as Emergency Medical Technicians (EMTs) and provide basic life support (BLS) services to sick or injured people. In addition, paramedics provide advanced emergency medical care for serious and life-threatening emergencies.

- Technical Rescue Response – Trained firefighters are ready to respond in extraordinary and highly dangerous rescue situations, such as: surface water rescue, confined space entrapment, motor vehicle extrication, machinery and high angle rescue.
- Hazardous Materials Response – Hazardous material spills involve the release of dangerous chemicals that could cause loss of life, destruction of property, or harm to the environment. The fire department responds quickly to safely contain and mitigate hazardous materials incidents in a safe manner.

This offer also includes funding for Emergency Management, which currently functions at a Proactive level of service. Emergency Management leads the community in developing useful and universally accessible readiness, response and recovery programs to minimize damage and recover quickly from all disasters. Operations include:

- Citizen Emergency Response Teams (CERT) and Redmond Ready – Both programs work to educate the community in basic disaster preparedness and response.
- National Incident Management Systems (NIMS) Training – Provide NIMS training for city staff and emergency volunteers. NIMS is the foundation of the National Preparedness System used for emergency response.
- Emergency Coordination Center (ECC) Operations – Activation of the ECC to provide citywide coordination and communication in response to an incident, emergency or large-scale disaster; this includes the coordination of all City resources (equipment & personnel). In addition, training exercises are conducted throughout the year to prepare for emergencies.
- Development of Incident Action Plans (IAP) for planned and unplanned events. The IAP formally documents incident goals, operational period objectives and the response strategy.
- Comprehensive emergency management planning to meet state and federal mandates.

Demonstrated Efficiencies: The Redmond Fire Department is actively seeking opportunities to improve services and cut costs. Examples of recent efforts include:

- Mobile Integrated Health Program (MIHP) – MIHP works to connect the community with resources that will support them long-term, thus reducing medic responses to non-emergency 911 medical calls and improving patient treatment plans. Reduced calls allow crews to stay in their designated response areas to enable rapid response and reduce fuel usage.
- Skype meetings – When permitted, offsite meetings are conducted via Skype. The ability to attend meetings remotely has improved departmental communication and enabled crews to remain in their designated response areas which enables rapid response and reduces fuel usage.
- Automatic Alarm Program – The City implemented alarm response protocol which requires verification of duress once an alarm is activated. Protocol has encouraged the proactive repair or replacement of alarm systems. In addition, false alarm calls for service have declined, allowing crews to stay in their designated response areas to enable rapid response and decrease fuel usage.
- Anti-Idle Technology – Technology was added to apparatuses that reduces fossil fuel emissions and curbs fuel usage by allowing the apparatus to be turned off at the emergency scene while a smaller motor enables all the pertinent equipment to continue to operate.
- WebEOC – Implemented WebEOC, a program utilized by county, state, federal and volunteer

agencies to track disaster incident response operations. The program provides a common operating system which allows all partners to communicate and track response operations._

Above Baseline: To remain Proactive, a needs assessment was conducted to ensure compliance with State codes and the National Fire Protection Association (NFPA) safety regulations and guidelines. Additional funding is needed to accomplish compliance ($116,000 ongoing), funding will allow for documented annual testing, maintenance and certification of self-contained breathing apparatus [SCBA] equipment and ongoing repair and replacement of small tools.

In addition, funding ($98,800 ongoing) is needed for the expansion of Emergency Management core functions which include: City staff training, Redmond Ready, Active Shooter Reunification, CERT, Medical Reserve Corps, Amateur Radio Emergency Services (ARES), Comprehensive Emergency Management Plan, Title 6 compliance and updating Redmond ECC training and equipment.

Below Baseline:

2% Scalability ($1,080,624) – A 2% reduction would necessitate reducing line staff by 4.50 firefighters ($1.1 million). Impacts of these reductions would place an Aid Unit out of service approximately two thirds of the time. Such a reduction will generate an increase in response times and increase Redmond's dependency on surrounding fire departments. This change would have a significant impact on our ability to deliver emergency services within the established standards in Redmond. An increase in response times will reduce compliance with Fire Department standards, resulting in the possibility of increased fire damage and negative outcomes for emergency medical patients.

3% Scalability ($1,620,936) – In addition to the 2% reductions described above, eliminating two Lieutenants ($550,000) would achieve a 3% reduction. Reductions would result in placing an emergency response unit out of service and elimination of the Training Lieutenant position, which is critical to conducting departmental and recruit training. With these reductions minimum daily staffing requirements would not be met.

5% Scalability ($2,701,560) – Reaching this level of reduction would require reducing line staffing by an additional 4.50 firefighters ($1.1 million). Impacts of these reductions are in addition to the reductions at 3% scalability. Daily minimum staffing would decrease by two positions, eliminating one aid unit from service. Reducing our response capacity to this degree will negatively impact unit reliability, response times, patient survivability and impact our ability to confine fires to their room of origin.

Budget Changes:

- Funded ongoing self-contained breathing apparatus equipment ($50,881)
- Funded ongoing repair and replacement of small tools ($14,853)
- Funded one-time emergency management services covered by federal grant funds ($88,400)

Budgeting by Priorities

Budget offer

Safety

Department Name: FIRE **Id:** 000181

Fire Emergency Services

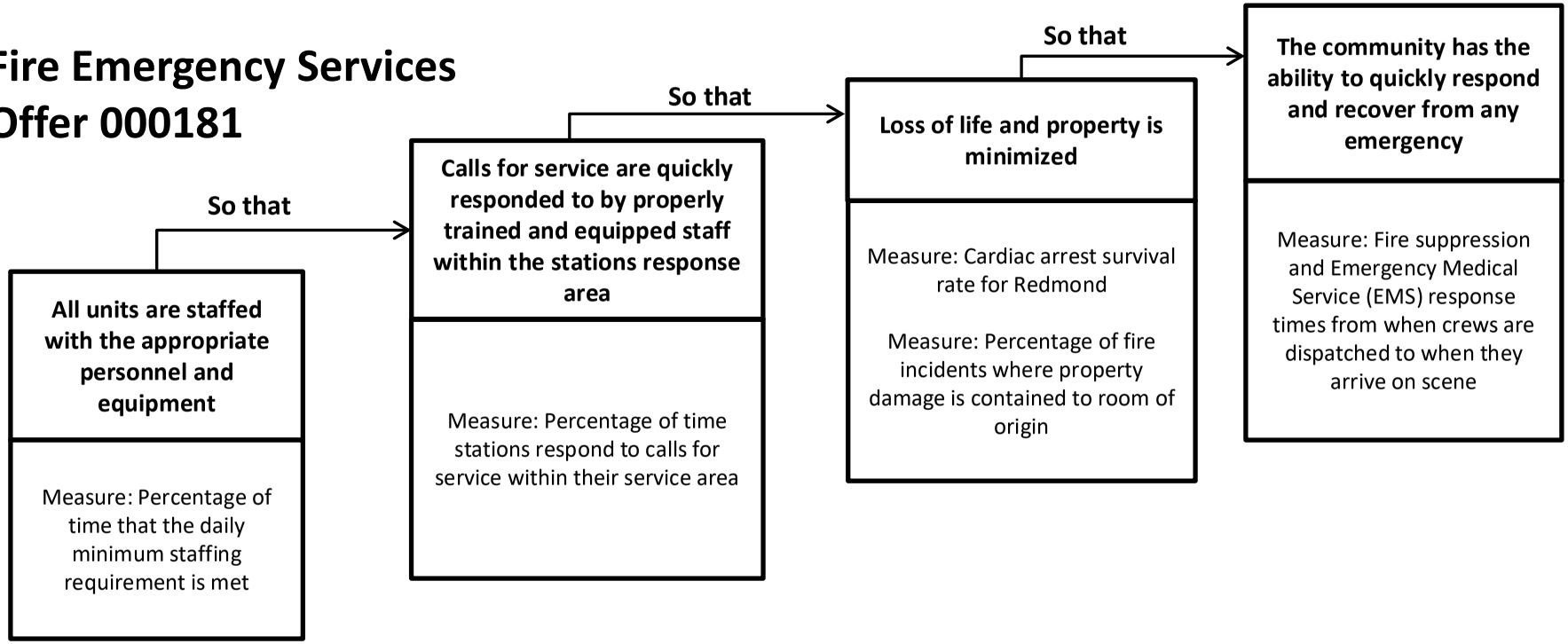
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$23,973,293.11	$25,253,854.89	$49,227,148.00
Ongoing-Others	$2,392,511.00	$2,477,274.00	$4,869,785.00
One-Time-Sal/Ben	$850.00	$850.00	$1,700.00
One-Time-Others	$43,350.00	$43,350.00	$86,700.00
Total	$26,410,004.11	$27,775,328.89	$54,185,333.00

	FTE Year1	FTE Year2
FTEs	139.00	139.00

Fire Emergency Services Offer 000181



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of time that the daily minimum staffing requirement is met	100%	100%	100%	100%	100%	100%
Percentage of time stations respond to emergency calls within their service area	82%	80%	79%	90%	90%	90%
Cardiac arrest survival rate for Redmond	53%	50%	64%	60%	60%	60%
Percentage of fire incidents where property damage is contained to room of origin	89%	64%	92%	70%	70%	70%
Urban area fire suppression or EMS calls that are responded to within response time standard*	85%	83%	83%	90%	90%	90%
Suburban area fire suppression or EMS calls that are responded to within response time standard*	96%	95%	94%	90%	90%	90%
Rural area fire suppression or EMS calls that are responded to within response time standard*	96%	95%	93%	90%	90%	90%

* Established response times are different for fire suppression and advanced life support (ALS) services; response times also vary depending on the area - Urban, Suburban or Rural. Urban area established response times are within 7.5 minutes for suppression and within 7.0 minutes for ALS calls, Suburban 9.5/9.0, Rural 11.5/11.0.

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000061

Police Support Services

What: The Support Services function of the department provides logistics and services to commissioned staff from initial 911 call response to case filing. Support services is an integral part of a comprehensive law enforcement services model. Included in this offer are the Communications Unit (911 Center), Records Unit, Property & Evidence, Recruiting & Training, and Technical Systems Support to include the Eastside Public Safety Communication Agency (EPSCA). This offer contributes to the city's ability to quickly respond and recover from emergencies.

Why: Beginning with the hiring process, the Police Department recruits, hires and trains a highly qualified and diverse staff to provide a full complement of professional police services. Teams and personnel associated with this offer help the department meet internal and external customer service expectations. The support functions of the department serve to supplement commissioned staff efforts and provide a cost-effective method for addressing support needs for the department. Through teamwork, commissioned and non-commissioned staff offer quality, comprehensive outcomes to customers of the police department.

The support functions of the police department contribute to providing comprehensive public safety services, allowing the department to provide timely response by well-equipped and trained safety personnel, and meet the needs of the community to both be safe and feel safe.

Who: The customers of the Police Department are Redmond residents, the business community as well as individuals who come to recreate or visit the City.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The baseline request will provide the department with the resources to meet our public safety mission, providing a comprehensive level of service.

- Communications Unit (911 Center): The Communications Unit answers all 911 calls and non-emergency calls within the City of Redmond. The 911 Center coordinates all communication with Officers responding to requests for service within the City. Dispatchers are responsible for entering and verifying all arrest warrants and protection orders. The 911 Center is also the 24/7 answering service for all on-call services within the City of Redmond, including Parks and Public Works callouts. In addition, the City of Duvall Police Department contracts with Redmond's 911 Center to provide dispatch services to their residents.
- Records and Property & Evidence Unit: This unit maintains responsibility for data entry, case reports generated by the Police Department, and management of physical and digital property

storage for the department. The Evidence room is one of the highest liability sections for the Police Department due to the content. The Records Unit provides monthly required crime data (National Incident-Based Reporting statistics - NIBRs) to the Washington Association of Sheriffs and Police Chiefs. Timely entry of case reports is critical to ensuring that the Prosecutor's office can efficiently file and issue case determinations. State law requires the Police Department to respond to public records requests within five business days of receipt.

- Recruiting and Training Unit: Provides for responsible hiring of all Police employees which is governed by mandatory civil service rules. The hiring of police personnel is a lengthy process that requires a thorough background investigation followed by polygraph, psychological and medical testing. The ability to swiftly recruit and hire the highest quality candidates has a direct impact on the operations of the Police Department. The Training Unit is responsible for arranging the preparation of all employees to meet state requirements, continuing leadership and development training. Washington State mandates a minimum of 24-hours of ongoing training annually for every commissioned Police Officer and Emergency Communications Specialists.
- EPSCA is a separate legal non-profit organization created by interlocal agreement to own, operate and manage the 800 Mhz public safety communications system. This is the mobile and portable radios operated by Police, Fire and EMS. All costs associated with EPSCA are completely reimbursed and therefore have no impact on the City of Redmond budget.

Demonstrated Efficiencies: A 2017 lean process resulted in transitioning to a shared digital platform with the Police Department and City Prosecutor, streamlining the workflow and improving service.

Additional efficiencies in this area included:

- Converted training and personnel records to electronic
- Implemented an electronic training delivery and tracking system
- Moved to an electronic accreditation process, with centralized and standardized policy deployment and approval
- Created an electronic onboarding and civil service tracking process
- Implemented a standardized training process for Records with electronic reporting

Above Baseline: The police department has identified several areas that need additional funding in the 2019-2020 budget cycle to meet the needs of the organization and achieve our public safety mission.

- Office Supplies ($20,000 ongoing) – To meet department needs. Meeting these office supply needs helps the department continue to provide professional reports and other business products to support the requirements for the City of Redmond.
- Advertising ($1,000 Ongoing) – Request an increase in advertising to fill vacant positions and support ongoing efforts to recruit and hire quality professional staff.
- Technology Maintenance Costs ($88,000 ongoing) – This request funds increased technology costs to maintain current systems (Computer Aided Dispatch, Security access software, training and compliance management software and a shift in fleet costs for non-supported specialty vehicles). Meeting these technology needs helps the police department continue to provide for the safety requirements for the City of Redmond.

- Support Services Specialist 0.50 FTE (budget neutral) - Increasing a 0.50 full time equivalent (FTE) employee, combined with the elimination of supplemental salary funding to create a full time records position. This position has been funded at a 0.50 FTE, but has been working close to a full time schedule based on the workload requirements for the unit. Funding this 0.50 FTE helps meet work unit objectives and public expectations for service such as pistol transfers, Concealed Pistol Licenses, records filing, fingerprinting and other core records services.

Below Baseline: Reducing this offer to below baseline results in service level reductions as noted below. Reducing Dispatch overtime would likely require contractual negotiations for staff schedules. Eliminating one, or both Police Admins would leave the department underserved in the administrative capacity. This would cause some duties to shift to commissioned staff and other functions to be eliminated entirely. Shifting administrative duties to commissioned staff impacts their ability to perform other, more vital public safety responsibilities.

2% Scalability ($209,312)

- Reduce Dispatch overtime ($100,000 ongoing). Reducing Dispatch overtime would likely require contractual negotiations for staff schedules.
- Reduce operating supplies ($30,000)
- Reduce professional services ($19,312)
- Reduce legal services ($60,000) dependent on the approval of a scale up for a Public Records Management Specialist.

3% Scalability ($313,969)

- Eliminate Police Admin Assistant ($164,000): Eliminating an Admin would cause some administrative duties to shift to commissioned staff. Shifting administrative duties to commissioned staff would impact their ability to public safety responsibilities.
- Reduce operating supplies ($27,969)
- Reduce professional services ($22,000)
- Reduce legal services ($60,000) dependent on the approval of a scale up for a Public Records Management Specialist.

5% Scalability ($523,281)

- Eliminate Police Admin Assistant ($164,000): Eliminating an Admin would cause some administrative duties to shift to commissioned staff. Shifting administrative duties to commissioned staff would impact their availability to perform public safety responsibilities.
- Eliminate Police Admin Specialist ($176,000): Eliminating both Police Admins would cause additional administrative duties to shift to commissioned staff and other functions to be eliminated entirely. Shifting administrative duties to commissioned staff impacts their availability to perform other, more vital public safety responsibilities.
- Reduce Dispatch overtime ($44,000)
- Reduce operating supplies ($50,000)
- Reduce professional services ($29,281)
- Reduce legal services ($60,000) dependent on the approval of a scale up for a Public Records Management Specialist.

Budgeting by Priorities

Budget offer

Safety

Department Name: POLICE **Id:** 000061

Police Support Services

Budget Changes:

- Funded ongoing technology maintenance costs ($88,000)
- Funded ongoing 0.50 Police Support Service Specialist FTE through the conversion of supplemental position funding (budget neutral)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$4,102,884.97	$4,250,975.26	$8,353,860.23
Ongoing-Others	$1,143,408.75	$1,152,241.48	$2,295,650.23
Total	$5,246,293.72	$5,403,216.74	$10,649,510.46

	FTE Year1	FTE Year2
FTEs	37.25	37.25

Police Support Services Offer 000061

We recruit, hire and train highly-qualified and diverse staff

Measure: Percentage of positions that are vacant

Measure: Average wait time of employees to attend the Basic Law Enforcement Academy

So that →

We provide professional police services

Measure: Average number of seconds to answer 911 calls

Measure: Percentage of public records requests completed within five days

So that →

Meet internal and external customer service expectations

Measure: Percentage of residents satisfied with police services

So that →

The City provide access to public safety for all

Measure: Percentage of the community responding they feel safe in their neighborhood during the day

Measure: Percentage of the community responding they feel safe in their neighborhood at night

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of positions that are vacant	11%	11%	10%	9%	9%	7%
Average wait time of employees to attend the Basic Law Enforcement Academy	N/A	N/A	N/A	6 Mo+	<2 Mo.	<2 Mo.
Average number of seconds to answer 911 calls	5.32 sec	4.99 sec	4.85 sec	<10 Secs	<10 Secs	<10 Secs
Percentage of public records requests completed within five days	92%	89%	87%	90%	90%	90%
Percentage of residents satisfied with police services	85%	89%	77%	80%	80%	85%
Percentage of the community responding they feel safe in their neighborhood during the day	98%	98%	96%	95%	95%	95%
Percentage of the community responding they feel safe in their neighborhood at night	83%	81%	81%	85%	85%	85%

Budgeting by Priorities

Budget offer

Safety

Department Name: FIRE **Id:** 000176

Fire Support Services

What: The Fire Support Services offer encompasses administrative functions within the Fire Department. It provides leadership in all aspects of fire administration and operations including: vision, planning, customer satisfaction, budget oversight, recruitment/hiring, training and internal quality assurance.

The Support Services function provides the leadership and vision necessary to effectively and efficiently manage all fire services. Support services oversees the allocation of resources and provides the cohesive strategy necessary to promptly respond to emergencies.

Why: Establishing a culture of safety and professionalism aligns department operations with best practices in service delivery. Daily monitoring and oversight by Support Services ensures all divisions are operating in alignment with the City's Mission, Vision and Values.

Who: Support Services directly serve all Fire Department personnel, City administration and the Redmond community at large.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: Fire Support Services operates Proactively, given the need to facilitate effective and efficient operations that contribute to meeting daily service commitments and achieving a constant state of readiness. Ever changing requirements impact training, equipment, codes and compliance standards. Strategic thinking and the ability to adjust and modify operations to meet all requests for service are essential to operating effectively. Providing basic services and responding to emergencies in a timely and efficient manner, contribute to an overall sense of safety felt by residents and the community. Support Services include:

- Strategic planning – Development of procedures and operations to achieve long-term goals
- Ensuring compliance with Federal, State and Local training and safety standards
- Managing efforts related to recruitment, hiring and retention of a diverse workforce
- Fiscal management and resource acquisition
- Data development and analysis – analyze service demand data, call data and response times to inform strategic planning
- Employee development – Provide educational opportunities to foster employee development
- Interlocal Agreement management – The Fire Department coordinates the ongoing administration and management of various interlocal agreements currently in place with outside agencies, including:

- King County Fire District 34 (FD34) – FD34 (area in unincorporated King County just east of the City) contracts with the City of Redmond for fire and medical services.
- King County Emergency Medical Services (KCEMS) – The KC Medic One/EMS system is built on cross-jurisdictional partnerships supported by the KCEMS levy. KC levy funds help offset the City's costs of providing EMS services by contributing to the cost of basic life support (BLS) service. The costs to provide advanced life support (ALS) services are fully funded by the KCEMS levy.
- North East King County Regional Public Safety Communication Agency (NORCOM) – NORCOM is the City's provider for fire and emergency medical communications and dispatching services.
- Apparatus Maintenance Contracts – Redmond Fire has agreed to provide maintenance and repair services for Mercer Island and Bothell city-owned fire apparatus.
- Northeast King County Automatic Aid Agreement – Mutual aid agreements are in place with neighboring jurisdictions to ensure timely and sufficient resource deployment from the closest available resources regardless of an incident's jurisdictional boundary.
- East Metro Training Group (EMTG) – The City of Redmond is part of the EMTG, a group of neighboring jurisdictions which have consolidated training efforts to standardize training programs and eliminate duplicate efforts.

Demonstrating Efficiencies: The Redmond Fire Department actively seeks opportunities to improve services and cut costs. Examples of recent efforts include:

- Operative IQ – Program enabled inventory control measures which streamlined inventory replacement efforts and improved medical supply ordering and resulted in reducing costs of supplies and waste across the department.
- Code 3 – Program expanded the department's ability to internally process response data and helped operations identify strategies to improve response times and identify improvements to ensure effective deployment of response resources.
- In 2017-2018 the department received approval to over-hire firefighters by two. This strategy has provided staffing flexibility, resulting in an overall decrease in overtime costs. To further reduce overtime, the department will increase this over-hire by two, for a total of four beginning in 2019.

Above Baseline: A significant component of the department's support effort is Fire/EMS training to ensure a level of readiness and competency that enables a timely, appropriate and effective response to all hazards, this includes:

- Training and certification of personnel in fire operations, EMS continuing education and Urban Search and Rescue ($78,000 ongoing).
- Specialty Unit training and certification of personnel in hazardous materials (HazMat) mitigation, technical rescue and wildland firefighting ($380,000 ongoing).
- Administrative Assistant in Apparatus Maintenance ($207,000 ongoing) – The current administrative assistant in apparatus maintenance is a limited duration position that ends in 2018. Changing this position to full time will improve division functions by removing much of the daily administrative, billing and parts inventory/order processing tasks from the division supervisor. A new fleet and fuel management software program will go live in 2019. The new

software program will improve operations, but will require more hands-on time from the supervisor and increase the need for administrative support.

- Hiring and training ($200,000 ongoing) – Approximately fifteen new firefighters will be hired to address retirements. Funding is needed for hiring and training these new firefighters.

Below Baseline:

2% Scalability ($126,400) – A reduction at the 2% level would be accomplished by eliminating all training conferences ($40,000) and a 25% cut to baseline Specialty Unit programs ($86,400). The impact of these reductions significantly affects efforts to promote organizational development and proper operation of programs such as: HazMat, Technical Rescue, Respiratory Protection and Wildland firefighting.

3% Scalability ($189,601) – A 3% reduction will require further cuts ($63,201) to Specialty Unit programs above those taken at the 2% reduction level. These reductions further impact operation of programs such as: HazMat, Technical Rescue, Respiratory Protection and Wildland firefighting.

5% Scalability ($316,001) – Cuts on this scale would necessitate reduction of a full time office support position to a 0.50 FTE. The impact of this reduction reduces the ability to address basic customer service needs such as: answering phone calls, greeting visitors, scheduling tours and issuing burn permits.

Budget Changes:

- Funded ongoing Specialty Unit training and certification ($104,654)
- Unfunded a portion of fire facilities maintenance and operations ($55,000)

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$2,777,293.45	$2,875,238.11	$5,652,531.56
Ongoing-Others	$384,963.00	$387,209.00	$772,172.00
One-Time-Sal/Ben	$0.00	$0.00	$0.00
One-Time-Others	$0.00	$0.00	$0.00
Total	$3,162,256.45	$3,262,447.11	$6,424,703.56

	FTE Year1	FTE Year2
FTEs	13.00	13.00

Fire Support Services
Offer 000176

Establish a culture of safety and professionalism through organizational development

Measure: Percentage of staff attending leadership training that aligns with the City's Mission, Vision and Values

Measure: Percentage of employees attending quarterly health and safety training

So that

Operations run safely and efficiently

Measure: Number of days lost related to workplace injuries

Measure: Number of incidents resulting in damage to City owned property/equipment

So that

Service to the community reflects established standards

Measure: Washington Survey and Rating Bureau (WSRB) Fire Protection Class grade

So that

The whole community has access to public safety for all

Measure: Percentage of Redmond residents responding that they are "satisfied" or "very satisfied" with Fire Department services

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of staff attending leadership training that aligns with the City's Mission, Vision and Values**	N/A	N/A	N/A	N/A	100%	100%
Percentage of employees attending quarterly health and safety training**	N/A	N/A	N/A	N/A	100%	100%
Number of days lost (hours/year) due to workplace injuries	7,608	6,600	6,672	5,610	4,768	4,053
Number of incidents resulting in damage to City owned property/equipment	30	50	96	50	30	15
Washington Survey and Rating Bureau (WSRB) Fire Protection Class grade (City/District = 3/4)*	3/4	3/4	3/4	3/4	2/3	2/3
Percentage of Redmond residents responding that they are with "satisfied" or "very satisfied" with Fire Department services**	N/A	N/A	N/A	N/A	75%	75%

* This rating impacts residential and commercial insurance rates. A lower rating generally results in lower insurance premiums.
** Measure added as of the 2019-2020 budget

VIBRANT ECONOMY

RESULTS TEAM REQUEST FOR OFFERS
OUTCOME MAP
OFFER SUMMARY
OFFERS

VIBRANT ECONOMY

I WANT A DIVERSE AND VIBRANT RANGE OF BUSINESSES AND SERVICES IN REDMOND

REQUEST FOR OFFERS

TEAM MEMBERS

Team Member: Adam O'Sullivan
Team Member: Cathryn Laird
Team Member: Dan Werr
Team Member: Erik Scairpon
Team Member: Jeff Hagen
Team Member: Jill Smith
Team Member: Joe Averill
Team Member: Judy Fani
Team Member: Rich Gieseke

DASHBOARD INDICATORS

Indicator 1: Business Longevity - The number of active businesses in Redmond that have held a Redmond business license for seven years or more.

Measure Description: Measures the number of businesses in Redmond that have been in business seven years or more.

Importance: Measures Redmond's ability to attract and retain a vibrant business community; a diversity of established businesses creates local choices and opportunities.

Indicator 2: Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond.

Measure Description: Surveyed response to satisfaction with the type and variety of employers, restaurants, retail shops, and services in Redmond.

Importance: In identifying a vibrant and diverse business community as one of the City's priorities, Redmond's residents indicated that convenient access to the types of services and business amenities was important.

INTRODUCTION/SUMMARY OF OUTCOMES MAP

Offers submitted to the Vibrant Economy priority should support one or more of the outcomes listed below. Outcomes illustrate **what** contributes to creating a vibrant economy, and the supporting bullet points indicate **why** each outcome is important. Your work may support any of the outcomes; they are all indispensable in creating a vibrant economy.

Outcome 1: A Diverse Range of Industries and Business Clusters

- Supports long-term economic health and creates resiliency during times of economic downturn

- Promotes efficiencies in resource procurement, knowledge sharing and talent recruitment
- Supports both residents and Redmond businesses, they are consumers of each other
- Business clusters attract workforces within cluster industries, as well as support jobs outside of those industries

Outcome 2: A Range of Job Types and Employment Opportunities

- Helps create a stable community and long-term economic health
- Attracts a diverse range of skilled and unskilled employment opportunities; every job is important to meet the needs of the community
- Provides opportunity for career growth and advancement; ladder jobs along developing career paths
- Creates a positive business atmosphere, which attracts and retains employers
- Encourages diversity in population: age, background, skill set, experience, education, socioeconomics, etc.
- Everything you need is here: Local employment opportunities reduce the need to travel outside of Redmond for work

Outcome 3: A Retail Environment that Provides the Goods and Services our Community Desires

- Makes Redmond a retail destination and maximizes tourism investment opportunities
- Matches the needs of both residents and businesses: ensures the correct variety and number of businesses within industries
- Provides investment back into local economy, supporting employment and social responsibility
- Consumers have access to a variety of shopping, dining, entertainment, and other activities—variety includes a good mix of price points within industries for varying consumer budgets
- Everything you need is here: Convenient access to goods and services makes Redmond a more desirable place to live, work and play. Reduces the need to travel outside of Redmond to spend money

OBJECTIVES

The following objectives advise offer writers on **how** the City strives to reach the outcomes listed above. Budget offers can be written to any of these objectives, as well as other objectives not listed, which improve the City's ability to reach the ultimate outcome of a vibrant economy.

WE ARE LOOKING FOR OFFERS THAT:

Objective 1: Use the City's Economic Development Strategy to guide investments and partnerships

that increase economic vitality

Objective 2: Improve service delivery through the City's Financial Strategy, and proactive engagement with the business community

Objective 3: Utilize planning and programs that support innovation, diversity, and stability of Redmond's current and future community and business environments

Objective 4: Seek business partnerships that support and benefit the community

Objective 5: Create and maintain an inviting environment to start and locate a business. Development-related services should be predictable, flexible, and receive a timely response

Objective 6: Establish Redmond's urban centers as a destination for consumers, supporting both the community image and identity

Objective 7: Attract businesses, residents and visitors to Redmond by promoting the community as a desirable place to live, work and play

Objective 8: Create easy, efficient and effective access to businesses that integrates mobility, infrastructure and parking

Objective 9: Continually improve on providing expeditious licensing and permitting to the business community

Vibrant Economy

I want a diverse and vibrant range of businesses

A Diverse Range of Industries and Business Clusters

- Supports long-term economic health and creates resiliency during times of economic downturn
- Promotes efficiencies in resource procurement, knowledge sharing and talent recruitment
- Supports both residents and Redmond businesses, they are consumers of each other
- Business clusters attract workforces within industries, as well as support jobs outside of those industries

A Range of Job Types and Employment Opportunities

- Everything you need is here: local employment opportunities reduce the need to travel outside of Redmond for work
- Provides the opportunity for career growth and advancement; ladder jobs along developing career paths
- Creates a positive business atmosphere, which attracts and retains employers
- Attracts a diverse range of skilled and unskilled employment opportunities; every job is important to meet the needs of the community
- Helps to create a stable community and long-term economic health
- Encourages more diversity in population: age, background, skill set, experience, education, socioeconomics, etc.

A Retail Environment that Provides the Goods and Services our Community Desires

- Everything you need is here: Convenient access to goods and services makes Redmond a more desirable place to live, work and play. Reduces the need to travel outside of Redmond to spend money
- Matches the needs of both residents and businesses: ensures the correct variety and number of businesses within industries
- Makes Redmond a retail destination and maximizes tourism investment opportunities
- Consumers have access to a variety of shopping, dining, entertainment and other activities—Variety includes a good mix of price points within industries for varying consumer budgets
- Provides investment back into local economy, supporting employment and social responsibility

VIBRANT ECONOMY
2019-2020 Offer Summary

OFFER ORDER

Page #	Offer #	Offer Name	Lead Department	2019-2020 Offer Total
225	000178	Community Development	Planning	4,027,069
229	000042	Development Services	Planning	15,791,587
234	000052	Microsoft Refresh	Planning	8,070,322
			Total	**27,888,978**

OFFER RANKINGS

Lead Department	Offer #	Offer Name	Results Team Ranking Staff	Results Team Ranking Civic
Planning	000178	Community Development	1	1
Planning	000042	Development Services	2	2
Planning	000052	Microsoft Refresh	3	3

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000178

Community Development

What: The Community Development offer supports shaping the vision for Redmond's long-term growth, community character and economic vitality. We do this through: strategic community planning; monitoring and analyzing demographic and economic trends; and engaging residents, businesses and visitors in initiatives, programs and partnerships that foster mutual learning, investment and collaboration.

Why: 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 its residents and businesses. When strategic plans, regulations, and programs are in place that provide clarity about a community's desired goals and character, both public and private sector investment decisions are clearer, more focused and effective in achieving the City's vision. This is reflected in choices people make to locate, live, work or visit in Redmond and their associated demand for real estate, goods and services, increasing both property and retail tax revenues that in turn support investments.

Who: Current and prospective residents, employees, businesses, developers, property owners/managers, and visitors.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: This offer provides a Managed level of service for the following:

- Strategic planning through annual Comprehensive Plan updates initiated by either the City or requested by the public through the docketing process
- Tracking, analysis and reporting on demographics and statistics of Citywide importance
- Managing local census participation
- Updates to the Transfer of Development Rights program maps
- Planning Commission staffing and support for such efforts as zoning code and subarea plan updates
- Providing regular, transparent and supportive two-way communication with the community for Comprehensive Plan and Zoning Code updates
- Updates to the Redmond Zoning Code and annual development of impact fees for Fire, Parks and Schools
- Guiding development of the Capital Investment Plan/Capital Investment Strategy and funding strategies
- Preliminary work to prepare for a periodic Comprehensive Plan update, including a Buildable

Lands Analysis for King County, and Future Land Use projections, preliminary visioning and planning for a 2050 horizon (20 years past the current 2030 planning horizon)

- Regional planning and coordination with partners, including Puget Sound Regional Council (PSRC), King County, WA Department of Commerce, Greater Seattle Partners, WA Tech Cities Coalition and neighboring jurisdictions.
- Increasing tourism and supporting buying locally with Redmond businesses through Experience Redmond.
- Managing the Business License program which works with the business community and oversees the administration of nearly 6,000 licenses annually. This includes providing convenient, predictable and timely business licensing processes to ensure compliance with City codes at the outset of business operations to support and guide navigating the City's business licensing/permitting processes.
- Updating the City's six-year-old Economic Development Strategic Plan. The climate has changed dramatically over the past six years. Strategic planning and execution helps support long-term economic health and create resiliency during economic downturns.

Demonstrated Efficiencies: Updating the Experience Redmond website has improved customer access and program administration efficiency through enhanced web-based tools. Partnering together with neighboring cities through the Innovation Triangle and 425 Start-up has streamlined small business relocation support.

Above Baseline: This offer proposes several new expenses from the last biennium.

- Regional Economic Development Partnership Program ($50,000 ongoing) – To provide training, seminars and resources for entrepreneurs and small businesses to grow and Innovation Triangle, which works to market the eastside to potential tech companies. This expense would be paid 100% by the Port of Seattle grant, and matched by the four other participating cities, and would not require additional Redmond funds. (Proactive)
- Business License Software ($40,000 one-time) – To purchase new business license software which is required by the State of Washington. The passing of House Bill 2005 in May 2017 requires all WA State cities with a business license program to implement one of two software solutions (Dept. of Revenue's BLS system or File Local) to provide businesses a single and consistent interface for licensing in the state. The deadline to offer one of these two systems is July 2020, Redmond's anticipated implementation would be the fourth quarter of 2019. The new software would work in collaboration with our current software. (Managed)
- Consultant Services ($400,000 one-time) – For land-use and traffic modeling & simulation, economic analyses, 3D rendering and visualizations to enhance community engagement and outreach supported by City Communications staff to obtain community feedback. (Proactive)

Below Baseline:

2% Scalability ($73,307) – Would reduce the dollars identified for consultant services to update the Economic Development Strategic Plan. This would reduce our ability to be Proactive with our economic development efforts and change the future level of service to Reactive. In addition, reducing discretionary spending on office supplies, printing, travel, training and storage costs. General office functions would be greatly impacted due to these reductions. Articles being

stored with archival or historical value would need to be moved.

3% Scalability ($109,961) – Would further reduce the dollars identified for consultant services and studies that progress the City's economic development efforts. This level of reduction would eliminate the study described in the 2% scalability and changes the level of service to Reactive. Eliminate Planning Commission recording secretary costs ($13,000) and reduce other professional services which would affect customer service response times.

5% Scalability ($183,268) – Would include the previously identified 3% plus an additional $73,307. This equates to 95% of the City's buy local marketing program, which provides marketing support to the City's small businesses as well as construction mitigation efforts. Buy local programs increase sales tax, reduce traffic congestion and improve business relations, all of which would be negatively impacted by eliminating this program. Reduce professional and legal services, moving levels of service from Managed to Reactive.

Budget Changes:

- Funded ongoing Regional Economic Development Partnership Program funded by a Port of Seattle grant ($50,000)
- Funded one-time Business License software ($40,000)
- Unfunded a portion of credit card payment related bank fees ($63,000)

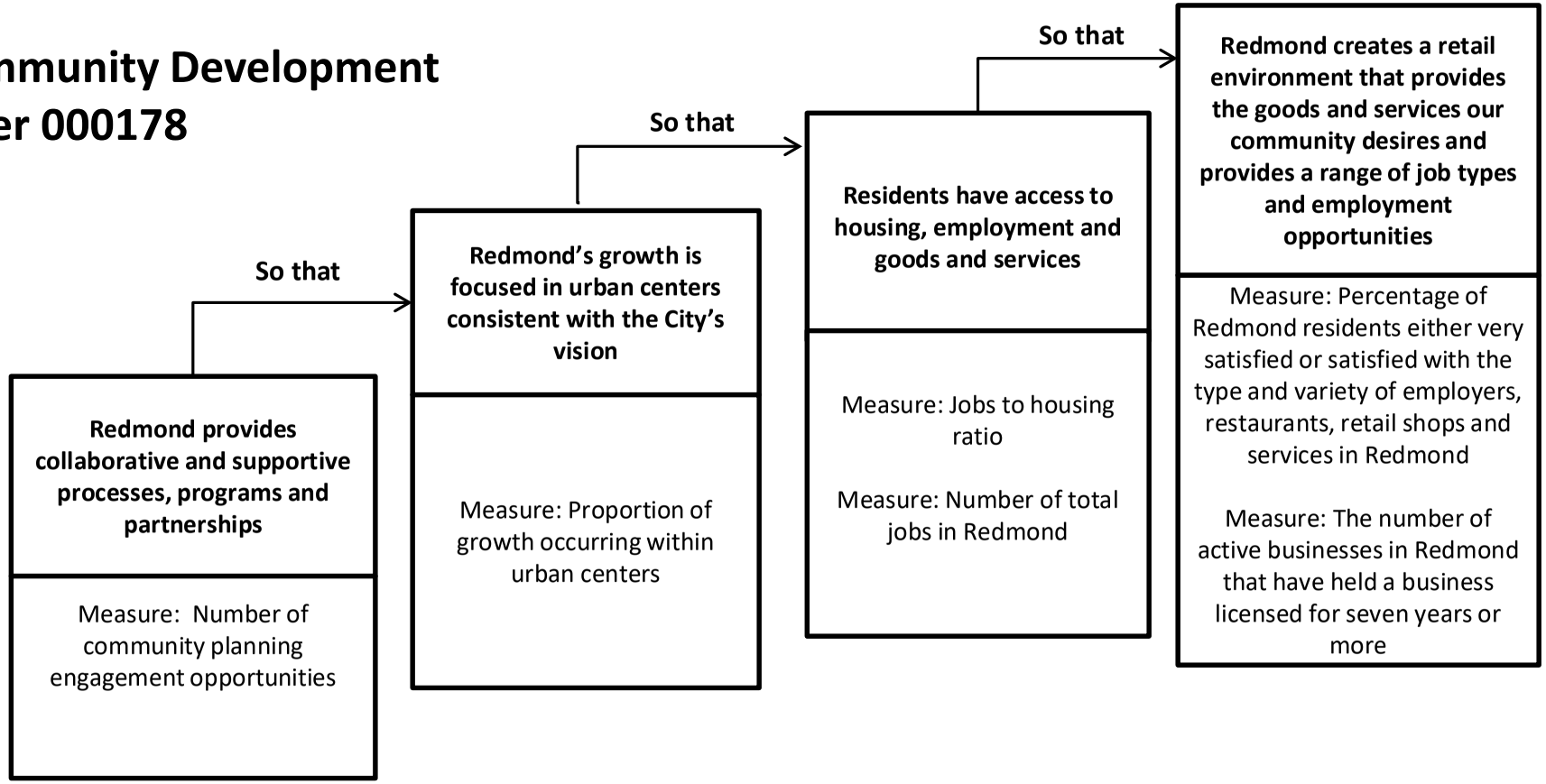
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$1,053,427.28	$1,093,147.09	$2,146,574.37
Ongoing-Others	$900,623.00	$939,872.00	$1,840,495.00
One-Time-Others	$40,000.00	$0.00	$40,000.00
Total	$1,994,050.28	$2,033,019.09	$4,027,069.37

	FTE Year1	FTE Year2
FTEs	7.20	7.20

Community Development Offer 000178



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Number of community planning engagement opportunities	N/A	N/A	N/A	3	6	10
Proportion of growth occurring within urban centers	93%	100%	100%	99%	99%	99%
Jobs to Housing Ratio	2.35	2.31	TBD	2.29	2.28	2.27
Number of total jobs in Redmond	87,272	N/A	83,083	Yr over Yr increase	Yr over Yr increase	Yr over Yr increase
Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond	87%	86%	86%	87%	88%	89%
The number of active businesses in Redmond that have held a business licensed for seven years or more	1,472	1,501	1,283	Yr over Yr increase	Yr over Yr increase	Yr over Yr increase

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000042

Development Services

What: Development Services encompasses the Development Services Center (DSC) and the Right-of-Way (ROW) Management program. The DSC is composed of land use, engineering, building and fire staff who review land use and building permits and assist residents, businesses and the building community with a variety of development and building services. These include review and issuance of permits; compliance with cultural resource standards; responding to property-related questions; and providing information for the community related to development projects. ROW is responsible for work within City right-of-way including managing franchise agreements with utility companies; permitting; and inspecting work by utility companies, developers, homeowners and others within the ROW. The DSC enables one-stop services for all aspects of the development process including the management of the Design Review Board and implementation of design standards.

Why: As a facilitator and not just a regulator, DSC and ROW staff recognize that excellent customer service is an important element in fostering a strong business/government relationship by providing predictability throughout the permitting process. The DSC implements the City's long range vision by ensuring that projects meet applicable standards and codes as well as working with applicants to design and build high-quality development projects and infrastructure. Results include the variety of new business and housing options that are currently available in the City, directly supporting a range of job types and employment opportunities and a retail environment that provides the goods and services our community and residents desire. ROW staff facilitates franchise utility availability and ensures that work is done in a safe, compliant and accessible manner.

Providing timely and accurate information supports the community's vision of preserving single-family neighborhoods and focuses growth and development into Redmond's urban centers; protects the environment and supports the City's Climate Action Plan and advances Redmond's economic vitality. The value of construction is directly related to permitting fees collected. In addition, the property tax base resulting from the increase in assessed values reflects the community's asset wealth. It also promotes the City, with safely designed and constructed buildings and infrastructure, as a positive place to live and do business.

Who: Our customers are the people who live, work and play in the City of Redmond. Specifically, all the residents, developers, designers, contractors, visitors, workers, franchise utilities and business owners. The DSC staff also serve other internal City divisions and departments including Parks, Long Range Planning, Public Works, Natural Resources, Business Licensing/Customer Service and Fire Operation.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels
Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000042

Development Services

Baseline: The DSC processes 159 different types of permits, each unique and necessary to a specific purpose. In 2017, there were a total of 9,163 entitlement, engineering, building, right-of-way and fire permits issued. Compared to 2016, permit activity was up by 19.9% in 2017. This translates to an increase in construction value (the value of the built structures) of $122.1 million in 2017. Due to the high volume of permits DSC processes each year, this offer focuses on the importance of ensuring a predictable, transparent and timely permitting process.

In 2017-2018, staff continued an ongoing effort to create new processes making Lean process improvements and implementing them through this budget cycle, developing new processes and tools to increase efficiencies in areas such as Remote Permit Submittal (PRO); Impact Fee Lean; PREP Lean Process; Residential Infill Lot Lean (SFEL); Engineer deviation process; and Residential Planning Counter Review.

We anticipate the level of development activity to remain high through the 2019-2020 biennium. Performance levels are currently Reactive. Performance measures for PREP (pre-application review) projects are only being met 28% of the time (90% is the target) CCR (coordinated civil review) projects are only being met 37% of the time (90% is the target). These performance measures have not been met due to the complexity of project submittals and the increase in permit activity. Fire and Building reviews are being met 91.5% of the time (90% is the target). ROW is currently providing a Managed level of service.

Above Baseline: Several one-time budget increases totaling $478,659 and ongoing increases of $480,808 are proposed to support increased efficiencies:

- EnerGov Consultant ($76,000 one-time) – Workflows need to be updated by an EnerGov consultant which will result in increased staff data accuracy and timeliness.
- Bluebeam Studio Prime ($20,000 one-time) – Bluebeam Studio Prime to be added for the continued implementation of EnerGov. This will be required to maintain electronic plan review.
- Administrative Assistant ($95,959 one-time) – A limited duration Administrative Assistant for one year would be needed to file and scan documents that can be made electronic and recycle files no longer needed. This need was recognized in phase three of the Building/Fire Department Records Retention Lean effort.
- Iron Mountain ($11,500 one-time) – Request for a one-year limited duration Administrative Assistant to retrieve files currently stored at Iron Mountain and organize/inventory/purge unnecessary documents in response to increased public requests.
- Legal, Training and Credit Card Fees ($157,160 ongoing) – Due to the increased complexity of projects and more public comments to respond to, the requested funding for legal services has increased by $14,960. To provide training for certification and licenses for staff, training/travel has been increased by $25,200. Credit card bank service fees have increased by $117,000. In previous budget cycles funding for this has been shifted to cover the shortfall.
- Assessment of the EnerGov Land Management System and Business Processes ($250,000 one-time) – EnerGov is the main application used in the Development Services Center (DSC) for all Permit and Planning purposes. This proposal will fund an evaluation of the system and business processes to understand how to better leverage the technology to further improve

customer service

Below Baseline: Developers will experience delays in permitting which will impact their construction financing (each day of delay results in an estimated cost of $3,000 per day for residential, $12,000-$15,000 for commercial). This would make Redmond less desirable to the business community and may prompt developers to build in other communities instead of Redmond. Homeowners and businesses seeking tenant or home improvements will also be impacted by delays, leading to decreased satisfaction with City services.

2% Scalability ($305,883) – This reduction would require the elimination of 0.50 FTE Senior Planner, reduction of five hours a week for a Fire Administrative Assistant and elimination of consultant expenditures (stormwater review), compounding our current Reactive state. Staff would need to pick up the duties previously done by these positions and by consultant work. A loss of staff review time of this magnitude due to workload reallocation will result in plan review times increasing turning performance from Managed to Reactive within this two-year budget time.

3% Scalability ($458,824) – In addition to 2% reductions, an additional 2.5 hours a week schedule reduction for Fire Administrative Assistant and elimination of 1.20 FTE's (0.70 ROW and 0.50 Building Administrative Assistant) would be necessary. Review staff would need to cover their work, negatively impacting performance service levels, Public Record Request response and plan review turnaround times. A reduction of development review staff will result in an increase in plan review times further lengthening the time customers spend in the plan review process. A reduction in ROW staff will move this program from managed to reactive.

5% Scalability ($764,707) – In addition to 3% reductions, an additional 2.25 FTEs (1.00 Plans Examiner, 1.00 Planner-Assistant, 0.25 Fire Administrative Assistant) would be eliminated. Assuming current permit levels stay steady a reduction of approximately 120 to 160 hours per week of staff time available to perform project review would have a substantial negative impact on performance service levels, public records request responses, permit review turnaround times and DSC's ability to support other City departments on code development and capital projects.
Given the increase in permit activity, the loss of 3.75 FTEs within the Development Service Center would have a significant effect on our ability to meet performance measures and turnaround times, resulting in doubling or tripling the duration time it takes to review a permit. This would have negative impacts to our customers, increasing their costs associated with construction loans and extending their project completion dates. Cuts in service of this magnitude would result in less development and business growth as businesses would look to surrounding cities for space to lease where tenant improvement permits would be more easily obtained.

Budget Changes:

- Funded ongoing legal expenses ($14,960)
- Funded ongoing training and travel ($25,200)
- Funded ongoing credit card payment related bank fees ($117,000)
- Unfunded supplemental salaries for the Right of Way Program ($4,800)
- Unfunded a portion of office supplies for the Right of Way Program ($500)
- Unfunded small tools for the Right of Way Program ($1,920)
- Unfunded a portion of professional services for the Right of Way Program ($2,000)

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000042

Development Services

Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
Ongoing-Sal/Ben	$6,368,620.75	$6,488,297.04	$12,856,917.79
Ongoing-Others	$1,462,454.79	$1,472,214.29	$2,934,669.08
Total	$7,831,075.54	$7,960,511.33	$15,791,586.87

	FTE Year1	FTE Year2
FTEs	48.03	48.03

Development Services Offer 000042

Customer receives a clear and predictable road map to permit approval

Measure: Percentage of projects using the Pre-Review Entitlement Process (PREP) that are completed within 30 days

So that

The applicant is able to successfully submit a complete application

Measure: Percentage of civil drawing reviews completed within two plan review cycles

So that

The review of permits can be completed in a predictable and timely manner

Measure: Percentage of Building and Fire plan reviews completed within established time frames

Measure: Percentage of permits and plan cases voided due to data entry errors

So that

The City has a diverse range of industries and business clusters

Measure: Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond

Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of projects using the Pre-Review Entitlement Process (PREP) are completed within 30 days	28%	18%	57%	90%	70%	70%
Percentage of civil drawing reviews completed within two plan review cycles	23%	33%	41%	90%	70%	70%
Percentage of Building and Fire plan reviews completed within established time frames	76%	78%	91%	90%	90%	90%
Percentage of permits and plan cases voided due to data entry errors	N/A	>1%	1%	1%	1%	1%
Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond	87%	86%	86%	87%	88%	89%

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000052

Microsoft Refresh

What: The Microsoft Refresh is a multi-year project to reimagine the Microsoft campus through a multibillion-dollar investment at its site in Redmond's Overlake neighborhood. To meet Microsoft's timeline for completion of the project, the City of Redmond and Microsoft will enter into a Memorandum of Understanding (MOU) through which Microsoft will fund twenty-two additional City of Redmond employees. The additional City personnel will be dedicated solely to facilitating the Microsoft Refresh. The twenty-two positions will be limited duration status until completion of Microsoft Refresh. As part of the MOU, all ongoing, startup and overhead costs associated with impacts have been calculated and identified in the development agreement and MOU.

City of Redmond staff will carry out all assignments associated with site plan entitlement, plan review, permitting, inspections and communications for the Microsoft Refresh project.

Why: Excellent customer service and predictability throughout site plan entitlement, plan review, permit applications and inspections are central elements for fostering strong relationships between businesses, residents and governments. Providing timely and accurate information along with predictability during this process meets the City's vision, promotes Redmond's vibrant economy and makes Redmond a positive place to live, work and conduct business. The Microsoft Refresh includes demolition of 12 existing buildings; construction of 17 new buildings; 3.1 million square feet of renovated workspace; transportation infrastructure improvements; and additional public spaces, sports fields and green space. With the City's current staffing levels, the Microsoft Refresh cannot be completed within Microsoft's time frame without impacting and reducing development services and inspections for all other City of Redmond customers. To address this issue, Microsoft will fund 22 City of Redmond employees who will be dedicated solely to facilitating the Microsoft Refresh. By doing so, Redmond will be able to maintain its excellent customer service, equity and outstanding service levels for all residential and business application submittals, while also fulfilling its contractual obligation for completion of the project within the timeframe prescribed in the MOU.

This project will benefit the broader Redmond community in many ways. Microsoft, along with contractors and vendors supporting Microsoft, provide a strong, diverse and stable employment base for Redmond's residents. According to a 2008 University of Washington study "The Microsoft Economic Impact Study", Microsoft's "employment multiplier" was 6.81, meaning that each employee at Microsoft supports 5.81 additional jobs. This increases access to a broader array of goods and services for our entire community, Further, that same study estimated that the company generated $7 billion in worker compensation at that time.

Who: The agreement will serve the Microsoft Corporation, their employees, their shareholders and their consumers. Both current and new employees who live and/or work in Redmond will add to a vibrant and diverse community by supporting other Redmond businesses.

Results:

Legend of Service Level Descriptions:
None - Service not provided
Reactive - Service issues are addressed only as they arise
Managed - Use of a planned approach to meeting defined service levels

Budgeting by Priorities

Budget offer

Vibrant Economy

Department Name: PLANNING **Id:** 000052

Microsoft Refresh

Proactive - Strategic approach with focus on promoting efficient and high-quality services and programs
Comprehensive - Integrated approach across multiple business lines to best achieve the City's vision and mission

Baseline: The baseline does not exist because this is a new offer.

Above Baseline: Services provided by this MOU are comprehensive given that they touch multiple divisions within the City of Redmond. The newly proposed baseline for the Microsoft Refresh is $8,070,322.04 for the biennium. The offer will support the review of Microsoft's permit application and inspection of construction work which cannot be accomplished with the City's current staffing within the time frame desired by Microsoft. As such, Microsoft has requested that the City of Redmond enter into an agreement where Microsoft would contribute to the cost of hiring additional City personnel to review Microsoft's permit applications and inspect Microsoft's construction work. Development Services has drafted a staffing agreement that will provide a Proactive approach ensuring that we have the right resources to provide the expected level of service and meet the contractually-prescribed timelines.

The MOU will ensure that other City services are not impacted or effect the review timelines of other development projects, the intent is to have a dedicated staff that will meet the contractual obligations and ensures that development both commercial and residential are not impacted or delayed.

Below Baseline: As this is a new MOU, the entire offer is in above baseline and not subject to scalability.

2% Scalability - None

3% Scalability - None

5% Scalability - None

Budget Changes: No changes to the baseline budget

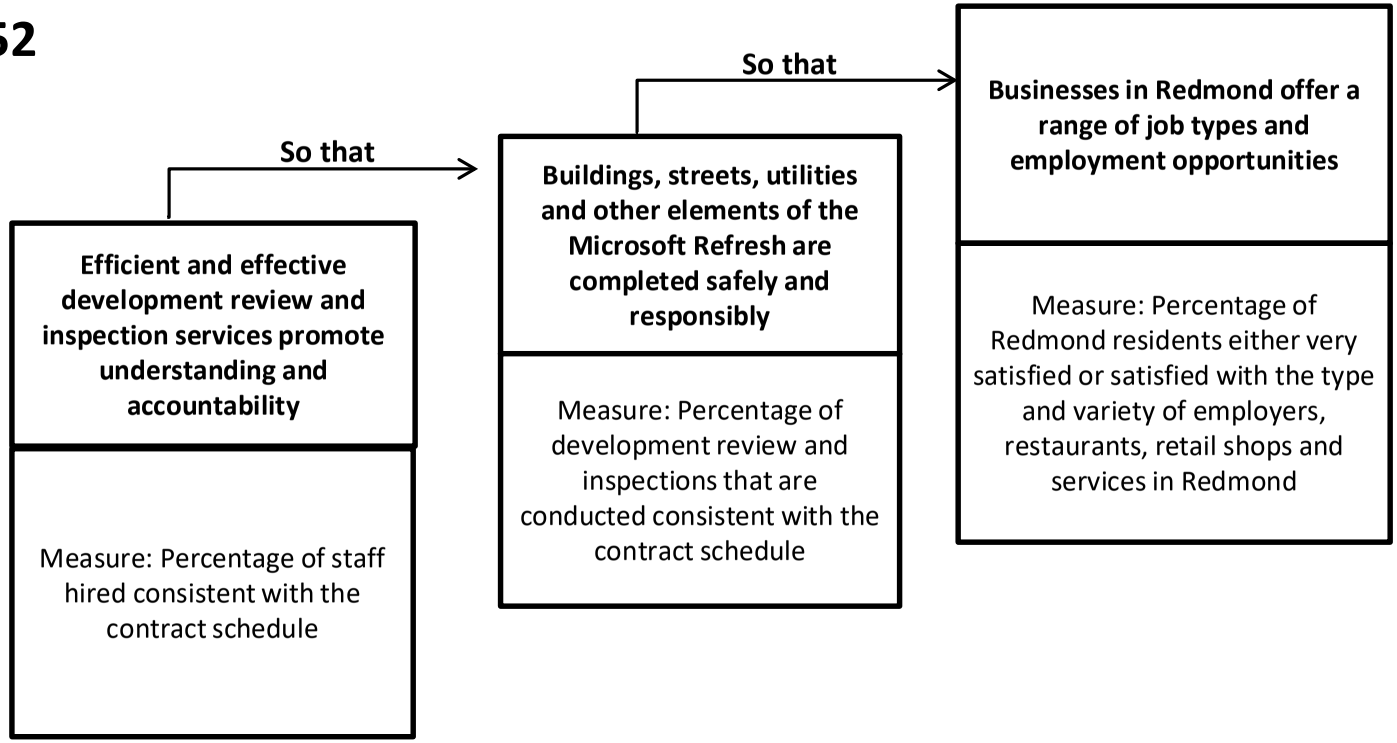
Budget Offer Summary

Expenditure summary

	Year 1	Year 2	Total
One-Time-Sal/Ben	$3,451,204.57	$3,872,978.47	$7,324,183.04
One-Time-Others	$385,523.00	$360,616.00	$746,139.00
Total	$3,836,727.57	$4,233,594.47	$8,070,322.04

	FTE Year1	FTE Year2
FTEs	22.00	22.00

Microsoft Refresh Offer 000052



Performance Measure	Actual			Target		
	2015	2016	2017	2018	2019	2020
Percentage of staff hired consistent with the contract schedule	N/A	N/A	N/A	85%	100%	100%
Percentage of development review and inspections that are conducted consistent with the contract schedule	N/A	N/A	N/A	100%	100%	100%
Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond	87%	86%	86%	87%	88%	89%

CAPITAL INVESTMENT PROGRAM

OVERVIEW
DOWNTOWN URBAN CENTER
OVERLAKE URBAN CENTER
REDMOND NEIGHBORHOODS
CITYWIDE

CAPITAL INVESTMENT PROGRAM OVERVIEW

CITY OF REDMOND

CAPITAL INVESTMENT PROGRAM OVERVIEW

The 2019-2024 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 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 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.

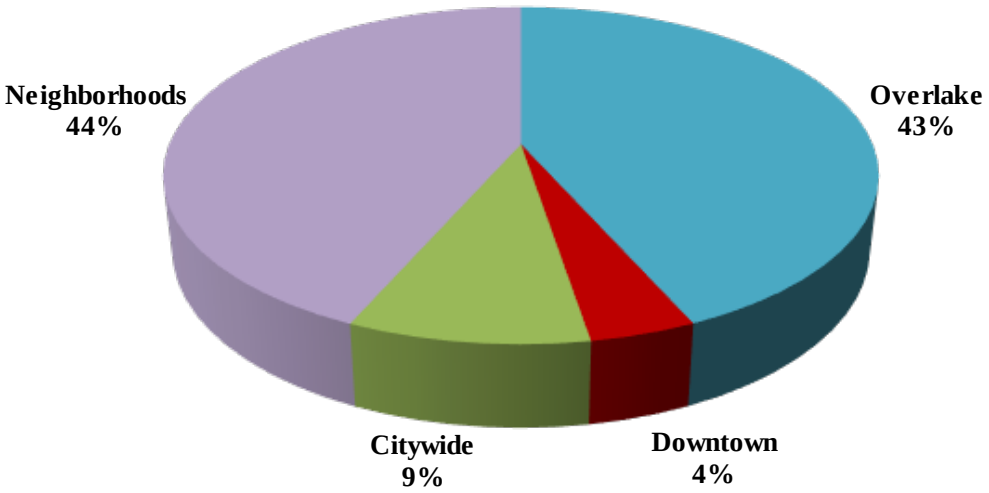
Specifically, the purpose of the CIS is to:

- 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 needed to carry out the vision.
- 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 CIS adoption, the goal has been to update the strategy every two years. This past biennium staff has worked to revise the first six years of the strategy to align with the budget adoption schedule. The CIS process is explained in further detail in the Budget by Priorities Process Overview at the beginning of the document.

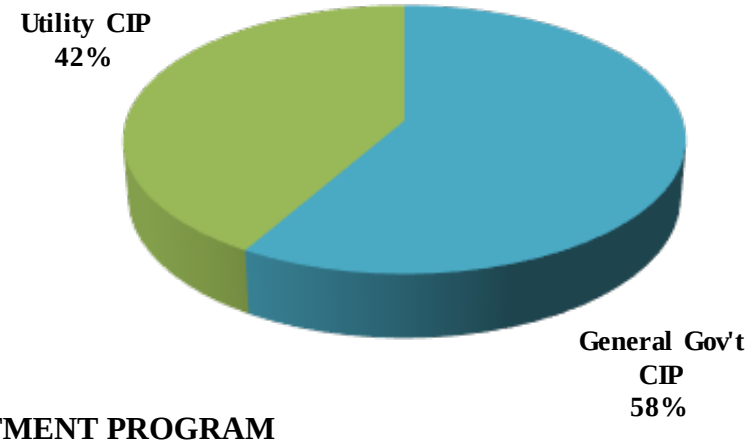
The City will continue to direct its limited resources, as well as federal and state funding, to those areas which are key to its future. The City of Redmond CIP is broken down into four sections – Downtown, Overlake, Redmond Neighborhoods and Citywide investments – which outline the long-range plan for addressing capital needs in specific geographic areas of the City, as illustrated on the next page.

2019-2020 Project Expenditures by Geographic Area
Total $146 million
(excluding ending fund balance and debt service)



Beyond alignment with the Vision Blueprint, the City defines a CIP 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.

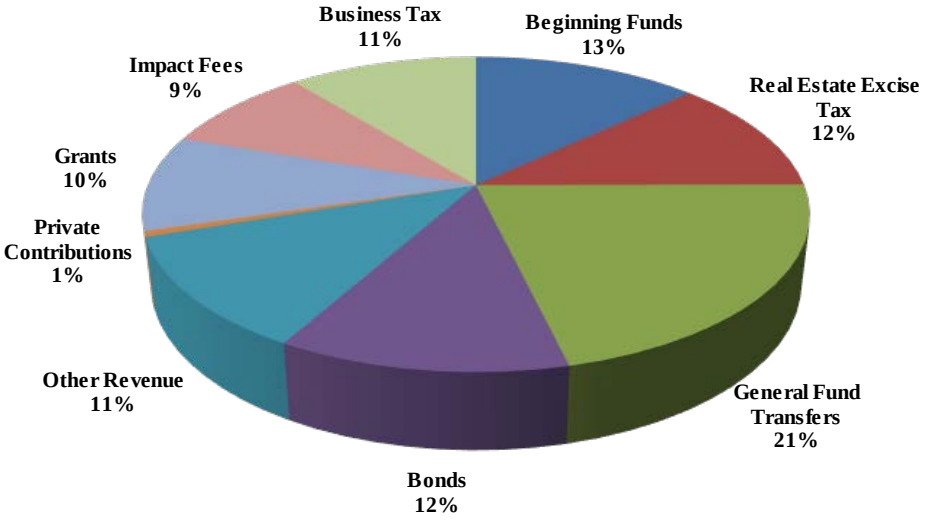
2019-2020 CIP Expenditures by Type
Total $146 million
(excluding ending fund balance and debt service)



GENERAL CAPITAL INVESTMENT PROGRAM

Revenues in the General Capital Investment Program are projected to equal approximately $251 million between 2019 and 2024, including beginning fund balances. This is approximately $58 million above budgeted levels in the 2017-2022 budget. The increase is attributable to increased development-related revenues, private contributions and grant revenues supporting mobility improvements in the Overlake Urban Center as well as the potential for a bond issuance for a community center. The General CIP receives funds from a variety of sources as illustrated on the next page.

Total 2019-2024 General CIP Revenues
($251 million)



For the biennium, projected 2019-2020 General CIP expenditures total $78 million, excluding ending fund balances and transfers. Some of the more significant projects programmed into the six-year CIP include:

- **Light Rail** – In preparation for light rail expanding into Redmond, numerous projects to improve multimodal transportation infrastructure and access to the stations will continue in the 2019-2024 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: design and construction of a new bicycle and pedestrian bridge over State Route 520, which will connect to the East Link Light Rail Overlake Village Station; construction of a new 70th Street from Redmond Way to Marymoor Light Rail Station and 173rd Avenue; and oversight and design of a pedestrian and bicycle bridge over State Route 520 and 156th Avenue NE for access to the Redmond Technology Center Light Rail Station.

- **Connecting Washington** – Continuing work from the previous biennium, the City is participating in projects being supported by the Connecting Washington transportation package and supplemented by private contributions. These projects are meant to improve safety and mobility and reduce congestion in the Overlake area. Specifically, construction 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. Work will also continue in creating two independent interchange ramps on State Route 520 at NE 40th Street and NE 51st Street, as well as making pedestrian safety improvements to the 40th and 51st Street ramps.
- **Senior Center Rehabilitation and Seismic Upgrades** – The Redmond Senior Center has been open for nearly thirty years and internal systems are reaching the end of their useful lives. The roof of the building is also leaking and causing interior water damage. Through 2023, the Senior Center will receive substantial renovations and upgrades including projects

encompassing repairs and upgrades to electrical, seismic, plumbing and mechanical systems, as well as the roof, to meet current codes for energy efficiency and seismic requirements.

- **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.

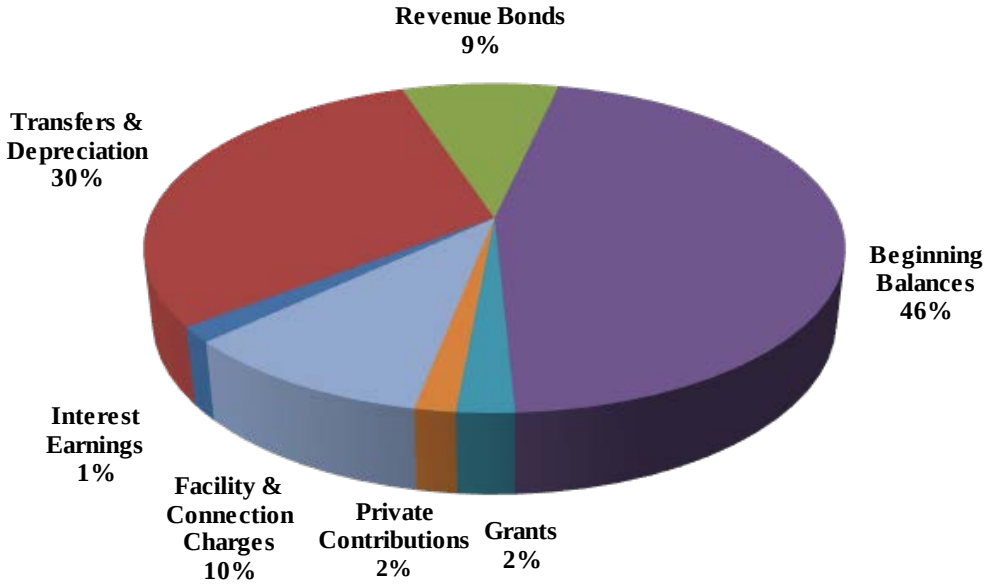
- **Climate Action** – Climate action projects in this CIP will focus on replacing aging infrastructure in City parks with more energy efficient infrastructure. Examples of this work include performing system-wide parking lot lighting conversion to LED technology, converting soccer and softball field lighting at Grass Lawn Park to LED technology, and replacing antiquated electric boilers with energy efficient forced air furnaces in selected park buildings.

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 $173 million in revenue (including beginning fund balances) is being proposed in the 2019-2024 Utilities CIP. This is approximately $43.4 million above 2017-2022 projections. The increase is attributable to increased development revenues, depreciation transfers for newly constructed regional stormwater facilities and revenue bonds that are anticipated to be issued for improvements to the wastewater pump stations.

2019-2024 Utility CIP Revenues

($173 million)



Total 2019-2020 biennial expenditures in all five Utility CIP programs equal $61 million (excluding ending fund balances), Some of the more significant projects programmed into the six-year CIP include:

- **Overlake Facility #3 Village Stormwater Infiltration Vault –** The Overlake Village Infiltration Vault is a regional stormwater facility that is the third of a series of three projects designed to fully retrofit a portion of the Overlake Neighborhood that drains through the Overlake Village Subarea. These regional facilities represent an efficient way to meet stormwater requirements and are supportive of future development. The completion of this project will provide flow control and treatment for a large area, resulting in improved flow characteristics in salmon bearing Kelsey Creek downstream.

- **NE 40th Street Stormwater Trunk Extension –** In partnership with Microsoft, the City will complete **c**onstruction of approximately 1500 linear feet of new storm trunk on NE 40th Street from 172nd Avenue NE to an outfall at Lake Sammamish. The project will provide better stormwater filtration and assist with economic development efforts in the Overlake Urban Center.

- **Class II Stream Improvements (High School Creek and Monticello Creek) –** Class II streams are a high priority for stormwater and habitat improvements to help address salmon recovery as identified by the City's adopted Watershed Management Plan. These projects address stream erosion and stabilization, thus protecting the natural environment and nearby homes.

- **Wastewater Pump Station Improvements –** Improvements to the pump station infrastructure will ensure safe and adequate service to the Redmond community. 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.

ESTIMATED MAINTENANCE AND OPERATION COSTS

On the following pages is a summary of estimated maintenance and operation costs for the more significant CIP projects. Descriptions of each of the projects in this table can be found on the project matrix contained in the Downtown, Overlake, Redmond Neighborhoods and Citywide project sections.

ESTIMATED IMPACTS OF CAPITAL INVESMENT PROGRAM (CIP) ON OPERATING BUDGET
Notes:
Estimates provided by departments in 2019-2024 Capital Investment Program
Assumed maintenance and operations costs begin in the year following estimated completion and are included in the City's long-range planning.

CIP Project	Total Project Investment	Estimated Impact of Capital Investments on Operating Budget
Downtown Urban Center		
Adaptive Signal System Project - Downtown	$1,000,000	$20,000 per year
City Center Groundwater Protection - 90th Street Pond Retrofit	$1,584,000	$5,000 per year
Overlake Urban Center		
NE 51st Street Multimodal Improvements	$6,300,000	$5,000 per year
Redmond Technology Station Pedestrian - Bicycle Bridge	Developer Funded	$10,000 per year
Overlake Village Station Pedestrian - Bicycle Bridge (State Route 520 Trail and NE 31st Street)	$3,769,679	$10,000 per year
State Route 520 Trail Grade Separation at NE 40th Street	$16,311,048	$10,000 per year
152nd Avenue NE Improvements (24th to 28th Street)	$15,849,000	$180,000 per year (under review)
156th Avenue Shared Use Path (28th Street to 40th Street)	$3,344,758	$20,000 per year

ESTIMATED IMPACTS OF CAPITAL INVESMENT PROGRAM (CIP) ON OPERATING BUDGET
Notes:
Estimates provided by departments in 2019-2024 Capital Investment Program
Assumed maintenance and operations costs begin in the year following estimated completion and are included in the City's long-range planning.

Targeted Safety Improvement Project (TSIP) - Pedestrian Crossing (156th Avenue NE and 4700 Block)	$385,875	$3,500 per year
Redmond Neighborhoods		
Targeted Safety Improvement Project (TSIP) - Willows Run Golf Course mid-block crossing	$357,210	$3,000 per year
Redmond Central Connector - Phase 3	$3,338,364	$7,000 per year
Targeted Safety Improvement Project (TSIP) - Flashing Beacon (NE 80th Street and 140th Avenue)	$69,458	$1,000 per year
Safe Routes to School Project - 151st Avenue Sidewalk (Old Redmond road to 7500 Block)	$478,000	$4,000 per year
Sidewalk Installation Project - 176th Avenue (65th Street to 70th Street)	$1,067,861	$9,000 per year
Safe Routes to School Project - 88th Street Sidewalk (171st Avenue to 172nd Avenue)	$119,000	$1,000 per year
Citywide Projects		
Neighborhood Traffic Calming Improvement Program	$630,000	$10,000 per year

ESTIMATED IMPACTS OF CAPITAL INVESMENT PROGRAM (CIP) ON OPERATING BUDGET

Notes:

Estimates provided by departments in 2019-2024 Capital Investment Program

Assumed maintenance and operations costs begin in the year following estimated completion and are included in the City's long-range planning.

Street Channelization Improvement and Maintenance Program	$800,000	$10,000 per year
Trail Project - Redmond Central Connector Linkages	$1,202,000	$3,600 per year

DOWNTOWN URBAN CENTER

Downtown Urban Center

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 continues to positively move the City toward achieving success in completing the long-term vision for the Downtown neighborhood. Specifically, to advance the vision for Downtown during the 2019-2024 Capital Investment Program (CIP) period, the City and its partners will:

- Complete development of the Downtown Park
- Improve sidewalks on Cleveland Street and other various locations
- Install adaptive signal improvements
- Renovate the Senior Center including seismic upgrades

Outcomes: The Return on Investment

At the end of the 2019-2024 CIP period, the City's infrastructure in Downtown will be 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. More Downtown residents and more shoppers and visitors from outside of the neighborhood will be visiting and supporting Downtown businesses and recreational amenities and activities. Activities, including walking, bicycling, shopping, exercising and generally enjoying the neighborhood, will be noticeably greater as a result of finalizing the Downtown vision.

2019 - 2024 Capital Investment Program						
Downtown Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
Multiple Locations	**Sidewalk Repair Project - Downtown Neighborhood** Remove and replace damaged sidewalks and impacted utilities as prioritized in the Comprehensive Right-of-Way Study, completed in 2016. Project timeframe: 2021	Infrastructure Transportation	New		1,000,000	1,000,000
Multiple Locations	**Adaptive Signal System Project - Downtown** Install and support an adaptive signal system which utilizes software to adjust signal timings to traffic volumes in real time. Project timeframe: 2019	Infrastructure Transportation	Existing	800,000		1,000,000
182	**Pavement Management Project - NE 90th Street (Willows Road to State Route 202)** Rehabilitate and overlay pavement to extend the useful life of the roadway. Project timeframe: 2021 - 2023	Infrastructure Transportation	New		2,674,000	2,674,000
169	**Sidewalk Repair Project - 164th Avenue (Redmond Way to 90th Street)** Remove and replace damaged sidewalk on both sides of 164th Avenue NE between Redmond Way and NE 90th Street. Project timeframe: 2022 - 2023	Infrastructure Transportation	New		2,084,911	2,084,911
167	**City Center Groundwater Protection - 90th Street Pond Retrofit** Construct improvements to address existing 90th Street pond subsidence, basin water quality issues, ravine erosion, and accommodate untreated stormwater. Project timeframe: 2016 - 2020	Clean & Green Stormwater	Existing	1,349,000		1,584,000

2019 - 2024 Capital Investment Program						
Downtown Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
158	**Connection to King County Wastewater System - Avondale Road** Upsize the wastewater trunk line that is at capacity. Project timeframe: 2021 - 2023	Infrastructure City Wastewater	Existing		600,000	600,000
125	**Bridge Deck Overlay - NE 90th Street** Reseal concrete bridge deck with an epoxy overlay. Project timeframe: 2022 - 2023	Infrastructure Transportation	Existing		436,800	436,800
95	**Infrastructure Project - Adair House Repairs** Replace the kitchen and remodel the restroom in the Adair cabin located at Anderson Park. Project timeframe: 2021	Infrastructure Parks	Existing		70,000	70,000
86	**Public Safety Building Upgrades Phase 2** The project continues comprehensive building repairs and upgrades to extend the service life of the building and improve energy efficiency. This includes upgrades to the electrical, fire, and mechanical systems. Project timeframe: 2022 - 2024	Infrastructure General Government - Facilities	Existing		12,615,750	12,615,750
78	**Sidewalk Repair Project - Avondale Way (170th Avenue to Union Hill Road)** Replace existing sidewalk on the southeast side that has been damaged by tree roots. Project timeframe: 2023 - 2024	Infrastructure Transportation	Existing		990,533	990,533
56	**Senior Center Renovation and Seismic Upgrades** Renovation of mechanical, electrical and plumbing systems that have reached the end of their useful life and seismic upgrades. Project timeframe: 2020 - 2023	Infrastructure Parks - Facilities	Existing	1,420,000	13,560,350	14,980,350

2019 - 2024 Capital Investment Program						
Downtown Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
40	**Sidewalk Repair Project - Cleveland Street (164th Avenue to 168th Avenue)** Replace broken and/or raised sidewalk panels to improve conditions for pedestrians. Project timeframe: 2018 - 2020	Infrastructure Transportation	Existing	852,452		852,452
32	**Downtown Park Development** Complete construction of the Downtown Park with integrated art and landscaping. The park will serve local residents on a daily basis and host various types of events to attract people to Redmond's Old Town business community. Project timeframe: 2019	Diverse & Connected Community Parks	New	200,000		200,000
9	**Downtown Park Debt Service** Principal and interest costs on the limited tax general obligation bonds issued for the acquisition of the Downtown Park. Project timeframe: 2011 - 2021	Diverse & Connected Community Parks	Existing	1,793,776	898,863	2,692,639
2	**Transportation Debt Service** Principal and interest costs on the limited tax general obligation bonds issued for the couplet conversion, 161st extension and Bear Creek Parkway. Project timeframe: 2016 - 2035	Infrastructure Transportation	Existing	5,971,006	11,559,750	17,530,756

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Downtown

0 0.25
Miles

OVERLAKE URBAN CENTER

Overlake Urban Center

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 152 Avenue Northeast, the neighborhood's main street. Others use new streets and urban pathways established as the neighborhood redeveloped.

The neighborhood contains three major parks, one of which will also serve as a regional stormwater management facility, and provide an important green contrast to surrounding urban development. Employees relax in the park refuge spaces while visitors take in live music. From the parks, one can see residents of adjacent mid-rise condominiums hosting family and friends on balconies overlooking the 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 2019-2024 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
- 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

At the end of the 2019-2024 CIP period the casual onlooker will notice changes in Overlake, with positive outcomes in mobility, the protection of the environment and quality of life. The community can expect the following results:

- **Mobility**: Sound Transit will be near to completion of two light rail stations and associated pedestrian-bicycle bridges while the City and its partners will have advanced mobility improvements and local street connections.
- **Environment**: City investments in stormwater infrastructure will and have already dramatically improved downstream conditions in Kelsey Creek; improving conditions for salmon and providing a successful regional demonstration of the watershed approach to stormwater management.
- **Quality of life**: The City will replace the aging and undersized water line and pressure reducing valves on Northeast 51st Street, 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.

2019 - 2024 Capital Investment Program						
Overlake Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
11	**Pedestrian and Bicycle Bridge - Redmond Technology Station** 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. Project timeframe: 2017 - 2022	Infrastructure Transportation	Existing	204,153	215,000	520,000
13	**Pedestrian and Bicycle Bridge - Overlake Village Station** 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. Project timeframe: 2012 - 2020	Infrastructure Transportation	Existing	1,811,134		3,769,679
29	**Connecting Washington Project - State Route 520, 40th Street and 51st Street Ramp and Pedestrian Improvements** Separate existing eastbound State Route 520 collector-distributor at NE 40th Street and NE 51st Street into two independent interchange ramps. Provide pedestrian safety improvements to the interchanges at NE 40th Street and NE 51st Street. Project timeframe: 2016 - 2021	Infrastructure Transportation	Existing	1,959,463	477,816	5,267,279
31	**Overlake Access Ramp** Staff oversight and participation in the design of an eastbound off-ramp and local street from State Route 520 to 152nd Avenue NE. Project timeframe: 2010 - 2022	Infrastructure Transportation	Existing	102,975	47,025	547,025

2019 - 2024 Capital Investment Program						
Overlake Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
36	**Community Facility District 2016 Project - NE 51st Street Multimodal Improvements** Improve NE 51st Street to include sidewalk on the south side, turn lanes and bike facilities in both directions (SR520 through and including intersection of 156th Avenue NE). Project timeframe: 2016 - 2020	Infrastructure Transportation	Existing	5,441,000		6,300,000
38	**Sound Transit East Link 3** Staff oversight and consulting services for the implementation of East Link Light Rail. Project timeframe: 2011 - 2020	Infrastructure Transportation	Existing	100,000		298,808
39	**152nd Avenue NE Improvements (24th Street to 28th Street)** Implement the 152nd Avenue Main Street project, including intersection upgrades at 24th Street and 26th Street, turn lanes where necessary, cycle track and streetscape improvements. Project timeframe: 2015 - 2021	Infrastructure Transportation	Existing	12,575,548	2,076,548	15,849,000
83	**Connecting Washington Project - State Route 520 Trail Grade Separation at NE 40th Street** Construct a grade separated pedestrian and bike tunnel for the State Route 520 Regional Shared Use Path under NE 40th Street. Project timeframe: 2017 - 2021	Infrastructure Transportation	Existing	15,394,922	331,048	16,331,048
106	**Targeted Safety Improvement Project - Pedestrian Crossing (156th Avenue NE and 4700 Block)** Provide a pedestrian crossing and signal at 156th Avenue NE. Project timeframe: 2019 - 2019	Infrastructure Transportation	Existing	385,875		385,875

2019 - 2024 Capital Investment Program						
Overlake Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
122	**Water Main Replacement (NE 51st Street Crossing of State Route 520)** 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. Project timeframe: 2021 - 2023	Infrastructure City Water	Existing		1,860,000	1,860,000
137	**Westside Park Renovation** 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. Project timeframe: 2020 - 2022	Infrastructure Parks	Existing	520,000	2,080,000	2,600,000
138	**Pedestrian and Bicycle Access - 40th Street** Extend shared use path on the south side of 40th Street from the Redmond Technology Station east to 163rd Avenue. Repair sidewalk on 40th Street from 163rd Avenue to Bel-Red Road and rechannelize 40th Street from 163rd Avenue to 172nd Avenue. Project timeframe: 2020 - 2022	Infrastructure Transportation	Existing	200,000	4,332,202	4,532,202
160	**Pavement Management Project - Bel-Red Road** Joint project with the City of Bellevue to resurface roadway to preserve the life of the pavement. Project timeframe: 2020	Infrastructure Transportation	New	350,000		350,000
162	**Bellevue Joint Use - NE 40th Street Reservoir Seismic Improvements** Seismic improvements on a facility that is jointly owned with the City of Bellevue. Project timeframe: 2018 - 2021	Infrastructure City Water	Existing	150,000	500,000	650,000

2019 - 2024 Capital Investment Program

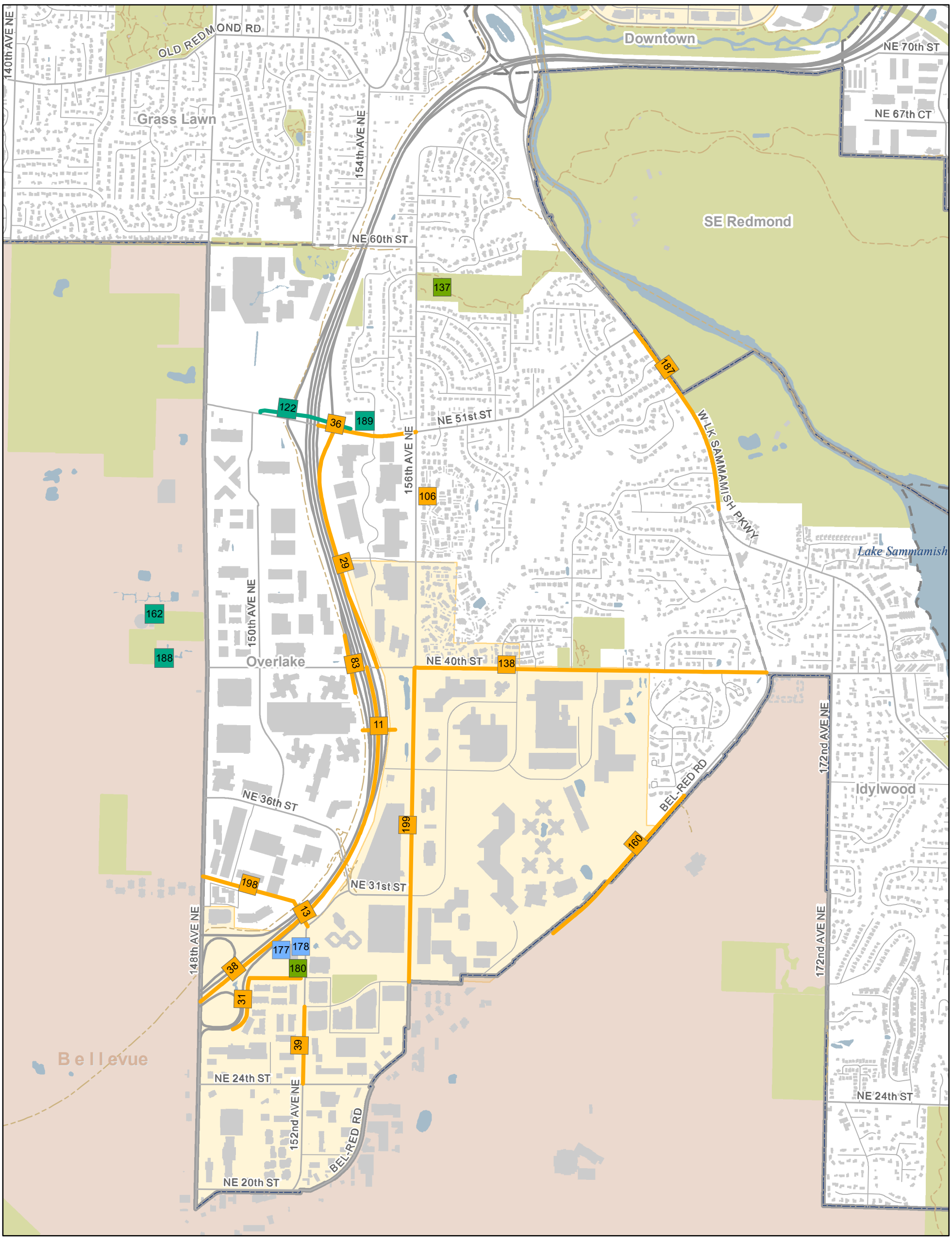
Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
180	**Overlake Village Park** Develop a signature park over the Overlake Village Stormwater Vault that provides infrastructure for large-scale community events and park amenities for daily users. Project timeframe: 2022 - 2027	Clean & Green Parks	New		4,018,170	4,018,170
187	**West Lake Sammamish Parkway Improvements (51st Street to Bel-Red Road)** Design of multi-modal transportation improvements including two additional general purpose lanes, bicycle lanes, sidewalks, trail, and proposed roundabout at Bel-Red Road. Project timeframe: 2022 - 2025	Infrastructure Transportation	Existing		2,500,000	2,500,000
188	**Bellevue Joint Use - NE 40th Street Inlet Meter Improvements** Replace the inlet meter that controls flow to the NE 40th Street water reservoir tank to correct numerous safety and condition-related concerns, in addition to age-related deterioration. Project timeframe: 2019 - 2022	Infrastructure City Water	Existing	26,000	132,000	158,000
189	**Pressure Reducing Valve and Meter Replacement (NE 51st Street at State Route 520)** Replace an aging pressure reducing valve and meter and relocate to a more maintainable location as part of transportation improvements on NE 51st Street. Project timeframe: 2019 - 2020	Infrastructure City Water	New	725,000		725,000
198	**Light Rail Station Access - 31st Street (148th Avenue to Overlake Village Pedestrian and Bicycle Bridge)** Allow public access on the west side of SR520 to future Overlake Village Station and pedestrian bridge. Project timeframe: 2020 - 2022	Infrastructure Transportation	New	250,000	1,024,000	1,274,000

2019 - 2024 Capital Investment Program

Overlake Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
199	**Shared Use Path - 156th Avenue (28th Street to 40th Street)** Provide a 12-foot wide multi-use trail on the east side of 156th Avenue NE that coordinates with the Microsoft Refresh project. Project timeframe: 2020 - 2022	Infrastructure Transportation	New	478,222	2,866,536	3,344,758
177	**Overlake Village Stormwater Vault** Construct a large (2 - 2.5 acre) stormwater infiltration and water quality vault under the future location of Overlake Village Park. Project timeframe: 2019 - 2022	Infrastructure Stormwater	New	20,958,100	11,145,800	32,103,900
Multiple Locations	**Sidewalk Repair Project - Overlake Neighborhood** Remove and replace damaged sidewalks and impacted utilities as prioritized in the Comprehensive Right-of-Way Study, completed in 2016. Project timeframe: 2023	Infrastructure Transportation	New		1,000,000	1,000,000



Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

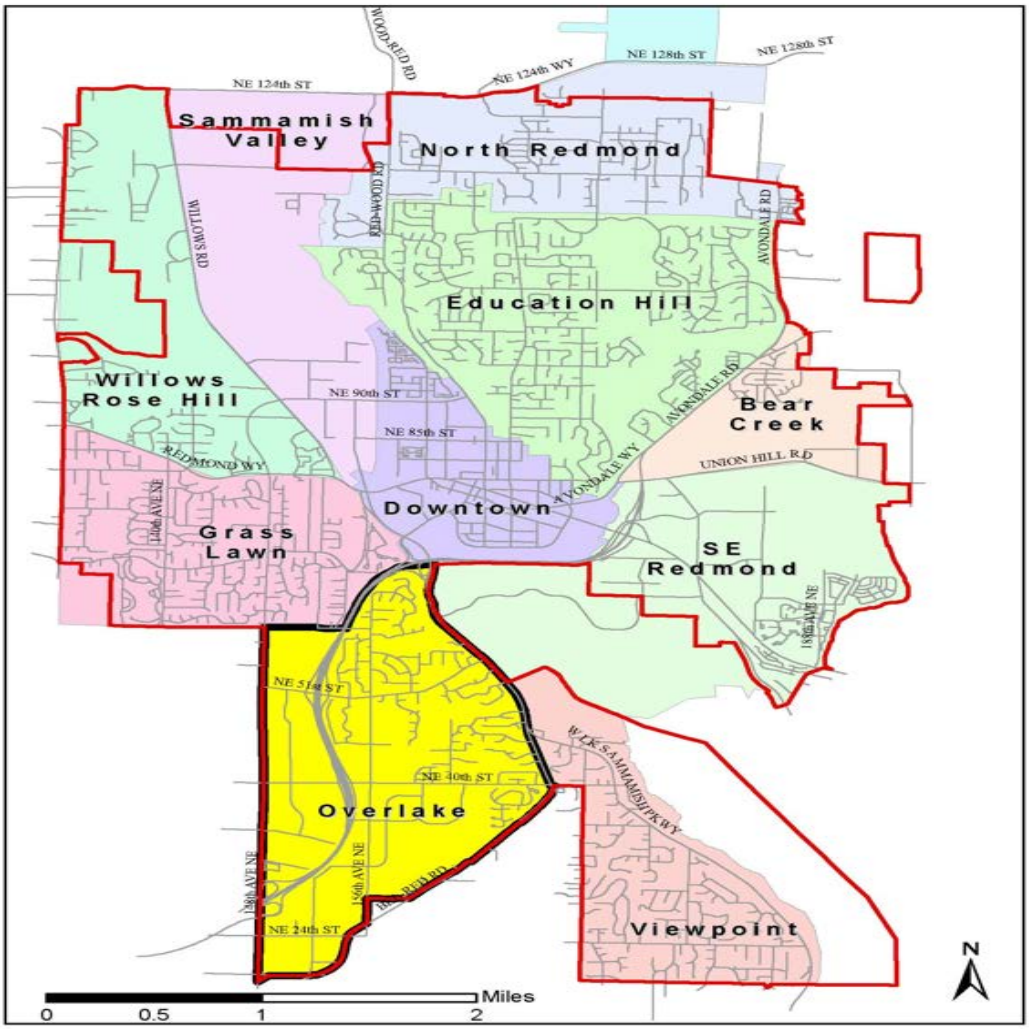
CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Overlake

0 0.25 0.5 0.75
Miles

REDMOND NEIGHBORHOODS



Redmond Neighborhoods

2030 Vision

As neighborhoods outside of Redmond's urban centers continue to mature, they embody assets such as natural beauty and diversity, they maintain a welcoming atmosphere through gathering places and continue to provide safe and secure surroundings within which residents dwell.

Neighborhood parks help residents enjoy a feeling of connectedness to their immediate neighborhood and to the community as a whole. An array of recreational opportunities, programs and park facilities enrich the lives of all residents.

Throughout Redmond neighborhoods, the City has developed an extensive system of bike paths and trails that are used for recreation and commuting. Basic maintenance – including streets, utilities and improvements to all modes of transportation – provides needed services and mobility options for 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, describes 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 2019-2024 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. Improvements such as the Redmond Central Connector Phase III help neighborhoods 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 taking into account anticipated needs of future customers.

Results: The Return on Investment

Capital improvements in Redmond's neighborhoods during 2019-2024 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, as well as strategic multi-benefit natural resource investments, such as the Evans Creek Relocation and the Sammamish River Habitat Enhancements also help ensure that Redmond remains a leader in managing public and natural resources and in making positive contributions to the central Puget Sound region.

2019 - 2024 Capital Investment Program						
Neighborhood Investments						
Map #	**Investment Description & Timeframe**	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
SE197	**Trail Project - East Lake Sammamish River Trail to Redmond Central Connector Trail** Contribution to King County for design of the project that will provide grade separated trail through the State Route 520/State Route 202 interchange area along the planned light rail alignment, connecting East Lake Sammamish Trail and Redmond Central Connector. Provides access to the planned Southeast Redmond light rail station. Project timeframe: 2020	Infrastructure Transportation	New	40,000		40,000
NR79 and NR161	**Smith Woods Stream and Pond Rehabilitation** Construct improvements to failing pond outlet structure to provide downstream infrastructure and healthy habitat. Project timeframe: 2018 - 2021	Clean & Green Stormwater/Parks	Existing	203,200	879,800	1,113,000
I156	**Community Facility District 2016 Project - 40th Street Stormwater Trunk Extension** Complete outfall extension into Lake Sammamish and construct up to four improvements to water quality at various locations in the watershed. Project timeframe: 2018 - 2019	Infrastructure Stormwater	Existing	2,777,375		9,000,000
B24	**NE 95th Street Bridge Replacement - Bear Creek Large Woody Debris** Install in-stream habitat structures to provide habitat complexity. Control invasive weeds and install native trees and shrubs to restore stream buffer to benefit salmon. Project timeframe: 2014 - 2019	Clean & Green Stormwater	Existing	398,246		727,806
B23	**NE 95th Street Bridge Replacement** Complete design and construction for the replacement of the NE 95th Street Bridge. Project timeframe: 2020 - 2024	Infrastructure Stormwater	Existing		4,366,552	4,432,352

Map # Key: B-Bear Creek; GL-Grass Lawn; I-Idylwood; NR-North Redmond; SE-SE Redmond; SV-Sammamish Valley; W-Watershed.

2019 - 2024 Capital Investment Program

Neighborhood Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
SE163	**NE 70th Street Improvements (Redmond Way to 173rd Avenue)** Construct new 70th Street from Redmond Way to Marymoor Light Rail Station and 173rd Avenue. Intersection improvements include Redmond Way and NE 70th Street for an additional northbound left turn lane on Redmond Way to NE 70th Street. Project timeframe: 2020 - 2023	Infrastructure Transportation	New	762,700	6,864,300	7,627,000
N/A	**Kirkland Joint Use - South Reservoir Tank Painting and Seismic Retrofit** Painting and seismic retrofit of a water reservoir that is jointly owned with the City of Kirkland. Project timeframe: 2018 - 2021	Infrastructure City Water	Existing	820,590	589,492	1,422,662
B164	**SE Redmond Pond C - Property Acquisition** Acquire property for future SE Redmond Regional Stormwater Pond C, and demo existing vacant house on the site. Project timeframe: 2018 - 2019	Infrastructure Stormwater	Existing	50,000		1,000,000
SE165	**Redmond Way Bridge Modification and 76th Street Widening** Add a second eastbound left turn lane at the intersection of Redmond Way and 76th Street. Width is obtained by removing sidewalk on south side of road and replacing pedestrian route with extension of Redmond Central Connector over Bear Creek with pedestrian connection from eastside of Bear Creek to Redmond Way. Add a second eastbound receiving lane on 76th Street from Redmond Way to Fred Meyer. Project timeframe: 2021 - 2022	Infrastructure Transportation	New		766,000	766,000

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2019 - 2024 Capital Investment Program

Neighborhood Investments

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NR166	**Redmond Pool Renovation** Provides improvements to infrastructure and efficiency of the existing facilities at the Redmond Pool through the Department of Enterprises Services Energy Savings Performance-based Contracting Method. In addition, under a separate contract, the City will make non-energy savings related infrastructure improvements. Together these improvements will extend the useful life of the pool for approximately 25 years, with some mid-term investments required. Project timeframe: 2018 - 2020	Infrastructure Parks - Facilities	New	8,000,000		8,000,000
SE52	**Pump Station 13 Replacement** Replace existing pump station with a new station on the Lake Washington Technical College site in conjunction with the redevelopment of the Marymoor Village Neighborhood. Project timeframe: 2018 - 2022	Infrastructure City Wastewater	Existing	7,911,500	7,029,500	15,041,000
NR200 and NR201	**10000 Block of Avondale Road Erosion** Stabilize slope and control erosion. Project timeframe: 2019 - 2021	Infrastructure Stormwater/Transportation	New	174,400	697,600	872,000
B34	**Evans Creek Relocation** 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. This project will establish adequate buffers, improve in-stream habitat, and will allow for redevelopment of industrial properties currently impacted by the stream. Project timeframe: 2012 - 2022	Clean & Green Stormwater	Existing	1,266,734	5,878,947	9,645,681
W168	**Novelty Hill Pump Station and Operations Center Valve Replacement** Replacement of the valves and corroded pipe in the Novelty Hill Operations Center. Project timeframe: 2016 - 2019	Infrastructure Novelty Hill Water	Existing	740,000		1,570,615

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2019 - 2024 Capital Investment Program

Neighborhood Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
I45	**Pump Station 2 Replacement** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls and all accessory equipment. Project timeframe: 2012 - 2020	Infrastructure City Wastewater	Existing	2,876,349		3,577,501
I20	**Pump Station 3 Replacement** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2012 - 2020	Infrastructure City Wastewater	Existing	5,627,000		6,866,000
B33	**Bear Creek Rehabilitation at Keller Farm** Install large woody debris in the stream between the future wetland bank and the Washington State Department of Transportation mitigation site. Project timeframe: 2017 - 2020	Clean & Green Stormwater	Existing	755,686		883,686
SE143	**Intersection Improvement Project - Redmond Way and East Lake Sammamish Parkway** Increase capacity by separating the eastbound right lane from westbound left lane and by converting northbound triple left turns (on East Lake Sammamish Parkway) to two left turns and one through lane. Revise the pedestrian crossing to provide one crossing at each leg of the intersection. Project timeframe: 2021 - 2023	Infrastructure Transportation	Existing		1,980,000	1,980,000
SE170	**Sidewalk Installation Project - 176th Avenue (65th Street to 70th Street)** Complete missing link of sidewalk on the west side of 176th Avenue from 65th Street to 70th Street. Project timeframe: 2023 - 2024	Infrastructure Transportation	New		1,067,861	1,067,861

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2019 - 2024 Capital Investment Program

Neighborhood Investments

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SE171	**Maintenance and Operations Center Redevelopment** Design for building renovations and/or site improvements to improve efficiency and service delivery at the Maintenance and Operations Center. This will most likely be a phased project as it becomes further defined. Project timeframe: 2022 - 2024	Infrastructure General Government - Facilities	New		1,000,000	1,000,000
Multiple Locations	**Infrastructure Project - Grass Lawn Park Pavilion Phase 2 and Idylwood Park Dock Repairs** Continue preservation repairs on the picnic shelter at Grass Lawn Park and repair the dock at Idylwood Beach to preserve and maintain park assets. Project timeframe: 2019	Infrastructure Parks	Existing	120,000		120,000
NR140	**Monticello Flow Control and Water Quality Treatment** Install flow control and water quality controls in the contributing drainage area as part of the efforts to rehabilitate the Monticello Creek. Project timeframe: 2016 - 2022	Infrastructure Stormwater	Existing	300,000	1,000,000	1,900,000
NR113	**Sports Field Project - Turf Replacement at Hartman Park Fields 5 and 6** Replace the artificial turf that has reached the end of its useful life in order to meet safety standards and demand for field use. Project timeframe: 2019	Infrastructure Parks	Existing	1,247,721		1,247,721
GL172	**Targeted Safety Improvement Project - Flashing Beacon (NE 80th Street and 140th Avenue)** Install flashing beacons to slow traffic and increase pedestrian safety. Project timeframe: 2019	Infrastructure Transportation	New	69,458		69,458

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2019 - 2024 Capital Investment Program						
Neighborhood Investments						
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SE50	**Pump Station 11 Upgrades** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2022	Infrastructure City Wastewater	Existing		1,798,702	1,798,702
SV46	**Pump Station 14 Abandonment** As Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes construction of a gravity sewer main allowing the existing pump station to be abandoned. Project timeframe: 2012 - 2022	Infrastructure City Wastewater	Existing	429,690	355,984	979,683
SV47	**Pump Station 15 Upgrades** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2012 - 2022	Infrastructure City Wastewater	Existing	323,102	1,820,800	2,298,703
I48	**Pump Station 5 Upgrades** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2019 - 2023	Infrastructure City Wastewater	Existing	553,292	2,479,696	3,032,988

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2019 - 2024 Capital Investment Program						
Neighborhood Investments						
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I49	**Pump Station 6 Upgrades** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new wet well and vaults and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2019 - 2023	Infrastructure City Wastewater	Existing	687,605	3,077,323	3,764,928
SE58	**SE Redmond Tank Painting and Seismic Upgrades** Painting of the SE Redmond Water Tank, along with constructing seismic upgrades to meet current code requirements. Project timeframe: 2017 - 2021	Infrastructure City Water	Existing	4,857,805	500,000	5,887,698
SE173	**Fire Station 16 and Fire Station Fleet Shop Seismic Upgrade** Seismic upgrade to fully operational standards as informed by the Facility Condition Assessment. Project timeframe: 2019 - 2021	Infrastructure General Government - Facilities	New	1,300,000		1,300,000
SV174	**Trail Project - Redmond Central Connector Phase 3** Partner with Puget Sound Energy to complete the 4-mile rails to trails connection from Overlake Christian Church on Willows Road to NE 124th Avenue, where the trail will connect to the Eastside Rail Corridor spur to Woodinville and to the Cross Kirkland Corridor. Project timeframe: 2019 - 2021	Infrastructure Parks	New	2,437,226	901,138	3,338,364
SV98	**Willows Road Culvert Replacement** Replace the fish barrier culvert under Willows Road in coordination with the Willows Road Pavement Management project. Project timeframe: 2017 - 2019	Infrastructure Stormwater	Existing	1,600,000		2,000,000

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2019 - 2024 Capital Investment Program						
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SV97	**Pavement Management Project - Willows Road (NE 90th Street to NE 124th Street)** Rehabilitate and overlay pavement surface to extend useful life of roadway in coordination with the Willows Road Culvert Replacement project. Project timeframe: 2017 - 2020	Infrastructure Transportation	Existing	3,200,000		4,000,000
Multiple Locations	**Control System and Telemetry Upgrades - Phase 1** Update the control system that runs the water and wastewater systems at Pumps Station 4, Pump Station 8 and at the Lakeline. The telemetry system links all major water and sewer facilities and monitors and controls those facilities. The telemetry system is an independent computer network that operates, monitors, and directs the control devices that are distributed throughout the City and Novelty Hill are interconnected using the phone system. The technology of the computers, controllers, software and phone system are continually evolving and need upgrade or replacement similar to a home computer. Project timeframe: 2019 - 2020	Infrastructure City Wastewater	Existing	962,000	-	1,082,000
Multiple Locations	**Control System and Telemetry Upgrades - Phase 2** Update the control system that runs the water and wastewater systems at the 104th master meter, NE 90th and NE 85th Street interties and at Leary Way. The telemetry system links all major water and sewer facilities and monitors and controls those facilities. The telemetry system is an independent computer network that operates, monitors and directs the control devises that are distributed throughout the City and Novelty Hill and are interconnected using the phone system. The technology of computers, controllers, software and phone system are continually evolving and need upgrade or replacement similar to a home computer. Project timeframe: 2018 - 2021	Infrastructure City Water	Existing	1,085,000	150,000	1,235,000

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2019 - 2024 Capital Investment Program						
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Multiple Locations	**Control System and Telemetry Upgrades - Phase 3** Upgrade the control system that runs the water and wastewater systems at the SE Redmond, Perrigo, and Education Hill water tanks and at Well 4. The telemetry system links all major water and sewer facilities and monitors and controls those facilities. The telemetry system is an independent computer network that operates, monitors, and directs the control devices that are distributed throughout the City and Novelty Hill are interconnected using the phone system. The technology of the computers, controllers, software and phone system are continually evolving and need upgrade or replacement similar to a home computer. Project timeframe: 2020 - 2022	Infrastructure City Water	Existing	283,000	919,000	1,202,000
Multiple Locations	**Novelty Hill Control System and Telemetry Upgrade - Phase 4** 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 telemetry system links all major water and sewer facilities and monitors and controls those facilities. The telemetry system is an independent computer network that operates, monitors, and directs the control devices that are distributed throughout the City and Novelty Hill are interconnected using the phone system. The technology of the computers, controllers, software and phone system are continually evolving and need upgrade or replacement similar to a home computer. Project timeframe: 2021 - 2023	Infrastructure Novelty Hill Water/Novelty Hill Wastewater	Existing		2,200,000	2,200,000
SV179	**Sammamish River Habitat Enhancements (90th to Willows Creek)** Regrade and revegetate both banks of the Sammamish River to enhance in-stream and riparian habitat. Project timeframe: 2023 - 2029	Clean & Green Stormwater	Existing		250,000	250,000

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2019 - 2024 Capital Investment Program

Neighborhood Investments

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NR85	**Pavement Management Project - 166th Avenue NE (NE 85th Street to 102nd Avenue)** Rehabilitate and overlay pavement surface to extend useful life of roadway. Project timeframe: 2021 - 2022	Infrastructure Transportation	Existing		2,596,553	2,596,553
NR146	**High School Creek Watershed Restoration** Preliminary engineering for watershed restoration of High School Creek, including flow control and water quality improvements. Project timeframe: 2019 - 2024	Infrastructure Stormwater	Existing	370,000	830,000	1,200,000
SE108	**SE Redmond Booster Pump Station Replacement** Replacement of pump components, variable frequency drives, telemetry system, control panel, and address building deficiencies. Project timeframe: 2021 - 2023	Infrastructure City Water	Existing		1,200,000	1,200,000
SE51	**Pump Station 12 Upgrades** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new valve vault and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2012 - 2022	Infrastructure City Wastewater	Existing	774,744	2,642,288	3,814,606
I181	**Hardscape Project - Idylwood Park Parking Lot Repairs** Resurface parking lot and replace curbs to provide a safe driving and walking surface for park patrons. Project timeframe: 2024	Infrastructure Parks	New		55,000	55,000

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2019 - 2024 Capital Investment Program

Neighborhood Investments

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W194	**Seidel Creek South Fork and East Fork Flume Removal** Remove the concrete weirs and sluice boxes on east and south forks. Rebuild channel for stability, fish passage and habitat complexity using large woody debris. Project timeframe: 2023 - 2024	Clean & Green Stormwater	Existing		591,125	591,125
GL120	**Hardscape Project - Grass Lawn Park Parking Lot** Resurface the 148th Avenue NE parking lot and replace curbs to provide a safe driving and walking surface for park patrons. Project timeframe: 2021	Infrastructure Parks	Existing		135,000	135,000
Multiple Locations	**Hardscape Project - Pathways and Fencing** Replace deteriorating fencing and pathways to maintain safety of park guests at Farrel McWhirter, Cascade View, Grass Lawn and Hartman Parks. Project timeframe: 2019	Infrastructure Parks	Existing	85,000		85,000
SV104	**Targeted Safety Improvement Project - Pedestrian Crossing (Willows Run Golf Course)** Install midblock crossing on Willows Road with curb ramps, crosswalk marking and high-intensity activated crosswalk beacon. Project timeframe: 2019	Infrastructure Transportation	Existing	357,210		357,210
B195	**Perrigo Springs Pump Station Replacement** Replace roofs, mechanical systems, electrical systems and controls. Project timeframe: 2023 - 2025	Infrastructure City Water	Existing		680,000	680,000

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2019 - 2024 Capital Investment Program

Neighborhood Investments

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NR183	**Pump Station 8 Rehabilitation** Many components of the City's wastewater pump stations have reached the end of their useful life and need to be addressed. This work includes the installation of new valve vault and complete replacement of pumps, motors, valves, controls, generator and all accessory equipment. Project timeframe: 2022 - 2025	Infrastructure City Wastewater	Existing		1,568,912	1,568,912
GL184	**Safe Routes to School Project - 151st Avenue Sidewalk (Old Redmond Road to 7500 Block)** Install sidewalk on 151st Avenue from Old Redmond Road to the 7500 Block. Connect 151st Avenue to 152nd Avenue at the 7500 Block. Project timeframe: 2024	Infrastructure Transportation	New		478,000	478,000
NR185	**Safe Routes to School Project - 88th Street Sidewalk (171st Avenue to 172nd Avenue)** Install sidewalk on 88th Street from 171st Avenue to 172nd Avenue. Project timeframe: 2024	Infrastructure Transportation	New		119,000	119,000
SE130	**Bridge Deck Overlay - Union Hill** Reseal concrete bridge deck with an epoxy overlay. Project timeframe: 2020	Infrastructure Transportation	Existing	384,300		384,300
NR19	**Education Hill Pump Station Replacement** Replace roofs, mechanical systems, electrical systems and controls. Project timeframe: 2024	Infrastructure City Water	Existing		300,000	300,000

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2019 - 2024 Capital Investment Program

Neighborhood Investments

Map #	Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
SV186	**Trail Project - NE 100th Street to Willows on Rose Hill** Trail connection from the end of PSE Trail connecting west into Kirkland. This project is needed to meet trail level of service and create a connection between Kirkland and Redmond. Project timeframe: 2024	Infrastructure Parks	New	36,600	146,400	183,000
SE193	**Marymoor Village NE 70th Street Force Main** Construct a new sewer force main in NE 70th Street as part of sewer system upgrades in the Marymoor Village area to support redevelopment. Partner with Sound Transit to construct this segment as part of the transit center construction. Project timeframe: 2019 - 2021	Infrastructure City Wastewater	New	118,000	298,000	416,000
NR196	**160th Extension** Design to construct new 160th Avenue NE arterial from current terminus at approximately NE 99th Street north to the intersection with Red-Wood Road. Project timeframe: 2023 - 2025	Infrastructure Transportation	Existing		2,000,000	2,000,000
GL190	**Climate Action Project - Grass Lawn Park Improvements** Energy efficiency improvements to Grass Lawn Park including conversion of soccer field #1 and softball field #1 lighting to LED technology. Project timeframe: 2019	Clean & Green General Government	New	335,000		335,000
SE191	**Pavement Management Project - 187th Avenue (East Lake Sammamish Parkway to State Route 202)** Pavement overlay from East Lake Sammamish Parkway to Redmond Way. Project timeframe: 2019 - 2020	Infrastructure Transportation	New	1,300,000		1,300,000

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NR192	**Fire Station 17 Hose Tower Retrofit** Retrofit the hose tower drainage system to function properly during training exercises. Project timeframe: 2019	Safety General Government	New	458,800		458,800
Multiple Locations	**Sidewalk Repairs** Major maintenance and repairs for damaged sidewalks prioritized based on sidewalk conditions. Project timeframe: 2020	Infrastructure Transportation	New	150,000		150,000
SE159	**Lake Washington Institute of Technology Lease** Lease payments for use of Lake Washington Institute of Technology for the Redmond Community Center at Marymoor Village. Project timeframe: Ongoing	Diverse & Connected Community Parks	Existing	955,000	480,000	1,435,000

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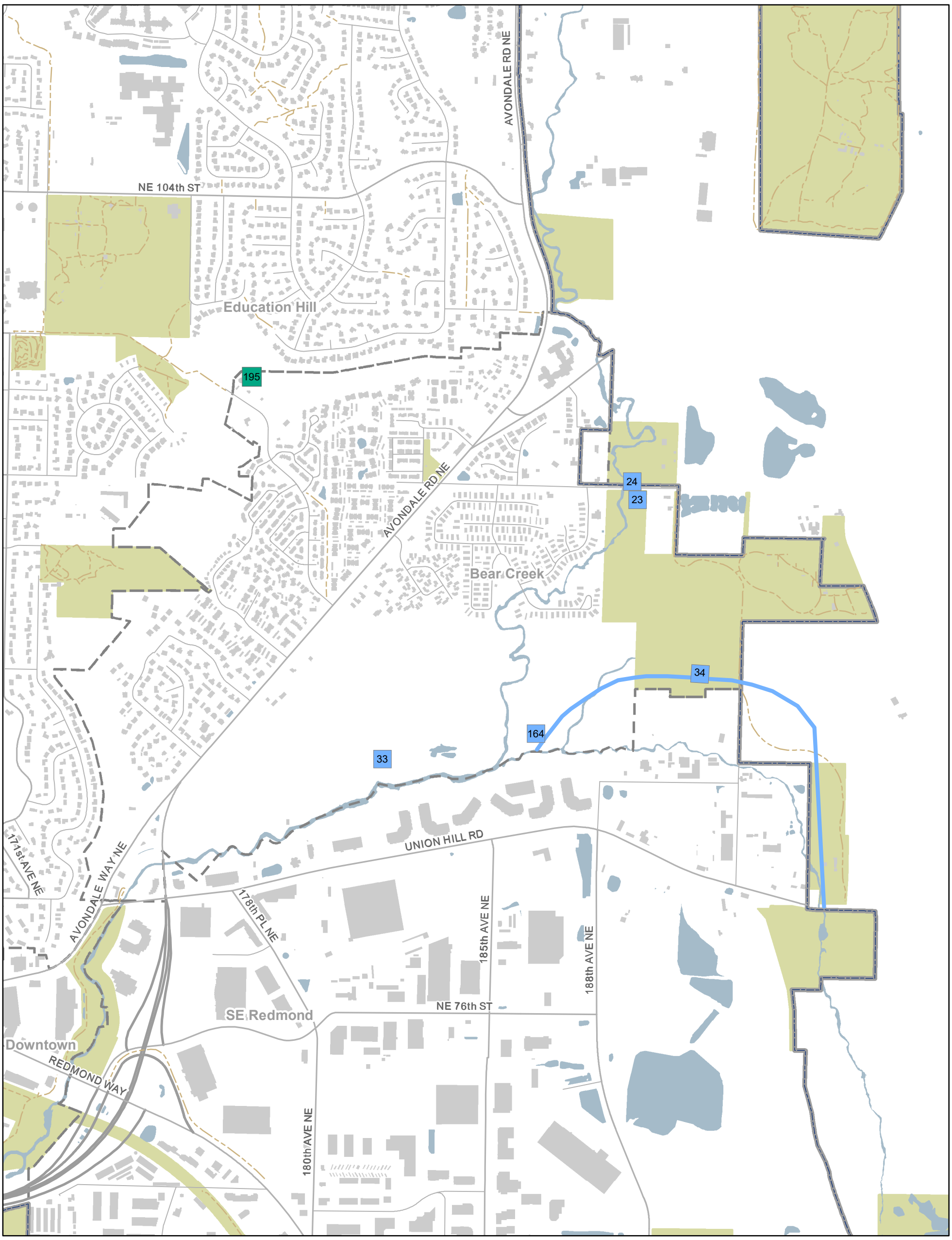

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Bear Creek

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Miles

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Downtown

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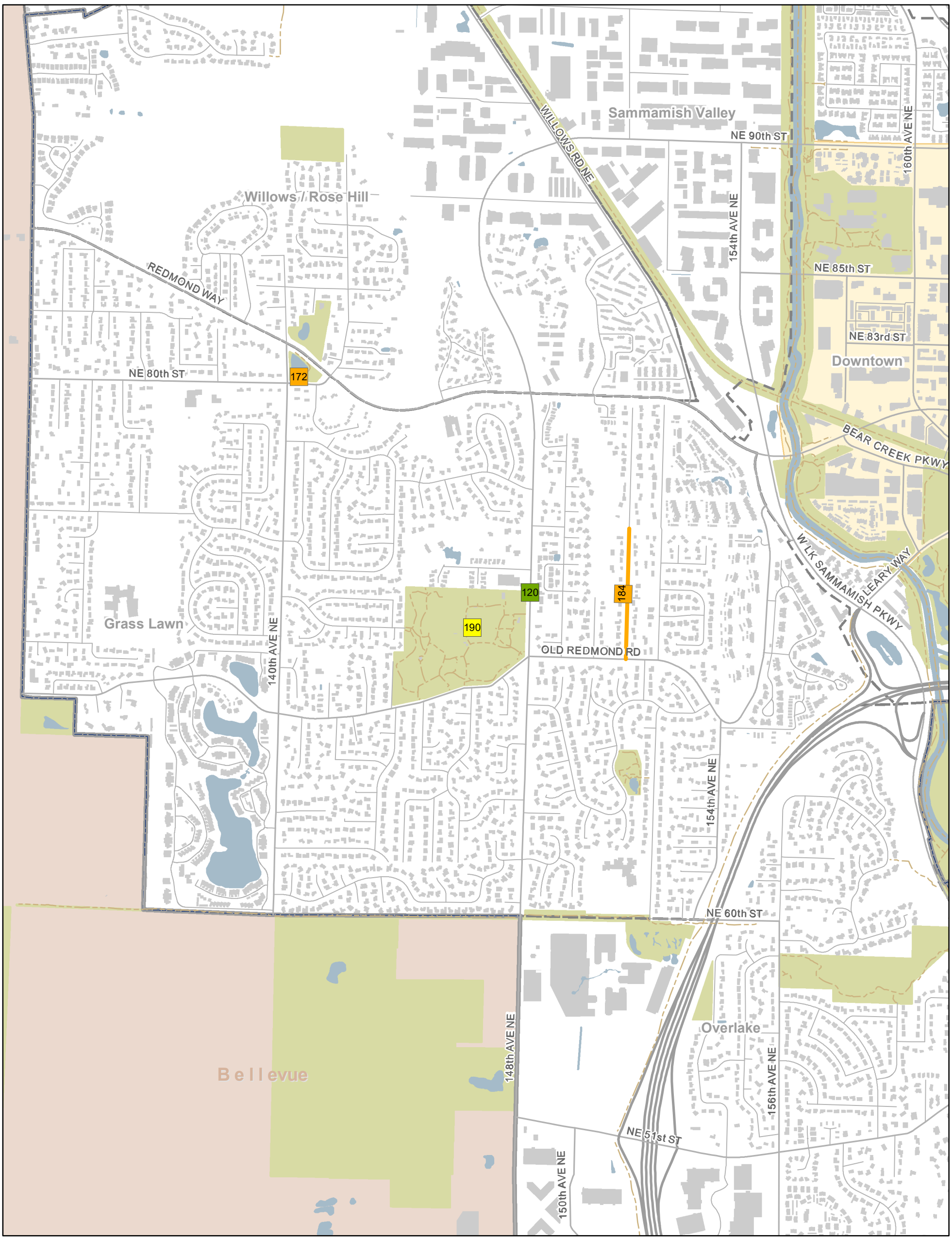
Miles



Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Grass Lawn

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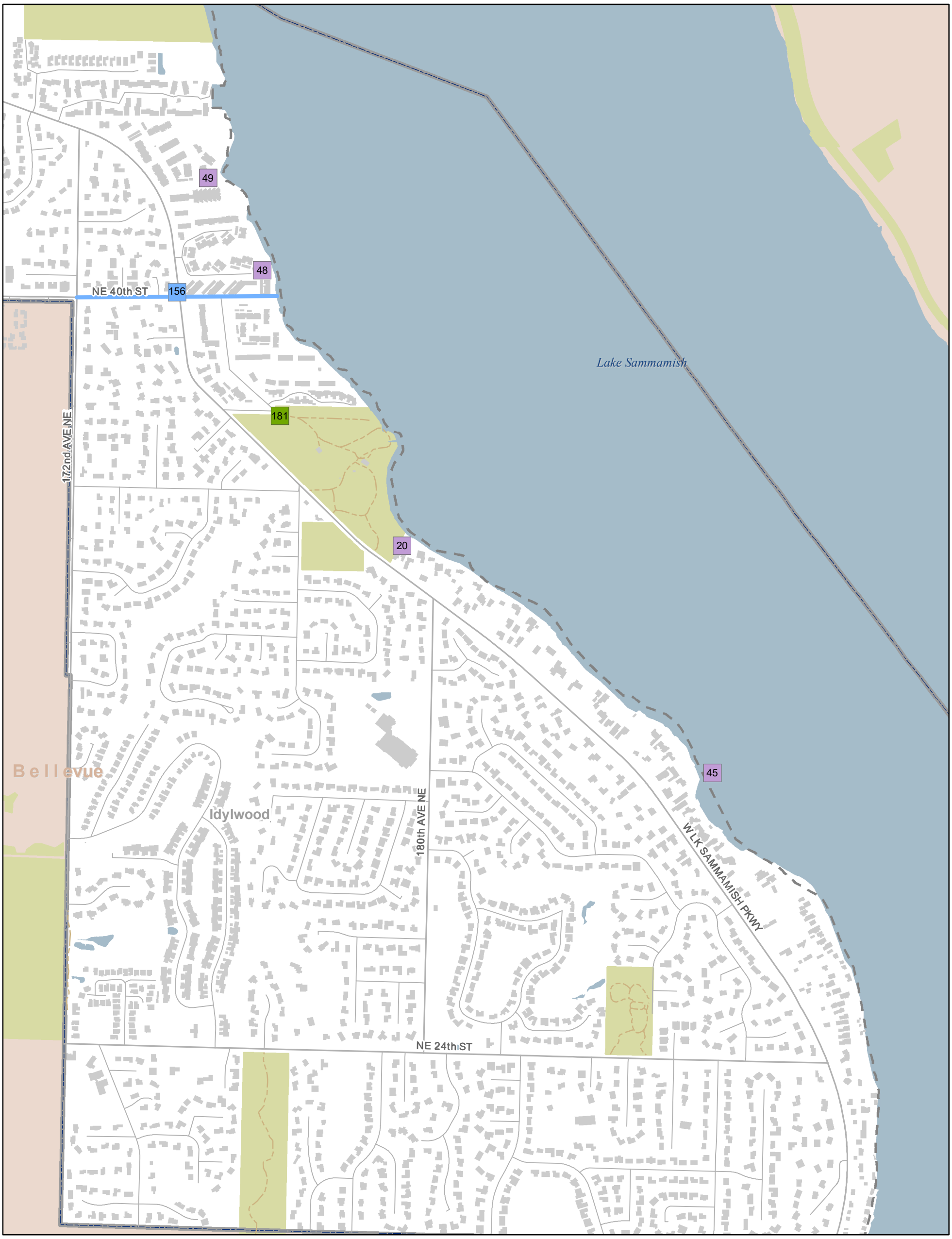
Miles



Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Idylwood

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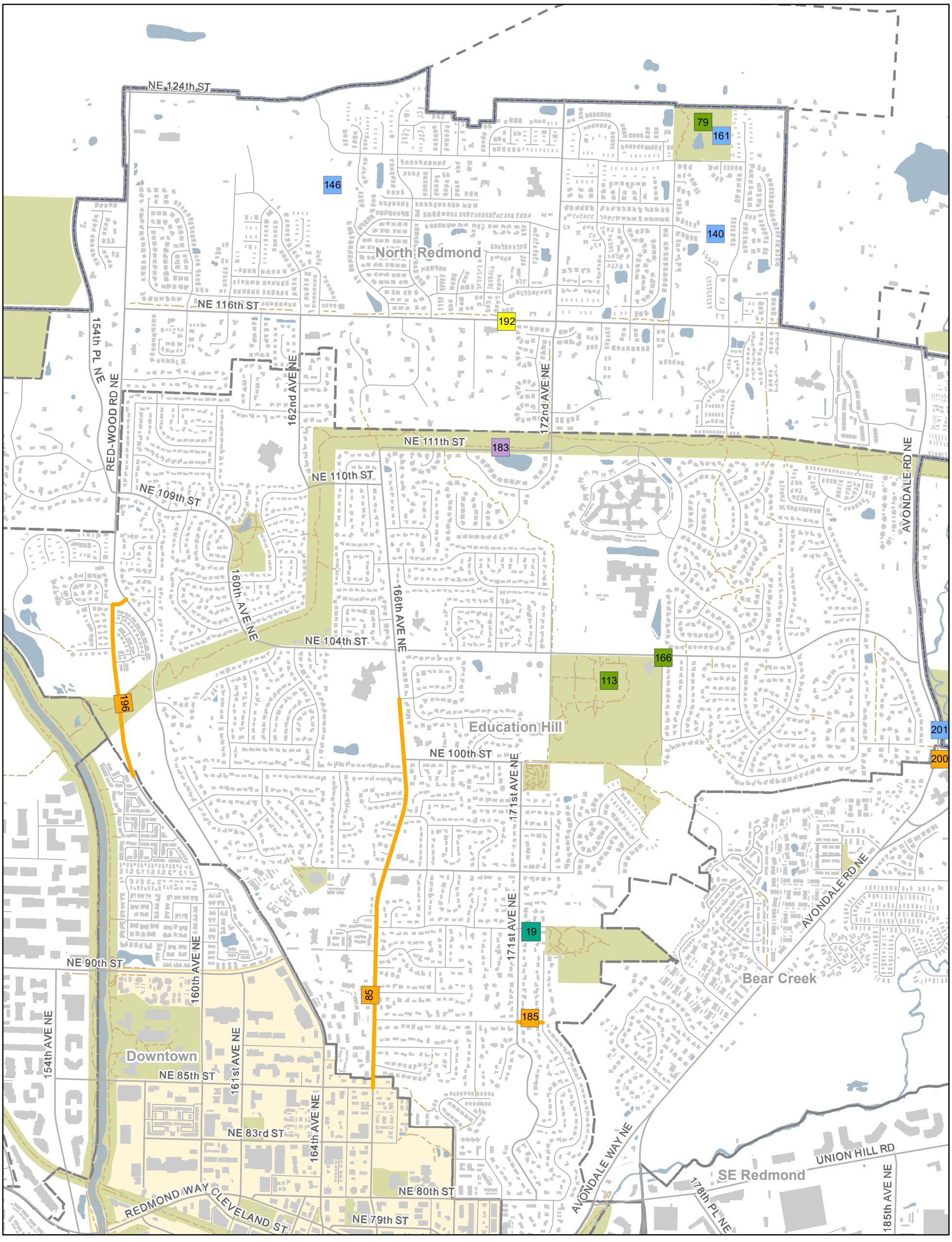

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

North Redmond, Education Hill

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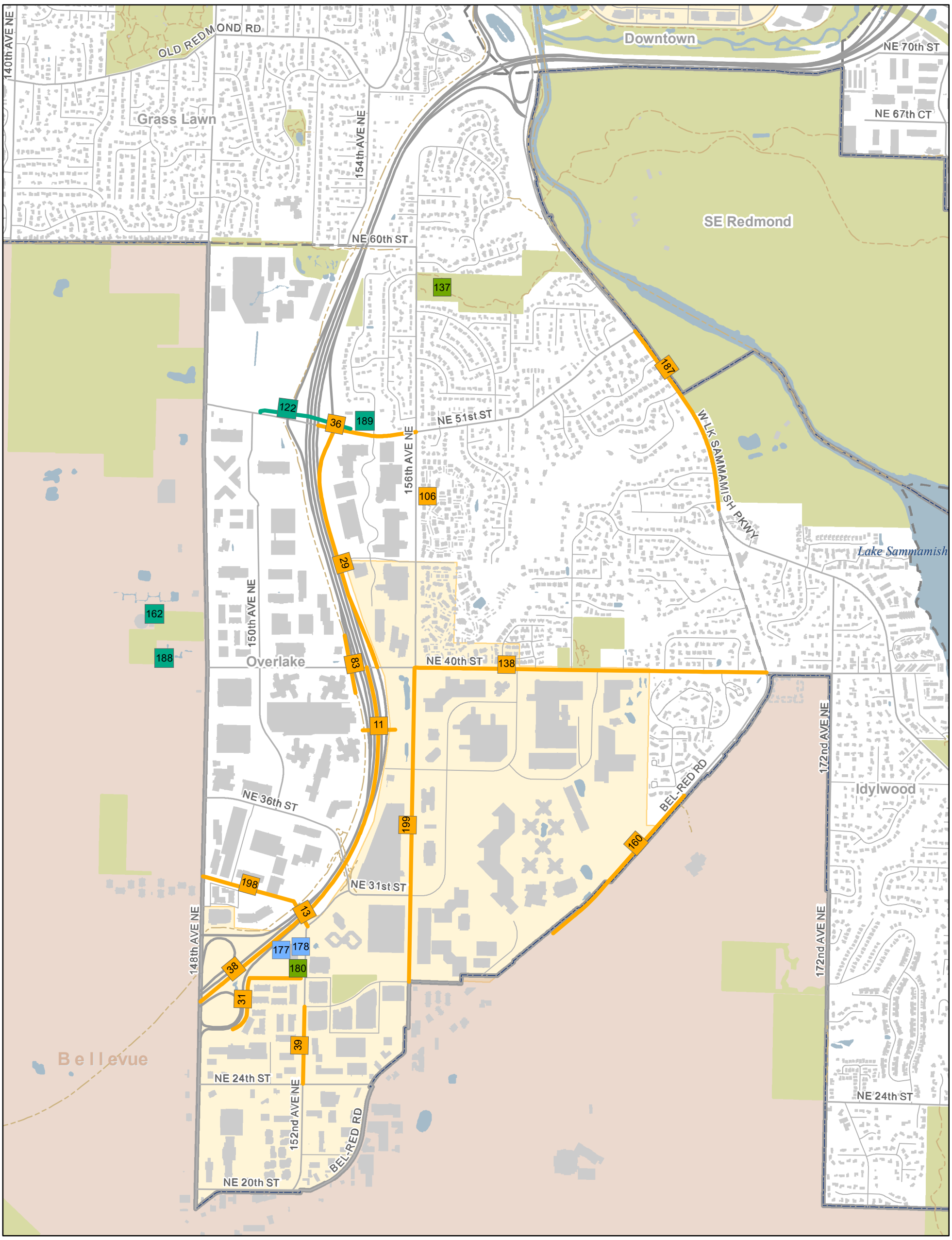

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Overlake

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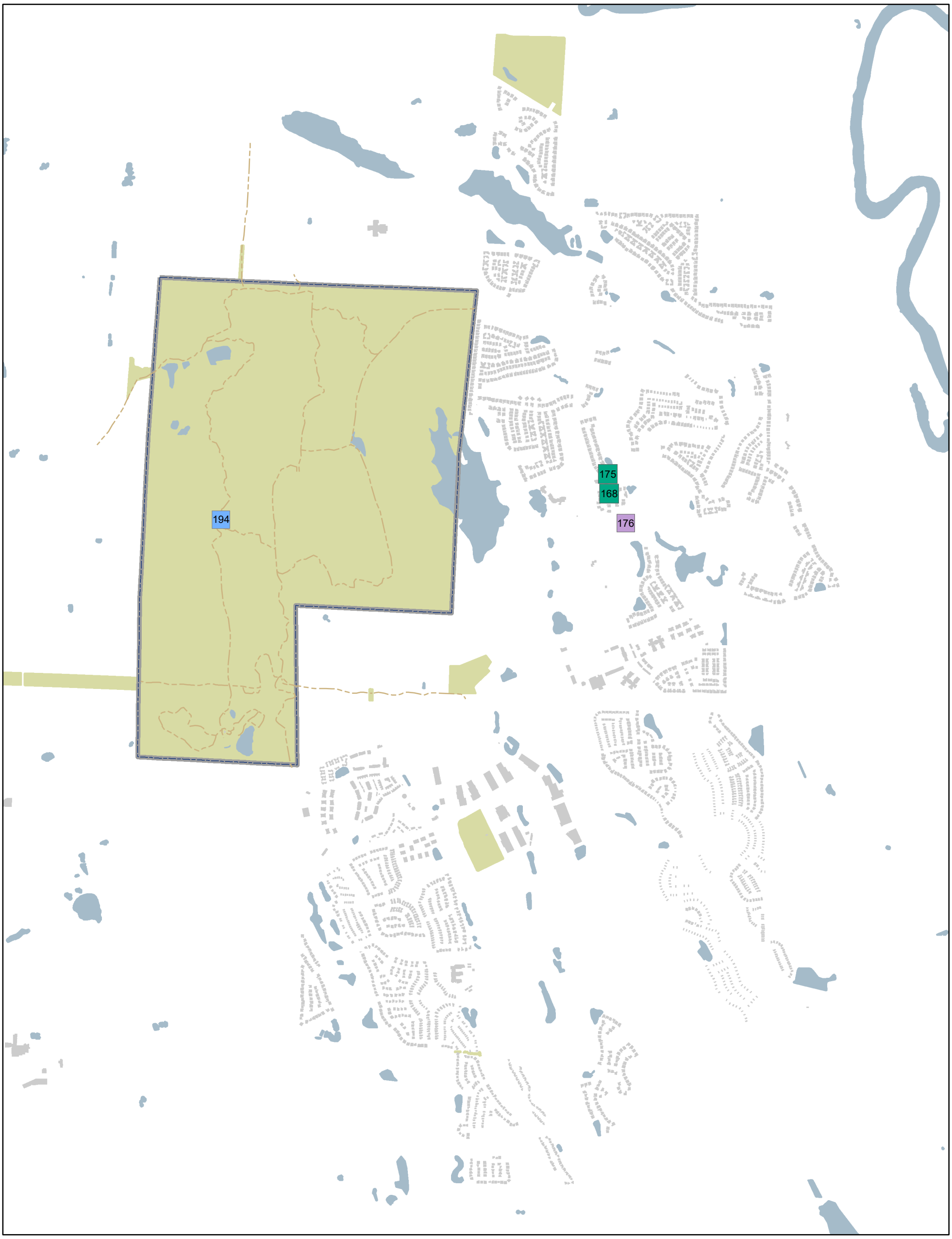

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Redmond Watershed Preserve

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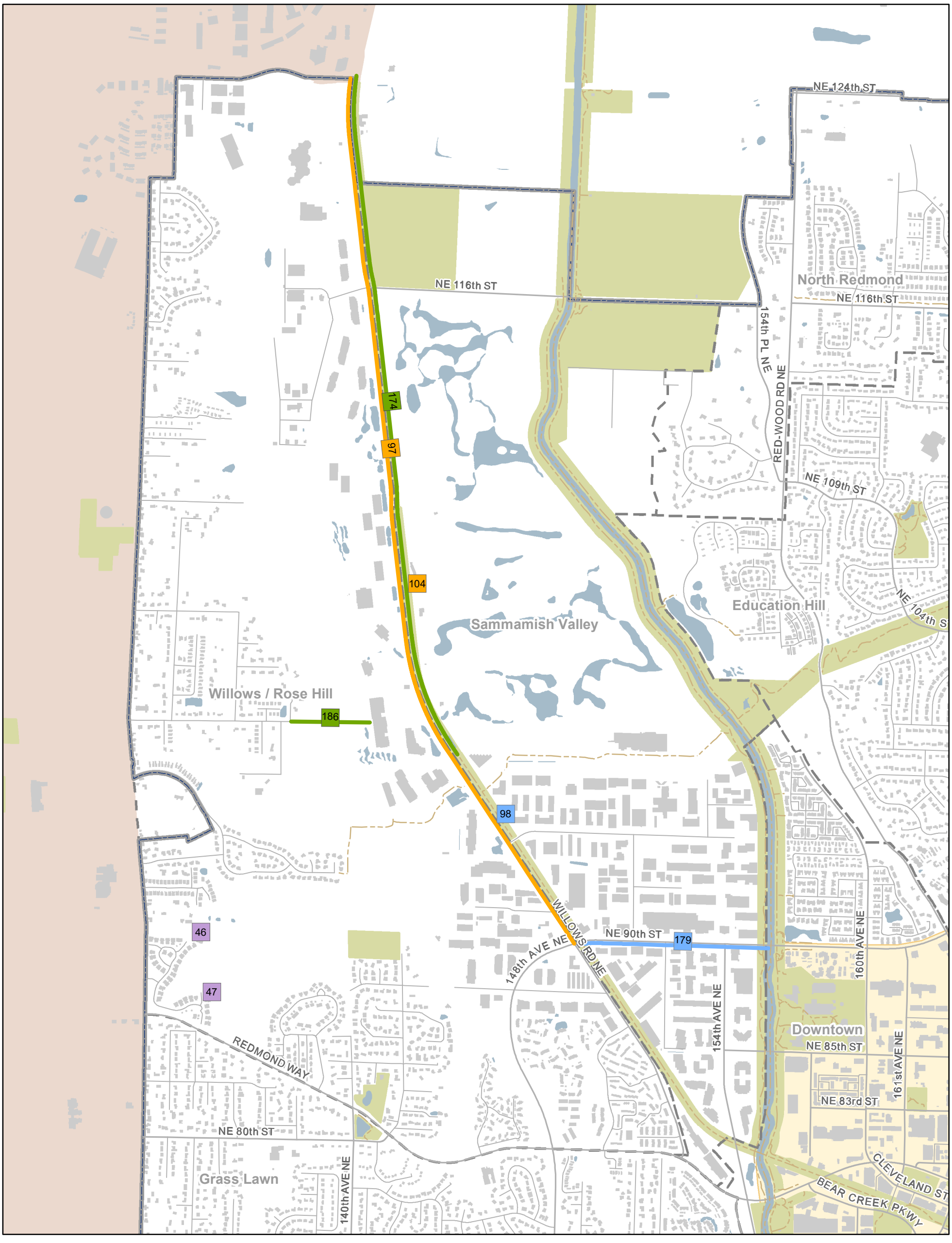

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

Sammamish Valley, Willows / Rose Hill

0 0.25 0.5 0.75
Miles

Projects

- Parks
- Stormwater
- Transportation
- Wastewater
- Water
- General Government

- Parks
- Stormwater
- Transportation
- Wastewater
- Water

- Urban Center

CityofRedmond
WASHINGTON

Capital Investment Projects 2019 - 2024

SE Redmond

0 0.25 0.5
Miles

CITYWIDE

Citywide Projects

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, clean 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*. This document and subsequent updates, describe 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 as evidenced by the rehabilitation of the Public Safety Building Phase II that houses Redmond's Police Department and Emergency Communications Center. 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
- Calming traffic in Redmond neighborhoods
- Maintaining and preserving City facilities for future generations

Outcomes: The Return on Investment

Through the 2019-2024 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 the 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

2019 - 2024 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
Trail Project - Redmond Central Connector Linkages A package of projects to improve access to the Redmond Central Connector. Projects are located at 90th Street, 87th Street, 8400 Block, and Red 160 Alley. Project timeframe: 2018 - 2020	Infrastructure Parks	Existing	1,160,324		1,202,000
Fire Station 14 Seismic Retrofit Fire District 34 project which is being managed by the City. Seismic upgrade to fully operational standard and other seismic improvements. Project timeframe: 2018 - 2019	Infrastructure General Government - Facilities	Existing	1,504,500		2,000,000
Fire Station 18 Seismic Retrofit Fire District 34 project which is being managed by the City. Seismic upgrade to fully operational standard and other seismic improvements. Project timeframe: 2018 - 2019	Infrastructure General Government - Facilities	Existing	1,045,500		1,400,000
Housing Trust Fund 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. Project timeframe: Ongoing	Infrastructure General Government	Existing	1,000,000	2,000,000	3,000,000

2019 - 2024 Capital Investment Program

Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
Americans with Disabilities Act (ADA) Improvement Program - Transportation ADA enhancement projects to the City's transportation infrastructure to accommodate people with disabilities. Project timeframe: 2019 - 2020	Infrastructure Transportation	Existing	300,000		300,000
Americans with Disabilities Act (ADA) Improvement Program - Parks ADA enhancement projects to the City's park infrastructure to accommodate people with disabilities. Project timeframe: 2020	Infrastructure Parks	New	200,000		200,000
Americans with Disabilities Act (ADA) Improvement Program - Facilities ADA enhancement projects to the City's buildings and grounds to accommodate people with disabilities. Project timeframe: 2020	Infrastructure General Government	New	200,000		200,000
Neighborhood Fund 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. Project timeframe: Ongoing	Diverse & Connected Community General Government	Existing	38,350		38,350

2019 - 2024 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
Municipal Buildings Renovations, Maintenance and Repairs Allows for maintenance projects at City facilities identified as critical to preserving levels of service. Project timeframe: Ongoing	Infrastructure General Government - Facilities	Existing	500,000	1,000,000	1,500,000
Stormwater Infrastructure Replacement Improvement - Critical Repairs Focus on pipe repairs that have been identified by maintenance crews while conducting system inspections. Project timeframe: 2019 - 2020	Infrastructure Stormwater	New	500,000		500,000
Street Channelization Improvement and Maintenance Program Install new channelization and maintain existing crosswalks and stop bars to improve safety. Project timeframe: Ongoing	Infrastructure Transportation	Existing	300,000	500,000	800,000
Retaining Walls - Replacement and Installation Construct or replace retaining walls or other structure at three locations in this priority order: 1. Redmond Way and West Lake Sammamish Parkway, 2. Red-Wood Road at the 10300 block, 3. NE 116th Street between Willows Road and the Sammamish River. Project timeframe: 2019 - 2020	Infrastructure Transportation	New	2,000,000		2,000,000

2019 - 2024 Capital Investment Program

Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
Street Lighting Enhancement Program 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. Project timeframe: Ongoing	Infrastructure Transportation	Existing	130,000	200,000	330,000
Groundwater Aquifer Monitoring Network Improvements Installation of 10 new groundwater monitoring wells and decommissioning of 5 existing monitoring wells to reflect the new Critical Aquifer Recharge Area delineations to enable data collection upstream of the drinking water supply wells. Project timeframe: 2019 - 2020	Clean & Green City Water	New	150,000		150,000
Supervisory Control and Data Acquisition (SCADA) Upgrades Replace the Supervisory Control and Data Acquisition computers and update the programming. Project timeframe: 2021 - 2022	Infrastructure Water/Wastewater	Existing		300,000	300,000
Bridge Structure and Repair Program The program maintains the structural integrity and safety of all 18 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. Project timeframe: Ongoing	Infrastructure Transportation	Existing	187,500	560,000	747,500

2019 - 2024 Capital Investment Program					
Citywide Investments					
Investment Description & Timeframe	**Priority & Functional Area**	**Project Status**	**2019-2020 Investment**	**2021-2024 Investment**	**Total Investment (includes costs prior to 2019)**
Neighborhood Traffic Calming Improvement Program Neighborhood traffic calming improvement projects implement safety policies specified in the Comprehensive Plan and Transportation Master Plan. Staff investigates and evaluates neighborhood traffic safety problems using a two-phase "3E's" (education, enforcement, engineering) approach; and where needed, coordinates design, development and implementation of context sensitive mitigation solutions. Project timeframe: Ongoing	Infrastructure Transportation	Existing	230,000	400,000	630,000
Asphalt Repairs Large asphalt repair locations that occur over time that require a contractor to perform the work. Project timeframe: 2019 - 2020	Infrastructure Transportation	New	400,000		400,000
Stormwater Infrastructure Replacement Improvement Project #3 - Pipe Lining Focus is on slope failures, and rehabilitation of failing concrete and metal pipe. Project timeframe: 2021 - 2022	Infrastructure Stormwater	New		1,000,000	1,000,000
Community Center Expand an existing facility or build a new facility that meets the demand for additional fitness space and cultural events space. Project timeframe: 2018 - 2024	Diverse & Connected Community Parks - Facilities	Existing		29,912,400	29,912,400
Community Treasures Supports and enhances Redmond's landmarked properties and other historic treasures. Project timeframe: Ongoing	Diverse & Connected Community General Government	Existing	31,046		31,046

2019 - 2024 Capital Investment Program

Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
Pressure Reducing Valve & Meter Replacement (Citywide Locations) Replace aging or undersized pressure reducing valves, large meters and vaults. Project timeframe: 2021 - 2023	Infrastructure City Water	Existing		7,148,000	7,148,000
Water System Security Replacement Update or replace City and Novelty Hill security equipment and software for the water system. Project timeframe: 2021	Infrastructure City Water and Novelty Hill Water	Existing		600,000	600,000
Infiltration Retrofit Program 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. Project timeframe: 2015 - 2022	Clean & Green City Water	Existing	1,000,000	1,000,000	4,000,000
Climate Action Project - Park System Energy Efficiency Improvements Perform system-wide exterior parking lighting conversion to LED technology including parking lots, security, and pathway lights. Upgrade to the buildings at Farrel McWhirter Park by replacing 26 single pane windows, insulating the newly constructed office space and replacing the antiquated electric boiler system with two energy efficient forced air furnaces. Project timeframe: 2019	Clean & Green General Government	New	106,000		106,000
Parks - Rec Center Analysis and Concepts Pre-Design Study that proposes the location, program, scope, concepts, costs, and financial model for the various community center projects. Project timeframe: 2018 - 2019	Diverse & Connected Community Parks	New	355,000		355,000

2019 - 2024 Capital Investment Program

Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2019-2020 Investment	2021-2024 Investment	Total Investment (includes costs prior to 2019)
City Hall Debt Service Principal and interest costs on the Limited Tax General Obligation Bonds for the City Hall Building. Project timeframe: 2015 - 2035	Infrastructure General Government	Existing	5,448,862	7,495,424	12,944,286
City Hall Maintenance Maintenance contract with Wright Runstad for the City Hall building. Project timeframe: Ongoing	Infrastructure General Government	Existing	1,823,200	3,646,400	5,469,600
General Fund Overhead City General Fund and technology overhead charges to Parks, Transportation and General Government CIPs. Required by policy. Project timeframe: Ongoing	Infrastructure Parks/Transportation/General Government	Existing	1,503,303	3,027,894	4,531,197
Utility Depreciation Depreciation is an expense to the City's utilities that allocates the costs of capital assets over their useful life. The accumulated depreciation amount is used to fund replacement and upgrades of those assets. Project timeframe: Ongoing	Infrastructure City Water	Existing	17,591,976	38,463,254	56,055,230
Stormwater Utility Debt Service Principal and interest cost on Revenue Bonds issued to construct regional stormwater facilities in the Overlake and Downtown areas of the City. Project timeframe: 2014 - 2034	Infrastructure Stormwater	Existing	4,127,907	8,262,115	12,390,023

BUDGET BY FUND

FUND SPREADSHEETS

GENERAL FUND (100)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$35,123,697	$38,391,175	$38,582,225	$41,313,377	$2,731,152	7.1%
Sales Tax	$50,056,537	$49,936,930	47,615,255	$57,707,905	10,092,650	21.2%
Utility Taxes	$21,059,175	$22,717,294	21,813,181	$23,782,952	1,969,771	9.0%
Other Taxes	$1,200,944	$1,228,863	1,137,664	$1,211,971	74,307	6.5%
Total Taxes	$107,440,353	$112,274,262	109,148,325	124,016,205	14,867,880	13.6%
Licenses and Permits	$20,199,641	$21,459,794	24,635,452	$26,408,980	1,773,528	7.2%
Intergovernmental	$5,959,556	$5,898,670	5,432,669	$6,612,851	1,180,182	21.7%
Charges for Services	$28,005,099	$29,002,162	28,169,059	$29,277,397	1,108,338	3.9%
Fines & Forfeits	$1,145,512	$1,182,000	1,043,571	$1,389,664	346,093	33.2%
Interest	$553,358	$456,886	1,080,266	$1,098,681	18,415	1.7%
Other Revenue	$156,222	$762,000	449,705	$491,087	41,382	9.2%
Non-Revenue	$7,460	$0	49,000	$200,000	151,000	308.2%
TOTAL REVENUE	$163,467,201	$171,035,774	$170,008,047	$189,494,865	$19,486,818	11.5%
EXPENDITURES						
Salaries & Wages	$70,527,390	$78,631,917	$77,739,727	$85,812,325	$8,072,598	10.4%
Overtime	$3,848,440	$3,113,188	$3,993,849	$3,337,987	(655,862)	-16.4%
Supplemental Help	$1,380,139	$2,016,689	$1,754,112	$1,839,611	85,499	4.9%
Other Compensation	$474,897	$330,535	$398,102	$345,106	(52,996)	-13.3%
Personnel Benefits	$27,871,645	$30,343,451	$30,988,372	$34,161,800	3,173,428	10.2%
Supplies	$3,368,927	$3,771,105	$3,775,302	$3,814,708	39,406	1.0%
Professional Services	$3,977,664	$4,894,742	$4,233,142	$6,924,822	2,691,681	63.6%
Communication	$792,442	$827,802	$813,497	$1,036,903	223,406	27.5%
Training	$685,593	$954,075	$607,347	$951,680	344,333	56.7%
Advertising	$74,286	$118,754	$82,624	$120,093	37,469	45.3%
Rentals	$97,470	$113,824	$141,538	$134,065	(7,473)	-5.3%
Insurance	$6,543	$3,000	$11,335	$2,700	(8,635)	-76.2%
Utilities	$5,845,224	$6,711,648	$5,809,959	$6,353,480	543,521	9.4%
Repairs & Maintenance	$2,593,048	$3,561,168	$4,216,643	$3,439,067	(777,576)	-18.4%
Other Services & Charges	$2,735,999	$3,251,376	$2,690,923	$5,437,365	2,746,443	102.1%
Intergovernmental	$5,027,219	$5,246,241	$5,135,154	$5,432,262	297,108	5.8%
Capital	$123,643	$210,570	$258,783	$45,000	(213,783)	-82.6%
Interfund Payments	$13,329,180	$15,591,423	$15,827,931	$17,231,902	1,403,970	8.9%
Debt Service	$0	$0	$0	$0	0	N/A
Transfers Out	$15,250,882	$18,214,351	$20,154,808	$18,669,373	(1,485,435)	-7.4%
TOTAL EXPENDITURES	$158,010,631	$177,905,860	$178,633,148	$195,090,249	$16,457,101	9.2%
NET CHANGES	$5,456,570	($6,870,086)	($8,625,101)	($5,595,384)	$3,029,717	-35.1%
FUND BALANCE JANUARY 1	$12,072,635	$10,450,958	$17,529,205	$8,904,104	($8,625,101)	-49.2%
FUND BALANCE DECEMBER 31	$17,529,205	$3,580,872	$8,904,104	$3,308,720	($5,595,384)	-62.8%

Fund Notes:
The General Fund is the largest operating fund of the City and includes: Police, Fire, Public Works, Planning, Parks, Executive, City Council, Finance, Human Resources, Technology and Information Services and other services. Since most of the 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.

TOTAL GENERAL FUND - SUB FUNDS

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$12,407,316	$12,700,322	$12,850,302	$13,444,422	$594,120	4.6%
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$10,048,461	$10,285,000	$10,879,737	$11,142,417	$262,680	2.4%
Total Taxes	$22,455,777	$22,985,322	$23,730,039	$24,586,839	$856,800	3.6%
Licenses & Permits	$0	$0	$0	$150,000	$0	N/A
Intergovernmental	$484,667	$108,349	$1,405,210	$0	($1,405,210)	-100.0%
Charges for Services	$1,292,094	$1,040,273	$2,073,188	$1,093,231	($979,957)	-47.3%
Fines & Forfeits	$22,619	$0	$4,918	$0	($4,918)	-100.0%
Interest	$83,335	$159,430	$22,393	$545,510	$523,117	2336.0%
Other Revenue	$191,230	$1,207,650	$223,800	$2,806,726	$2,582,926	1154.1%
Non-Revenue	$19,695,774	$31,937,576	$22,948,747	$35,192,942	$12,244,195	53.4%
TOTAL REVENUE	$44,225,496	$57,438,600	$50,408,296	$64,375,248	$13,816,953	27.4%
EXPENDITURES						
Salaries & Wages	$11,406,722	$10,302,162	$11,746,655	$11,483,147	($263,508)	-2.2%
Overtime	$712,757	$145,390	$766,442	$86,937	($679,505)	-88.7%
Supplemental Help	$303,873	$286,841	$286,922	$250,691	($36,231)	-12.6%
Other Compensation	$72,732	$17,900	$68,937	$2,644	($66,293)	-96.2%
Personnel Benefits	$2,655,166	$3,569,017	$2,471,243	$4,918,035	$2,446,792	99.0%
Supplies	$1,703,401	$2,932,152	$3,322,244	$2,640,029	($682,215)	-20.5%
Professional Services	$4,469,215	$3,460,490	$4,524,204	$3,075,061	($1,449,143)	-32.0%
Communication	$23,962	$24,760	$19,800	$26,758	$6,958	35.1%
Training	$30,549	$38,128	$51,481	$36,108	($15,373)	-29.9%
Advertising	$108,230	$136,370	$86,661	$136,370	$49,709	57.4%
Rentals	$205,160	$1,158,204	$307,707	$1,232,804	$925,097	300.6%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$146,909	$568	$121,992	$568	($121,424)	-99.5%
Repairs & Maintenance	$3,267,694	$10,454,351	$8,732,255	$26,701,930	$17,969,675	205.8%
Other Services & Charges	$525,475	$1,702,870	$1,222,041	$1,561,798	$339,757	27.8%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$4,423,962	$13,720,578	$2,954,464	$953,200	($2,001,264)	-67.7%
Interfund Payments	$622,991	$797,792	$824,130	$1,706,427	$882,297	107.1%
Debt Service	$196,694	$195,750	$199,219	$194,806	($4,413)	-2.2%
Transfers Out	$15,064,330	$14,628,276	$14,708,540	$13,562,703	($1,145,837)	-7.8%
TOTAL EXPENDITURES	$45,939,821	$63,571,599	$52,414,938	$68,570,016	$16,155,078	30.8%
NET CHANGES	($1,714,325)	($6,132,999)	($2,006,642)	($4,194,767)	($2,338,125)	116.5%
FUND BALANCE JANUARY 1	$30,023,912	$27,908,010	$28,309,587	$26,302,945	($2,006,642)	-7.1%
FUND BALANCE DECEMBER 31	$28,309,587	$21,775,012	$26,302,944	$22,108,177	($4,344,767)	-16.5%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$7,000	$0	$0	$0	$0	N/A
Charges for Services	$3,045	$362	$2,065	$2,163	$98	4.7%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$462	$1,406	$712	$1,474	$762	107.0%
Other Revenue	$9,112	$16,000	$5,000	$0	($5,000)	-100.0%
Non-Revenue	$606,078	$562,419	$581,274	$517,223	($64,051)	-11.0%
TOTAL REVENUE	$625,698	$580,187	$589,051	$520,860	($68,191)	-11.6%
EXPENDITURES						
Salaries & Wages	$133,326	$140,685	$166,526	$150,937	($15,589)	-9.4%
Overtime	$7,742	$15,600	$14,054	$15,600	1,546	11.0%
Supplemental Help	$0	$0	$3,159	$0	(3,159)	-100.0%
Other Compensation	$810	$600	$610	$601	(9)	-1.5%
Personnel Benefits	$42,111	$60,398	$49,690	$50,869	1,179	2.4%
Supplies	$9,203	$17,929	$11,268	$17,930	6,662	59.1%
Professional Services	$310,508	$212,000	$246,405	$313,000	66,595	27.0%
Communication	$32	$0	$0	$2,000	2,000	N/A
Training	$223	$4,060	$19,516	$6,100	(13,416)	-68.7%
Advertising	$23,849	$47,000	$7,540	$47,000	39,460	523.4%
Rentals	$56,314	$76,500	$68,801	$96,500	27,699	40.3%
Insurance	$0	$0	$0	$0	0	N/A
Utilities	$250	$0	$0	$0	0	N/A
Repairs & Maintenance	$8,498	$63,000	$15,833	$10,000	(5,833)	-36.8%
Other Services & Charges	$10,905	$22,800	$16,120	$22,800	6,680	41.4%
Intergovernmental	$0	$0	$0	$0	0	N/A
Capital	$33,380	$0	$0	$0	0	N/A
Interfund Payments	$0	$0	$0	$0	0	N/A
Debt Service	$0	$0	$0	$0	0	N/A
Transfers Out	$0	$0	$0	$0	0	N/A
TOTAL EXPENDITURES	$637,151	$660,572	$619,520	$733,336	$113,816	18.4%
NET CHANGES	($11,453)	($80,385)	($30,469)	($212,476)	($182,007)	597.4%
FUND BALANCE JANUARY 1	$314,591	$303,139	$303,138	$272,670	($30,469)	-10.1%
FUND BALANCE DECEMBER 31	$303,138	$222,754	$272,670	$60,194	($212,476)	-77.9%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$2,188,715	$2,276,506	$2,243,592	$2,322,264	$78,672	3.5%
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$2,188,715	$2,276,506	$2,243,592	$2,322,264	$78,672	3.5%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$18,544	$0	$0	$0	$0	N/A
Charges for Services	$691,650	$665,012	$708,062	$692,225	($15,837)	-2.2%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	($668)	$0	$0	$0	$0	N/A
Other Revenue	$8,560	$12,868	$12,305	$12,868	$563	4.6%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$2,906,801	$2,954,386	$2,963,959	$3,027,357	$63,398	2.1%
EXPENDITURES						
Salaries & Wages	$1,238,248	$1,337,220	$1,354,870	$1,547,144	$192,274	14.2%
Overtime	$26,325	$13,918	$38,207	$13,918	($24,289)	-63.6%
Supplemental Help	$118,952	$121,044	$122,240	$121,044	($1,196)	-1.0%
Other Compensation	$902	$840	$854	$841	($13)	-1.5%
Personnel Benefits	$565,715	$605,393	$665,472	$767,834	$102,362	15.4%
Supplies	$202,468	$342,138	$316,307	$342,138	$25,831	8.2%
Professional Services	$50,276	$11,016	$3,531	$11,016	$7,485	212.0%
Communication	$18,863	$24,558	$16,167	$24,558	$8,391	51.9%
Training	$21,344	$25,342	$28,560	$25,342	($3,218)	-11.3%
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$19,036	$56,196	$30,245	$56,196	$25,951	85.8%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$539	$568	$1,961	$568	($1,393)	-71.0%
Repairs & Maintenance	$269,969	$355,260	$278,278	$355,260	$76,982	27.7%
Other Services & Charges	$4,182	$12,546	$5,217	$12,546	$7,329	140.5%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$47,320	$43,772	$43,890	$51,356	$7,466	17.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$250,000	$250,000	$370,000	$120,000	48.0%
TOTAL EXPENDITURES	$2,584,140	$3,199,811	$3,155,799	$3,699,761	$543,962	17.2%
NET CHANGES	$322,661	($245,425)	($191,840)	($672,404)	($480,564)	250.5%
FUND BALANCE JANUARY 1	$1,359,938	$1,313,315	$1,682,599	$1,490,759	($191,840)	-11.4%
FUND BALANCE DECEMBER 31	$1,682,599	$1,067,890	$1,490,759	$818,355	($672,404)	-45.1%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$150,000	$150,000	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$115,355	$124,316	$131,076	$133,000	$1,924	1.5%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	($136)	$413	$0	$1,000	$1,000	N/A
Other Revenue	$87,582	$170,489	$186,112	$230,000	$43,888	23.6%
Non-Revenue	$537,381	$589,003	$554,400	$719,693	$165,293	29.8%
TOTAL REVENUE	$740,182	$884,221	$871,589	$1,233,693	$362,104	41.5%
EXPENDITURES						
Salaries & Wages	$121,370	$227,611	$113,101	$250,540	$137,439	121.5%
Overtime	$77,182	$55,872	$14,527	$57,019	$42,492	292.5%
Supplemental Help	$35,264	$36,531	$25,651	$36,531	$10,880	42.4%
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$57,260	$81,859	$59,718	$139,479	$79,762	133.6%
Supplies	$38,334	$48,994	$71,207	$103,995	$32,788	46.0%
Professional Services	$215,240	$257,872	$260,799	$257,872	($2,927)	-1.1%
Communication	$104	$202	$1,375	$200	($1,175)	-85.5%
Training	$6,186	$5,676	$2,301	$1,616	($685)	-29.8%
Advertising	$83,896	$89,370	$77,221	$89,370	$12,149	15.7%
Rentals	$127,171	$125,508	$148,877	$125,108	($23,769)	-16.0%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$14,660	$6,030	($10,018)	$5,000	$15,018	-149.9%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$776,666	$935,525	$764,758	$1,066,730	$301,973	39.5%
NET CHANGES	($36,484)	($51,304)	$106,831	$166,963	$60,132	56.3%
FUND BALANCE JANUARY 1	$49,473	$84,293	$12,989	$119,820	$106,831	822.5%
FUND BALANCE DECEMBER 31	$12,989	$32,989	$119,820	$286,782	$166,963	139.3%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$99,198	$108,349	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$243	$0	$0	$0	$0	N/A
Other Revenue	$11,370	$8,293	$13,227	$13,858	$631	4.8%
Non-Revenue	$1,600,460	$2,211,215	$2,211,215	$2,419,469	$208,254	9.4%
TOTAL REVENUE	$1,711,271	$2,327,857	$2,224,442	$2,433,327	$208,885	9.4%
EXPENDITURES						
Salaries & Wages	$35,970	$0	$39,071	$0	($39,071)	-100.0%
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$13,616	$0	$15,893	$0	($15,893)	-100.0%
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$1,671,567	$2,184,479	$2,088,109	$2,419,475	$331,366	15.9%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$176	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$1,721,330	$2,184,479	$2,143,073	$2,419,475	$276,402	12.9%
NET CHANGES	($10,059)	$143,379	$81,369	$13,852	($67,517)	-83.0%
FUND BALANCE JANUARY 1	$33,149	$23,091	$23,090	$104,459	$81,369	352.4%
FUND BALANCE DECEMBER 31	$23,090	$166,470	$104,459	$118,311	$13,852	13.3%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$7,206	$19,917	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$957,734	$898,484	$896,484	$888,484	($8,000)	-0.9%
TOTAL REVENUE	$964,940	$918,401	$896,484	$888,484	($8,000)	-0.9%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$25,804	$0	$0	$0	$0	N/A
Professional Services	$7,508	$0	$946	$0	($946)	-100.0%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$49	$0	($49)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$3,587,896	$136,300	$79,385	$0	($79,385)	-100.0%
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$3,621,207	$136,300	$80,381	$0	($80,381)	-100.0%
NET CHANGES	($2,656,268)	$782,101	$816,103	$888,484	$72,381	8.9%
FUND BALANCE JANUARY 1	$4,563,415	$1,907,147	$1,907,147	$2,723,250	$816,103	42.8%
FUND BALANCE DECEMBER 31	$1,907,147	$2,689,248	$2,723,250	$3,611,734	$888,484	32.6%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$4,203	$0	$0	$0	$0	N/A
Other Revenue	$2,855	$0	$0	$0	$0	N/A
Non-Revenue	$328,826	$719,245	$719,245	$889,092	$169,847	23.6%
TOTAL REVENUE	$335,884	$719,245	$719,245	$889,092	$169,847	23.6%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$110,348	$0	$117,254	$749,093	$631,839	538.9%
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$454,814	$0	$0	$0	N/A
TOTAL EXPENDITURES	$110,348	$454,814	$117,254	$749,093	$631,839	538.9%
NET CHANGES	$225,537	$264,431	$601,991	$139,999	($461,992)	-76.7%
FUND BALANCE JANUARY 1	$6,958,746	$7,184,282	$7,184,283	$7,786,273	$601,991	8.4%
FUND BALANCE DECEMBER 31	$7,184,283	$7,448,713	$7,786,273	$7,926,272	$139,999	1.8%

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 FUND (027)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$6,200	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$1,436	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$7,156	$0	($7,156)	-100.0%
Non-Revenue	$2,000,000	$3,454,814	$3,454,814	$2,000,000	($1,454,814)	-42.1%
TOTAL REVENUE	$2,007,636	$3,454,814	$3,461,970	$2,000,000	($1,461,970)	-42.2%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$7,133	$0	$0	$0	$0	N/A
Supplies	$1,356,152	$2,298,291	$2,733,401	$2,151,067	($582,334)	-21.3%
Professional Services	$2,483	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$7,776	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$773,292	$3,584,278	$1,084,278	$953,200	($131,078)	-12.1%
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$2,146,836	$5,882,569	$3,817,679	$3,104,267	($713,412)	-18.7%
NET CHANGES	($139,200)	($2,427,755)	($355,709)	($1,104,267)	($748,558)	210.4%
FUND BALANCE JANUARY 1	$3,072,528	$2,933,328	$2,933,328	$2,577,619	($355,709)	-12.1%
FUND BALANCE DECEMBER 31	$2,933,328	$505,573	$2,577,619	$1,473,352	($1,104,267)	-42.8%

Fund Notes:
The Capital Equipment Replacement Reserve Fund provides resources for the timely replacement of a variety of equipment. This is 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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$10,048,461	$10,285,000	$10,879,737	$11,142,417	$262,680	2.4%
Total Taxes	$10,048,461	$10,285,000	$10,879,737	$11,142,417	$262,680	2.4%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	($3,909)	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$10,044,552	$10,285,000	$10,879,737	$11,142,417	$262,680	2.4%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$8,905,658	$10,939,250	$10,939,251	$11,142,417	$203,167	1.9%
TOTAL EXPENDITURES	$8,905,658	$10,939,250	$10,939,251	$11,142,417	$203,167	1.9%
NET CHANGES	$1,138,894	($654,250)	($59,513)	$0	$59,513	-100.0%
FUND BALANCE JANUARY 1	$178,205	$1,317,099	$1,317,099	$1,257,586	($59,513)	-4.5%
FUND BALANCE DECEMBER 31	$1,317,099	$662,849	$1,257,586	$1,257,586	$0	0.0%

Fund Notes:
The Business Tax Fund provides accountability for the collection of business license fees dedicated to transportation improvements. These revenues are held in this fund until qualifying projects are approved, upon which time it is 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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$35,378	$0	$119,231	$0	($119,231)	-100.0%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$7,192	$0	$8,276	$2,627	($5,649)	-68.3%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$1,940,452	$250,000	$125,000	$0	($125,000)	-100.0%
TOTAL REVENUE	$1,983,022	$250,000	$252,507	$2,627	($249,880)	-99.0%
EXPENDITURES						
Salaries & Wages	$9,202	$0	$14,020	$0	($14,020)	-100.0%
Overtime	$0	$0	$0	$0	0	N/A
Supplemental Help	$0	$0	$0	$0	0	N/A
Other Compensation	$0	$0	$0	$0	0	N/A
Personnel Benefits	$3,319	$0	$6,014	$0	(6,014)	-100.0%
Supplies	$0	$0	$0	$0	0	N/A
Professional Services	$20,143	$11,911	$38,812	$30,000	($8,812)	-22.7%
Communication	$0	$0	$0	$0	0	N/A
Training	$0	$0	$0	$0	0	N/A
Advertising	$0	$0	$0	$0	0	N/A
Rentals	$0	$0	$0	$0	0	N/A
Insurance	$0	$0	$0	$0	0	N/A
Utilities	$938	$0	$4,190	$0	(4,190)	-100.0%
Repairs & Maintenance	$0	$0	$0	$0	0	N/A
Other Services & Charges	$193	$0	$1,495	$0	(1,495)	-100.0%
Intergovernmental	$0	$0	$0	$0	0	N/A
Capital	$0	$0	$1,604,892	$0	(1,604,892)	-100.0%
Interfund Payments	$188	$0	$1,250	$0	(1,250)	-100.0%
Debt Service	$0	$0	$0	$0	0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$33,983	$11,911	$1,670,672	$30,000	($1,640,672)	-98.2%
NET CHANGES	$1,949,039	$238,089	($1,418,165)	($27,373)	$1,390,792	-98.1%
FUND BALANCE JANUARY 1	$38,187	$1,987,226	$1,987,226	$569,062	($1,418,165)	-71.4%
FUND BALANCE DECEMBER 31	$1,987,226	$2,225,315	$569,062	$541,689	($27,373)	

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$9,509,506	$9,725,220	$9,867,229	$10,367,813	$500,584	5.1%
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$9,509,506	$9,725,220	$9,867,229	$10,367,813	$500,584	5.1%
Licenses & Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$5,628	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$1,114,586	$1,114,586	N/A
TOTAL REVENUE	$9,515,134	$9,725,220	$9,867,229	$11,482,399	$1,615,170	16.4%
EXPENDITURES						
Salaries & Wages	$7,286,438	$8,179,727	$7,471,736	$8,976,015	$1,504,279	20.1%
Overtime	$593,958	$60,000	$689,894	$0	($689,894)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$52,618	$0	$53,268	$0	($53,268)	-100.0%
Personnel Benefits	$2,422,873	$2,630,219	$2,450,781	$2,946,043	$495,262	20.2%
Supplies	$0	$0	$1,115	$0	($1,115)	-100.0%
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$3,910	$0	$0	$0	$0	N/A
Training	$2,258	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$279	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$29,394	$0	$185,908	$0	($185,908)	-100.0%
Interfund Payments	$122,537	$95,402	$120,763	$151,768	$31,005	25.7%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$1,114,586	$1,114,586	N/A
TOTAL EXPENDITURES	$10,514,263	$10,965,348	$10,973,465	$13,188,412	$2,214,947	20.2%
NET CHANGES	($999,129)	($1,240,128)	($1,106,237)	($1,706,013)	($599,776)	54.2%
FUND BALANCE JANUARY 1	$6,324,352	$5,325,223	$5,325,223	$4,218,986	($1,106,237)	-20.8%
FUND BALANCE DECEMBER 31	$5,325,223	$4,085,095	$4,218,986	$2,512,973	($1,706,013)	-40.4%

Fund Notes:
The Public Safety Levy Fund Fire is comprised of Police Levy Fund and 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. This tax was approved by the voters in 2007 and was first collected in 2008.

PARKS LEVY FUND (037)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$709,094	$698,596	$739,481	$754,345	$14,864	2.0%
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$709,094	$698,596	$739,481	$754,345	$14,864	2.0%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$267	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$709,361	$698,596	$739,481	$754,345	$14,864	2.0%
EXPENDITURES						
Salaries & Wages	$385,368	$416,919	$403,446	$558,511	$155,064	38.4%
Overtime	$929	$0	$1,743	$400	(1,343)	-77.1%
Supplemental Help	$103,391	$129,266	$107,144	$93,116	(14,028)	-13.1%
Other Compensation	$3,545	$2,880	$2,490	$1,202	(1,289)	-51.7%
Personnel Benefits	$174,730	$204,728	$198,722	$264,717	65,995	33.2%
Supplies	$11,437	$24,800	$8,470	$24,900	16,430	194.0%
Professional Services	$30,897	$12,652	$2,751	$12,652	9,901	360.0%
Communication	$0	$0	$0	$0	0	N/A
Training	$538	$3,050	$0	$3,050	3,050	N/A
Advertising	$10	$0	$20	$0	(20)	-100.0%
Rentals	$0	$0	$0	$0	0	N/A
Insurance	$0	$0	$0	$0	0	N/A
Utilities	$0	$0	$0	$0	0	N/A
Repairs & Maintenance	$0	$0	$0	$0	0	N/A
Other Services & Charges	$0	$8,404	$988	$8,804	7,816	791.2%
Intergovernmental	$0	$0	$0	$0	0	N/A
Capital	$0	$0	$0	$0	0	N/A
Interfund Payments	$0	$0	$0	$0	0	N/A
Debt Service	$0	$0	$0	$0	0	N/A
Transfers Out	$0	$0	$0	$0	0	N/A
TOTAL EXPENDITURES	$710,846	$802,699	$725,775	$967,352	$241,577	33.3%
NET CHANGES	($1,485)	($104,103)	$13,706	($213,007)	($226,712)	-1654.2%
FUND BALANCE JANUARY 1	$622,347	$620,862	$620,862	$634,568	$13,706	2.2%
FUND BALANCE DECEMBER 31	$620,862	$516,759	$634,568	$421,561	($213,007)	-33.6%

Fund Notes:
The Parks Levy Fund accounts for a property tax levy dedicated to providing park maintenance services to the City. This tax was approved by the voters in 2007 and was first collected in 2008.

PARKS MAINTENANCE PROJECTS FUND (095)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$50,000	$0	($50,000)	-100.0%
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$2,942	$33,078	($0)	$127,668	$127,668	0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$1,450,000	$4,700,000	$2,950,000	$13,041,064	$10,091,064	342.1%
TOTAL REVENUE	$1,452,942	$4,733,078	$3,000,000	$13,168,732	$10,168,732	339.0%
EXPENDITURES						
Salaries & Wages	$527,390	$0	$79,783	$0	($79,783)	-100.0%
Overtime	$933	$0	$135	$0	($135)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$1,729	$0	$25	$0	($25)	-100.0%
Personnel Benefits	$179,114	$0	$47,716	$0	($47,716)	-100.0%
Supplies	$46,753	$200,000	$103,544	$0	($103,544)	-100.0%
Professional Services	$231,902	$550,000	$234,868	$0	($234,868)	-100.0%
Communication	$3	$0	$41	$0	($41)	-100.0%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$2,638	$900,000	$59,784	$955,000	$895,216	1497.4%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$3,023	$0	$0	$0	$0	N/A
Repairs & Maintenance	$493,968	$2,971,346	$2,326,837	$11,794,321	$9,467,484	406.9%
Other Services & Charges	$11,910	$0	$3,700	$0	($3,700)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$49,742	$82,426	$42,560	$249,411	$206,851	486.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$1,549,104	$4,703,772	$2,898,993	$12,998,732	$10,099,739	348.4%
NET CHANGES	($96,161)	$29,306	$101,007	$170,000	$68,993	68.3%
FUND BALANCE JANUARY 1	$56,158	$40,004	($40,004)	$61,003	$101,007	-252.5%
FUND BALANCE DECEMBER 31	($40,004)	$69,310	$61,003	$231,003	$170,000	278.7%

Fund Notes:
The Parks Maintenance Projects Fund is used to account for major maintenance and related projects within general government. This fund accounts for major maintenance related to park facilities. The Park Maintenance Projects Fund was created in 2011.

TRANSPORTATION MAINTENANCE PROJECTS FUND (096)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$353,725	$0	$1,355,210	$0	($1,355,210)	-100.0%
Charges for Services	$85,053	$0	($10,357)	$0	$10,357	-100.0%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$26,773	$84,936	$2,779	$382,661	$379,882	0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$1,926,300	$2,200,000	$2,200,000	$7,511,789	$5,311,789	241.4%
TOTAL REVENUE	$2,391,851	$2,284,936	$3,547,632	$7,894,450	$4,346,818	122.5%
EXPENDITURES						
Salaries & Wages	$1,574,846	$0	$1,848,978	$0	($1,848,978)	-100.0%
Overtime	$5,688	$0	$7,722	$0	($7,722)	-100.0%
Supplemental Help	$46,267	$0	$28,728	$0	($28,728)	-100.0%
Other Compensation	$13,129	$13,580	$11,690	$0	($11,690)	-100.0%
Personnel Benefits	($960,188)	($13,580)	($1,348,109)	$0	$1,348,109	-100.0%
Supplies	$13,250	$0	$562	$0	($562)	-100.0%
Professional Services	$1,199,490	$0	$420,772	$0	($420,772)	-100.0%
Communication	$1,044	$0	$1,868	$0	($1,868)	-100.0%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$311	$0	$325	$0	($325)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$57,021	$0	$12,479	$0	($12,479)	-100.0%
Repairs & Maintenance	$1,006,453	$3,716,930	$2,035,571	$8,498,700	$6,463,129	317.5%
Other Services & Charges	$95,048	$0	$22,324	$0	($22,324)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$380,139	$493,328	$510,786	$1,040,644	$529,858	103.7%
Debt Service	$196,694	$195,750	$199,219	$194,806	($4,413)	-2.2%
Transfers Out	$311,400	$938,800	$953,680	$935,700	($17,980)	-1.9%
TOTAL EXPENDITURES	$3,940,590	$5,344,808	$4,706,594	$10,669,850	$5,963,256	126.7%
NET CHANGES	($1,548,740)	($3,059,872)	($1,158,962)	($2,775,400)	($1,616,438)	139.5%
FUND BALANCE JANUARY 1	$5,586,109	$3,853,765	$4,037,369	$2,878,407	($1,158,962)	-28.7%
FUND BALANCE DECEMBER 31	$4,037,369	$793,893	$2,878,407	$103,007	($2,775,400)	-96.4%

Fund Notes:
The Transportation Maintenance Projects Fund is used to account for major maintenance and related projects within general government. This fund accounts for major maintenance related to transportation. The Transportation Maintenance Projects Fund was created in 2011.

GENERAL GOVERNMENT MAINTENANCE PROJECTS FUND (099)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$361,613	$250,583	$1,123,111	$265,843	($857,268)	-76.3%
Fines & Forfeits	$22,619	$0	$4,918	$0	($4,918)	-100.0%
Interest	$31,695	$19,680	$10,627	$30,080	$19,453	183.1%
Other Revenue	$71,750	$1,000,000	$0	$2,550,000	$2,550,000	N/A
Non-Revenue	$8,348,542	$16,352,396	$9,256,314	$6,091,542	($3,164,772)	-34.2%
TOTAL REVENUE	$8,836,220	$17,622,659	$10,394,970	$8,937,465	($1,457,505)	-14.0%
EXPENDITURES						
Salaries & Wages	$94,565	$0	$255,122	$0	($255,122)	-100.0%
Overtime	$0	$0	$161	$0	($161)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$39,136	$0	$208,093	$0	($208,093)	-100.0%
Supplies	$0	$0	$76,370	$0	($76,370)	-100.0%
Professional Services	$729,201	$220,560	$1,227,212	$31,046	($1,196,166)	-97.5%
Communication	$6	$0	$350	$0	($350)	-100.0%
Training	$0	$0	$1,104	$0	($1,104)	-100.0%
Advertising	$164	$0	$1,556	$0	($1,556)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$85,139	$0	$103,363	$0	($103,363)	-100.0%
Repairs & Maintenance	$1,480,753	$3,347,815	$4,075,737	$6,043,649	$1,967,912	48.3%
Other Services & Charges	$388,400	$1,653,090	$1,182,167	$1,512,648	$330,481	28.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$10,000,000	$0	$0	$0	N/A
Interfund Payments	$23,064	$82,864	$104,880	$213,248	$108,368	103.3%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$5,847,272	$2,045,412	$2,565,610	$0	($2,565,610)	-100.0%
TOTAL EXPENDITURES	$8,687,698	$17,349,741	$9,801,724	$7,800,591	($2,001,133)	-20.4%
NET CHANGES	$148,522	$272,918	$593,247	$1,136,874	$543,628	91.6%
FUND BALANCE JANUARY 1	$866,714	$1,015,236	$1,015,236	$1,608,482	$593,247	58.4%
FUND BALANCE DECEMBER 31	$1,015,236	$1,288,154	$1,608,482	$2,745,357	$1,136,874	70.7%

Fund Notes:
The General Government Maintenance Projects Fund is used to account for major maintenance and related projects within general government. This fund accounts for major maintenance related to general governmental assets. The General Government Maintenance Projects Fund was created in 2011.

TOTAL SPECIAL REVENUE FUNDS

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$793,214	$1,009,221	$973,462	$1,158,070	$184,608	19.0%
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$15,351,747	$11,600,000	$12,448,236	$10,000,000	($2,448,236)	-19.7%
Total Taxes	$16,144,961	$12,609,221	$13,421,697	$11,158,070	($2,263,627)	-16.9%
Licenses & Permits	$2,417,606	$5,835,546	$3,181,152	$14,309,013	$11,127,860	349.8%
Intergovernmental	$656,801	$1,349,863	$1,017,689	$1,002,980	($14,709)	-1.4%
Charges for Services	$20,298,411	$22,475,548	$21,268,873	$22,969,817	$1,700,944	8.0%
Fines & Forfeits	$105,924	$6,000	$56,973	$27,355	($29,618)	-52.0%
Interest	$148,917	$55,092	$252,818	$111,846	($140,972)	-55.8%
Other Revenue	$81,286	$81,094	$147,525	$168,538	$21,013	14.2%
Non-Revenue	$2,071,142	$1,980,800	$1,980,800	$1,970,000	($10,800)	-0.5%
TOTAL REVENUE	$41,925,048	$44,393,164	$41,327,527	$51,717,619	$10,390,092	25.1%
EXPENDITURES						
Salaries & Wages	$11,270,141	$16,694,399	$12,303,181	$20,320,038	$8,016,858	65.2%
Overtime	$1,990,341	$1,679,555	$1,917,115	$1,928,000	$10,885	0.6%
Supplemental Help	$823,402	$1,042,620	$843,258	$974,262	$131,004	15.5%
Other Compensation	$15,870	$17,799	$13,514	$23,571	$10,056	74.4%
Personnel Benefits	$3,929,382	$4,715,909	$4,523,411	$7,824,830	$3,301,419	73.0%
Supplies	$803,998	$1,191,205	$884,213	$978,240	$94,027	10.6%
Professional Services	$2,601,082	$2,867,290	$3,113,042	$4,146,534	$1,033,492	33.2%
Communication	$78,739	$128,807	$62,358	$196,889	$134,531	215.7%
Training	$28,428	$175,348	$56,996	$186,498	$129,502	227.2%
Advertising	$26,117	$115,020	$101,470	$129,520	$28,050	27.6%
Rentals	$20,281	$22,378	$35,272	$93,264	$57,992	164.4%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$60,000	$15,857	$60,000	$44,143	278.4%
Repairs & Maintenance	$49,789	$95,550	$16,620	$59,180	$42,560	256.1%
Other Services & Charges	$1,372,637	$2,911,681	$2,089,929	$2,074,731	($15,198)	-0.7%
Intergovernmental	$312,414	$329,692	$196,284	$205,515	$9,231	4.7%
Capital	$1,250,833	$260,000	$99,281	$262,000	$162,719	163.9%
Interfund Payments	$1,227,253	$1,174,961	$866,633	$1,045,936	$179,303	20.7%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$13,912,383	$17,907,559	$16,057,369	$12,142,920	($3,914,449)	-24.4%
TOTAL EXPENDITURES	$39,713,086	$51,389,773	$43,195,803	$52,651,928	$9,456,125	21.9%
NET CHANGES	$2,211,962	($6,996,609)	($1,868,277)	($934,310)	$933,967	-50.0%
FUND BALANCE JANUARY 1	$11,190,175	$13,393,833	$13,402,137	$11,533,861	($1,868,277)	-13.9%
FUND BALANCE DECEMBER 31	$13,402,137	$6,397,224	$11,533,861	$10,599,551	($934,310)	-8.1%

Fund Notes:
The Special Revenue Fund types are restricted to specific purposes either by the state law, the source of revenues, City Council or other restrictions. A review of each of the Special Revenue fund will indicate the nature of the restriction of that particular revenue source.

RECREATION ACTIVITY FUND (110)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$2,088	$101,214	$17,025	$68,000	$50,975	299.4%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$5,246,122	$5,803,693	$5,092,088	$5,048,800	($43,288)	-0.9%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$15,403	$1,642	$24,123	$19,000	($5,123)	-21.2%
Other Revenue	$60,609	$61,609	$65,798	$167,000	$101,202	153.8%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$5,324,223	$5,968,158	$5,199,033	$5,302,800	$103,767	2.0%
EXPENDITURES						
Salaries & Wages	$1,488,416	$1,508,074	$1,550,700	$1,101,566	($449,134)	-29.0%
Overtime	$4,910	$1,000	$7,030	$0	($7,030)	-100.0%
Supplemental Help	$805,513	$1,022,620	$757,314	$942,262	$184,948	24.4%
Other Compensation	$10,701	$8,616	$8,449	$4,807	($3,643)	-43.1%
Personnel Benefits	$667,360	$782,132	$721,384	$697,635	($23,749)	-3.3%
Supplies	$250,208	$335,868	$239,701	$295,292	$55,591	23.2%
Professional Services	$1,605,393	$1,620,865	$1,697,723	$1,479,280	($218,443)	-12.9%
Communication	$1,832	$30,942	$1,296	$33,924	$32,628	2517.0%
Training	$8,008	$13,998	$6,288	$15,998	$9,710	154.4%
Advertising	$15,595	$45,020	$53,932	$47,520	($6,412)	-11.9%
Rentals	$15,872	$18,178	$21,395	$89,064	$67,669	316.3%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$857	$0	($857)	-100.0%
Repairs & Maintenance	$1,095	$1,150	$860	$1,144	$284	33.1%
Other Services & Charges	$174,814	$376,494	$366,064	$459,618	$93,554	25.6%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$362,726	$320,000	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$5,412,441	$6,084,957	$5,432,994	$5,168,109	($264,885)	-4.9%
NET CHANGES	($88,218)	($116,799)	($233,961)	$134,691	$368,651	-157.6%
FUND BALANCE JANUARY 1	$747,536	$588,013	$659,318	$425,357	($233,961)	-35.5%
FUND BALANCE DECEMBER 31	$659,318	$471,214	$425,357	$560,048	$134,691	31.7%

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 AGREEMENT FUND (115)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$2,203,717	$5,526,332	$2,919,898	$13,954,173	$11,034,275	377.9%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$7,674	$0	$34,405	$0	($34,405)	-100.0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$2,211,391	$5,526,332	$2,954,303	$13,954,173	$10,999,870	372.3%
EXPENDITURES						
Salaries & Wages	$960,522	$5,447,259	$1,236,763	$8,608,237	$7,371,473	596.0%
Overtime	$8,535	$0	$11,146	$0	($11,146)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$945	$2,000	$1,220	$16,072	$14,853	1217.6%
Personnel Benefits	$369,918	$615,545	$533,300	$3,416,953	$2,883,652	540.7%
Supplies	$682	$204,106	$142,860	$70,348	($72,512)	-50.8%
Professional Services	$8,203	$0	$138,728	$900,000	$761,272	548.8%
Communication	$4,101	$0	$5,245	$58,465	$53,220	1014.7%
Training	$4,663	$0	$24,711	$97,000	$72,289	292.5%
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$182	$0	$609	$14,636	$14,027	2303.7%
Other Services & Charges	$827	$0	$22,952	$108,804	$85,852	374.1%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$12,348	$0	($67)	$96,750	$96,817	0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$1,370,928	$6,268,910	$2,117,467	$13,387,265	$11,269,798	532.2%
NET CHANGES	$840,463	($742,578)	$836,836	$566,908	($269,929)	-32.3%
FUND BALANCE JANUARY 1	$269,761	$1,113,675	$1,110,224	$1,947,060	$836,836	75.4%
FUND BALANCE DECEMBER 31	$1,110,224	$371,097	$1,947,060	$2,513,968	$566,908	29.1%

Fund Notes:
The Development Review Fund was reactivated due to Development Agreements established in 2014.

CABLE ACCESS FUND (117)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$13,339	$0	$19,129	$20,041	$912	4.8%
Other Revenue	$12,109	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$25,448	$0	$19,129	$20,041	$912	4.8%
EXPENDITURES						
Salaries & Wages	$29	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$20,000	$0	$20,000	$20,000	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$6	$0	$0	$0	$0	N/A
Supplies	$108,465	$178,000	$53,745	$156,000	$102,255	190.3%
Professional Services	$22,334	$86,500	$26,308	$86,500	$60,192	228.8%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$3,000	$0	$3,000	$3,000	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$3,869	$10,000	$0	$10,000	$10,000	N/A
Other Services & Charges	$6,884	$44,000	$7,239	$50,000	$42,761	590.7%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$145,853	$140,000	$0	$142,000	$142,000	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$287,440	$481,500	$87,292	$467,500	$380,208	435.6%
NET CHANGES	($261,992)	($481,500)	($68,162)	($447,459)	($379,297)	556.5%
FUND BALANCE JANUARY 1	$1,172,301	$910,308	$910,308	$842,146	($68,162)	-7.5%
FUND BALANCE DECEMBER 31	$910,308	$428,808	$842,146	$394,687	($447,459)	-53.1%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$211,801	$208,000	$244,229	$286,840	$42,611	17.4%
Intergovernmental	$382,179	$1,119,473	$808,317	$794,346	($13,971)	-1.7%
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$10,207	$7,541	$12,235	$12,531	$296	2.4%
Other Revenue	$0	$0	$80,000	$0	($80,000)	-100%
Non-Revenue	$2,023,642	$1,980,800	$1,980,800	$1,970,000	($10,800)	-0.5%
TOTAL REVENUE	$2,627,828	$3,315,814	$3,125,581	$3,063,717	($61,864)	-2.0%
EXPENDITURES						
Salaries & Wages	$940,938	$1,111,998	$1,084,928	$1,143,698	$58,769	5.4%
Overtime	$4,068	$0	$2,465	$0	($2,465)	-100.0%
Supplemental Help	$9,553	$0	$59,904	$0	($59,904)	-100.0%
Other Compensation	$1,600	$3,568	$2,024	$1,202	($822)	-40.6%
Personnel Benefits	$328,058	$377,303	$389,194	$431,620	$42,426	10.9%
Supplies	$8,359	$11,000	$36,363	$15,000	($21,363)	-58.7%
Professional Services	$409,044	$495,015	$472,454	$564,839	$92,385	19.6%
Communication	$716	$1,060	$630	$1,700	$1,070	170.0%
Training	$805	$6,400	$2,457	$6,300	$3,843	156.4%
Advertising	$5,593	$60,000	$42,705	$50,000	$7,295	17.1%
Rentals	$0	$0	$3,081	$0	($3,081)	-100.0%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$2,000	$0	$3,000	$3,000	N/A
Other Services & Charges	$895,859	$1,883,000	$1,231,631	$810,100	($421,531)	-34.2%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$19,000	$7,781	$7,884	$814	($7,070)	-89.7%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$508	$0	($508)	-100.0%
TOTAL EXPENDITURES	$2,623,593	$3,959,125	$3,336,230	$3,028,272	($307,958)	-9.2%
NET CHANGES	$4,235	($643,311)	($210,649)	$35,445	$246,093	-116.8%
FUND BALANCE JANUARY 1	$723,258	$758,641	$727,493	$516,844	($210,649)	-29.0%
FUND BALANCE DECEMBER 31	$727,493	$115,330	$516,844	$552,289	$35,445	6.9%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$9,352	$0	$2,723	$0	($2,723)	-100.0%
Charges for Services	$13,596,082	$14,883,527	$14,376,138	$16,028,446	$1,652,308	11.5%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$360	$0	$0	$0	$0	N/A
Other Revenue	$1,616	$0	$0	$0	$0	N/A
Non-Revenue	$47,500	$0	$0	$0	$0	N/A
TOTAL REVENUE	$13,654,909	$14,883,527	$14,378,861	$16,028,446	$1,649,585	11.5%
EXPENDITURES						
Salaries & Wages	$7,261,651	$7,931,606	$7,811,566	$8,755,121	$943,555	12.1%
Overtime	$1,909,450	$1,610,555	$1,858,539	$1,860,000	$1,461	0.1%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$632	$1,479	$541	$409	($132)	-24.4%
Personnel Benefits	$2,345,722	$2,721,166	$2,637,693	$2,989,359	$351,667	13.3%
Supplies	$325,910	$352,931	$306,421	$314,000	$7,579	2.5%
Professional Services	$21,209	$40,500	$44,886	$60,000	$15,114	33.7%
Communication	$57,416	$71,405	$55,188	$61,600	$6,412	11.6%
Training	$12,196	$147,750	$15,420	$60,000	$44,580	289.1%
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$426	$0	$677	$0	($677)	-100.0%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$44,491	$82,000	$15,151	$30,000	$14,849	98.0%
Other Services & Charges	$142,427	$208,827	$175,996	$209,296	$33,300	18.9%
Intergovernmental	$312,414	$329,692	$196,284	$205,515	$9,231	4.7%
Capital	$866,414	$0	$89,281	$0	($89,281)	-100.0%
Interfund Payments	$657,792	$659,134	$668,292	$679,101	$10,809	1.6%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$13,958,149	$14,157,045	$13,875,934	$15,224,401	$1,348,467	9.7%
NET CHANGES	($303,240)	$726,482	$502,927	$804,045	$301,119	59.9%
FUND BALANCE JANUARY 1	$1,125,873	$822,663	$822,633	$1,325,560	$502,927	61.1%
FUND BALANCE DECEMBER 31	$822,633	$1,549,145	$1,325,560	$2,129,605	$804,045	60.7%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$100,404	$108,598	$108,597	$117,459	$8,862	8.2%
Fines & Forfeits	$19,300	$0	$26,110	$27,355	$1,245	4.8%
Interest	$4,607	$3,103	$4,377	$3,251	($1,126)	-25.7%
Other Revenue	$6,697	$19,485	$1,468	$1,538	$70	4.8%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$131,008	$131,186	$140,552	$149,603	$9,051	6.4%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$55,238	$40,000	$14,147	$40,000	$25,853	182.7%
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	($274)	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$238,566	$120,000	$10,000	$120,000	$110,000	1100.0%
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$293,530	$160,000	$24,147	$160,000	$135,853	562.6%
NET CHANGES	($162,522)	($28,814)	$116,405	($10,397)	($126,802)	-108.9%
FUND BALANCE JANUARY 1	$347,999	$214,206	$185,477	$301,882	$116,405	62.8%
FUND BALANCE DECEMBER 31	$185,477	$185,392	$301,882	$291,485	($10,397)	-3.4%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$15,351,747	$11,600,000	$12,448,236	$10,000,000	($2,448,236)	-19.7%
Total Taxes	$15,351,747	$11,600,000	$12,448,236	$10,000,000	($2,448,236)	-19.7%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$81,645	$30,000	$126,636	$30,000	($96,636)	-76.3%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$15,433,392	$11,630,000	$12,574,872	$10,030,000	($2,544,872)	-20.2%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$13,632,383	$17,580,000	$15,729,804	$11,742,922	($3,986,882)	-25.3%
TOTAL EXPENDITURES	$13,632,383	$17,580,000	$15,729,804	$11,742,922	($3,986,882)	-25.3%
NET CHANGES	$1,801,009	($5,950,000)	($3,154,932)	($1,712,922)	$1,442,010	-45.7%
FUND BALANCE JANUARY 1	$5,740,807	$7,541,816	$7,541,816	$4,386,884	($3,154,932)	-41.8%
FUND BALANCE DECEMBER 31	$7,541,816	$1,591,816	$4,386,884	$2,673,962	($1,712,922)	-39.0%

Fund Notes:
The Real Estate Excise Tax (REET) Fund is used to account for these tax revenues which are restricted in how they can be used. These taxes can only be used for 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 .5% tax on the transfer of real property within Redmond's city limits.

DRUG ENFORCEMENT FUND (126)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$86,624	$6,000	$30,863	$0	($30,863)	-100.0%
Interest	$770	$1,200	$1,977	$0	($1,977)	-100.0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$87,394	$7,200	$32,840	$0	($32,840)	-100.0%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$8,733	$0	$40,139	$0	($40,139)	-100.0%
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$260	$0	$579	$0	($579)	-100.0%
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$1,807	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$10,799	$0	$40,717	$0	($40,717)	-100.0%
NET CHANGES	$76,594	$7,200	($7,877)	$0	$7,877	-100.0%
FUND BALANCE JANUARY 1	$57,339	$133,933	$133,933	$126,056	($7,877)	-5.9%
FUND BALANCE DECEMBER 31	$133,933	$141,133	$126,056	$126,056	$0	0.0%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$793,214	$1,009,221	$973,462	$1,158,070	$184,608	19.0%
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$793,214	$1,009,221	$973,462	$1,158,070	$184,608	19.0%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$8,322	$6,031	$15,998	$16,761	$763	4.8%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$801,537	$1,015,252	$989,459	$1,174,831	$185,372	18.7%
EXPENDITURES						
Salaries & Wages	$2,835	$0	$3,151	$0	($3,151)	-100.0%
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$1,008	$0	$1,425	$0	($1,425)	-100.0%
Supplies	$8	$0	$149	$0	($149)	-100.0%
Professional Services	$366,286	$430,620	$533,755	$605,125	$71,370	13.4%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$3,924	$0	($3,924)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$88	$14,360	$921	$20,513	$19,592	2126.9%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$280,000	$309,309	$266,843	$399,998	$133,155	49.9%
TOTAL EXPENDITURES	$650,223	$754,289	$810,167	$1,025,636	$215,469	26.6%
NET CHANGES	$151,313	$260,963	$179,292	$149,195	($30,097)	-16.8%
FUND BALANCE JANUARY 1	$491,407	$642,720	$642,720	$822,012	$179,292	27.9%
FUND BALANCE DECEMBER 31	$642,720	$903,683	$822,012	$971,207	$149,195	18.1%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$265,270	$230,390	$206,649	$208,634	$1,985	1.0%
Charges for Services	$1,355,802	$1,679,730	$1,692,051	$1,775,112	$83,061	4.9%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$6,589	$5,575	$13,937	$10,262	($3,675)	-26.4%
Other Revenue	$255	$0	$259	$0	($259)	-100.0%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$1,627,917	$1,915,695	$1,912,896	$1,994,008	$81,112	4.2%
EXPENDITURES						
Salaries & Wages	$615,749	$695,462	$616,073	$711,418	$95,345	15.5%
Overtime	$63,378	$68,000	$37,934	$68,000	$30,066	79.3%
Supplemental Help	$8,336	$0	$26,039	$12,000	($14,039)	-53.9%
Other Compensation	$1,993	$2,136	$1,281	$1,081	($199)	-15.6%
Personnel Benefits	$217,311	$219,763	$240,415	$289,263	$48,848	20.3%
Supplies	$46,394	$69,300	$50,689	$87,600	$36,911	72.8%
Professional Services	$168,612	$193,790	$199,188	$450,790	$251,602	126.3%
Communication	$14,674	$25,400	$0	$41,200	$41,200	N/A
Training	$2,495	$7,200	$7,542	$7,200	($342)	-4.5%
Advertising	$4,928	$7,000	$909	$29,000	$28,091	3092.1%
Rentals	$3,984	$4,200	$10,118	$4,200	($5,918)	-58.5%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$60,000	$15,000	$60,000	$45,000	300.0%
Repairs & Maintenance	$152	$400	$0	$400	$400	N/A
Other Services & Charges	$150,205	$385,000	$285,126	$416,400	$131,274	46.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$175,387	$188,046	$190,525	$269,271	$78,746	41.3%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$18,250	$60,213	$0	($60,213)	-100.0%
TOTAL EXPENDITURES	$1,473,598	$1,943,947	$1,741,051	$2,447,823	$706,772	40.6%
NET CHANGES	$154,318	($28,252)	$171,845	($453,815)	($625,660)	-364.1%
FUND BALANCE JANUARY 1	$513,896	$667,858	$668,214	$840,059	$171,845	25.7%
FUND BALANCE DECEMBER 31	$668,214	$639,606	$840,059	$386,244	($453,815)	-54.0%

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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$2,513,966	$2,636,084	$2,636,084	$2,737,161	$101,077	3.8%
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$2,513,966	$2,636,084	$2,636,084	$2,737,161	$101,077	3.8%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$770,447	$771,465	$771,167	$764,997	($6,170)	-0.8%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$24,035	$20,824	$63,692	$35,000	($28,692)	-45.0%
Other Revenue	$2,429	$0	$0	$0	$0	N/A
Non-Revenue	$39,887,038	$7,827,312	$7,827,312	$5,776,200	($2,051,112)	-26.2%
TOTAL REVENUE	$43,197,915	$11,255,685	$11,298,255	$9,313,358	($1,984,897)	-17.6%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$2,873	$1,830	$1,500	$0	($1,500)	-100.0%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$34,043,675	$11,234,862	$11,234,862	$11,225,062	($9,800)	-0.1%
Transfers Out	$7,000,000	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$41,046,548	$11,236,692	$11,236,362	$11,225,062	($11,300)	-0.1%
NET CHANGES	$2,151,368	$18,993	$61,893	($1,911,704)	($1,973,597)	-3188.7%
FUND BALANCE JANUARY 1	$38,832	$2,190,199	$2,190,200	$2,252,093	$61,893	2.8%
FUND BALANCE DECEMBER 31	$2,190,200	$2,209,192	$2,252,093	$340,389	($1,911,704)	-84.9%

Fund Notes:
Debt Service Fund is used to account for City debt payments (both principal and interest).

DEBT SERVICE FUND (233)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$2,513,966	$2,636,084	$2,636,084	$2,737,161	$101,077	3.8%
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$2,513,966	$2,636,084	$2,636,084	$2,737,161	$101,077	3.8%
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$770,447	$771,465	$771,167	$764,997	($6,170)	-0.8%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$24,035	$20,824	$63,692	$35,000	($28,692)	-45.0%
Other Revenue	$2,429	$0	$0	$0	$0	N/A
Non-Revenue	$39,887,038	$7,827,312	$7,827,312	$5,776,200	($2,051,112)	-26.2%
TOTAL REVENUE	$43,197,915	$11,255,685	$11,298,255	$9,313,358	($1,984,897)	-17.6%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$2,873	$1,830	$1,500	$0	($1,500)	-100.0%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$34,043,675	$11,234,862	$11,234,862	$11,225,062	($9,800)	-0.1%
Transfers Out	$7,000,000	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$41,046,548	$11,236,692	$11,236,362	$11,225,062	($11,300)	-0.1%
NET CHANGES	$2,151,368	$18,993	$61,893	($1,911,704)	($1,973,597)	-3188.7%
FUND BALANCE JANUARY 1	$38,832	$2,190,199	$2,190,200	$2,252,093	$61,893	2.8%
FUND BALANCE DECEMBER 31	$2,190,200	$2,209,192	$2,252,093	$340,389	($1,911,704)	-84.9%

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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$8,916,910	$12,353,972	$14,004,069	$21,630,945	$7,626,876	54.5%
Charges for Services	$12,433,783	$6,200,000	$12,478,046	$8,079,275	($4,398,771)	-35.3%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$370,539	$458,380	$699,073	$66,235	($632,838)	-90.5%
Other Revenue	$469,358	$15,713,160	$408,366	$1,518,822	$1,110,456	271.9%
Non-Revenue	$25,684,428	$39,945,018	$26,436,853	$17,205,194	($9,231,659)	-34.9%
TOTAL REVENUE	$47,875,017	$74,670,530	$54,026,407	$48,500,471	($5,525,936)	-10.2%
EXPENDITURES						
Salaries & Wages	$1,812,585	$0	$940,552	$0	($940,552)	-100.0%
Overtime	$18,455	$0	$26,693	$0	($26,693)	-100.0%
Supplemental Help	$371	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$1,535,157	$0	$904,271	$0	($904,271)	-100.0%
Supplies	$64,915	$14,120,000	$18,962	$0	($18,962)	-100.0%
Professional Services	$8,494,329	$0	$4,941,804	$0	($4,941,804)	-100.0%
Communication	$17,598	$0	$7,658	$0	($7,658)	-100.0%
Training	$880	$0	$339	$0	($339)	-100.0%
Advertising	$17,153	$0	$18,805	$0	($18,805)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$208,766	$0	$107,858	$0	($107,858)	-100.0%
Repairs & Maintenance	$34,555	$5,505,356	$13,628	$0	($13,628)	-100.0%
Other Services & Charges	$537,542	$0	$279,961	$0	($279,961)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$29,717,869	$53,330,546	$41,392,331	$46,127,810	$4,735,479	11.4%
Interfund Payments	$61,910	$0	$21,351	$0	($21,351)	-100.0%
Debt Service	$1,866,719	$0	$897,788	$1,793,776	$895,989	99.8%
Transfers Out	$3,914,587	$12,550,000	$6,610,000	$5,711,222	($898,778)	-13.6%
TOTAL EXPENDITURES	$48,303,391	$85,505,902	$56,182,001	$53,632,808	($2,549,193)	-4.5%
NET CHANGES	($428,374)	($10,835,372)	($2,155,594)	($5,132,337)	($2,976,743)	138.1%
FUND BALANCE JANUARY 1	$30,914,892	$30,221,147	$30,486,518	$28,330,924	($2,155,594)	-7.1%
FUND BALANCE DECEMBER 31	$30,486,518	$19,385,775	$28,330,924	$23,198,588	($5,132,337)	-18.1%

Fund Notes:
Capital Project Funds are used to account for capital construction and related projects within general government (other than utilities or internal enterprise).

COUNCIL CIP FUND (314)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$0	$0	$0	$0	$0	N/A
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$0	$0	$0	$0	$0	N/A
NET CHANGES	$0	$0	$0	$0	$0	N/A
FUND BALANCE JANUARY 1	$0	$0	$0	$0	$0	N/A
FUND BALANCE DECEMBER 31	$0	$0	$0	$0	$0	N/A

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.

PARKS CIP FUND (315)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$3,450,000	$2,950,000	$1,221,000	($1,729,000)	-58.6%
Charges for Services	$5,663,437	$2,600,000	$6,012,905	$3,600,000	($2,412,905)	-40.1%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$76,432	$86,337	$117,411	$0	($117,411)	-100.0%
Other Revenue	$360,664	$334,156	$408,366	$180,000	($228,366)	-55.9%
Non-Revenue	$3,703,524	$9,328,861	$7,828,861	$914,326	($6,914,535)	-88.3%
TOTAL REVENUE	$9,804,057	$15,799,354	$17,317,543	$5,915,326	($11,402,217)	-65.8%
EXPENDITURES						
Salaries & Wages	$317,993	$0	$210,991	$0	($210,991)	-100.0%
Overtime	$1,836	$0	$936	$0	($936)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$258,065	$0	$167,411	$0	($167,411)	-100.0%
Supplies	$4,134	$14,120,000	$7,950	$0	($7,950)	-100.0%
Professional Services	$2,660,932	$0	$936,361	$0	($936,361)	-100.0%
Communication	$2,653	$0	$2,971	$0	($2,971)	-100.0%
Training	$0	$0	$339	$0	($339)	-100.0%
Advertising	$1,491	$0	$1,718	$0	($1,718)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$4,500	$0	$81,608	$0	($81,608)	-100.0%
Repairs & Maintenance	$413	$1,796,176	$0	$0	$0	N/A
Other Services & Charges	$58,639	$0	$111,739	$0	($111,739)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$2,476,635	$0	$14,577,045	$4,034,150	($10,542,895)	-72.3%
Interfund Payments	$10,674	$0	$2,177	$0	($2,177)	-100.0%
Debt Service	$1,794,175	$0	$897,788	$1,793,776	$895,989	99.8%
Transfers Out	$1,608,298	$3,250,000	$1,500,000	$2,800,000	$1,300,000	86.7%
TOTAL EXPENDITURES	$9,200,439	$19,166,176	$18,499,031	$8,627,926	($9,871,105)	-53.4%
NET CHANGES	$603,618	($3,366,822)	($1,181,488)	($2,712,600)	($1,531,112)	129.6%
FUND BALANCE JANUARY 1	$7,290,562	$7,490,270	$7,894,180	$6,712,692	($1,181,488)	-15.0%
FUND BALANCE DECEMBER 31	$7,894,180	$4,123,448	$6,712,692	$4,000,092	($2,712,600)	-40.4%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$8,847,285	$8,903,972	$10,704,069	$20,409,945	$9,705,876	90.7%
Charges for Services	$6,341,250	$3,600,000	$5,985,988	$4,200,000	($1,785,988)	-29.8%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$224,106	$173,065	$541,815	$0	($541,815)	-100.0%
Other Revenue	$68,694	$15,115,760	$0	$1,338,822	$1,338,822	N/A
Non-Revenue	$16,945,462	$22,675,907	$10,959,742	$15,649,868	$4,690,126	42.8%
TOTAL REVENUE	$32,426,797	$50,468,704	$28,191,613	$41,598,635	$13,407,022	47.6%
EXPENDITURES						
Salaries & Wages	$1,176,789	$0	$654,262	$0	($654,262)	-100.0%
Overtime	$11,474	$0	$25,511	$0	($25,511)	-100.0%
Supplemental Help	$155	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$991,190	$0	$637,901	$0	($637,901)	-100.0%
Supplies	$55,110	$0	$9,211	$0	($9,211)	-100.0%
Professional Services	$5,294,956	$0	$3,888,280	$0	($3,888,280)	-100.0%
Communication	$10,719	$0	$4,341	$0	($4,341)	-100.0%
Training	$880	$0	$0	$0	$0	N/A
Advertising	$14,750	$0	$16,509	$0	($16,509)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$197,727	$0	$26,250	$0	($26,250)	-100.0%
Repairs & Maintenance	$25,492	$0	$0	$0	$0	N/A
Other Services & Charges	$443,636	$0	$158,278	$0	($158,278)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$16,634,461	$52,417,436	$24,934,464	$41,452,660	$16,518,196	66.2%
Interfund Payments	$38,721	$0	$17,194	$0	($17,194)	-100.0%
Debt Service	$72,544	$0	$0	$0	$0	N/A
Transfers Out	$2,261,289	$5,200,000	$2,000,000	$1,200,000	($800,000)	-40.0%
TOTAL EXPENDITURES	$27,229,893	$57,617,436	$32,372,201	$42,652,660	$10,280,459	31.8%
NET CHANGES	$5,196,904	($7,148,732)	($4,180,588)	($1,054,025)	$3,126,563	-74.8%
FUND BALANCE JANUARY 1	$16,123,626	$21,459,069	$21,320,529	$17,139,941	($4,180,588)	-19.6%
FUND BALANCE DECEMBER 31	$21,320,529	$14,310,337	$17,139,941	$16,085,916	($1,054,025)	-6.1%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$69,625	$0	$350,000	$0	($350,000)	-100.0%
Charges for Services	$429,095	$0	$479,154	$279,275	($199,879)	-41.7%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$70,001	$198,978	$39,847	$66,235	$26,388	66.2%
Other Revenue	$40,000	$263,244	$0	$0	$0	N/A
Non-Revenue	$5,035,442	$7,940,250	$7,648,250	$641,000	($7,007,250)	-91.6%
TOTAL REVENUE	$5,644,163	$8,402,472	$8,517,251	$986,510	($7,530,741)	-88.4%
EXPENDITURES						
Salaries & Wages	$317,803	$0	$75,299	$0	($75,299)	-100.0%
Overtime	$5,144	$0	$247	$0	($247)	-100.0%
Supplemental Help	$216	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$285,902	$0	$98,959	$0	($98,959)	-100.0%
Supplies	$5,671	$0	$1,800	$0	($1,800)	-100.0%
Professional Services	$538,441	$0	$117,164	$0	($117,164)	-100.0%
Communication	$4,225	$0	$347	$0	($347)	-100.0%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$912	$0	$578	$0	($578)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$6,539	$0	$0	$0	$0	N/A
Repairs & Maintenance	$8,651	$3,709,180	$13,628	$0	($13,628)	-100.0%
Other Services & Charges	$35,267	$0	$9,944	$0	($9,944)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$10,606,773	$913,110	$1,880,822	$641,000	($1,239,822)	-65.9%
Interfund Payments	$12,516	$0	$1,980	$0	($1,980)	-100.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$45,000	$4,100,000	$3,110,000	$1,711,222	($1,398,778)	-45.0%
TOTAL EXPENDITURES	$11,873,059	$8,722,290	$5,310,768	$2,352,222	($2,958,546)	-55.7%
NET CHANGES	($6,228,896)	($319,818)	$3,206,483	($1,365,712)	($4,572,195)	-142.6%
FUND BALANCE JANUARY 1	$7,500,704	$1,271,808	$1,271,808	$4,478,291	$3,206,483	252.1%
FUND BALANCE DECEMBER 31	$1,271,808	$951,990	$4,478,291	$3,112,580	($1,365,712)	-30.5%

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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$0	$0	$634,671	$748,000	$113,329	17.9%
Other Revenue	$0	$15,522,400	$4,358,793	$0	($4,358,793)	-100.0%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$0	$15,522,400	$4,993,464	$748,000	($4,245,464)	-85.0%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$2,645	$3,810	$1,165	44.0%
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$5,781	$6,000	$219	3.8%
Capital	$0	$31,634,236	$0	$22,483,413	$22,483,413	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$24,618,000	$10,712,538	$13,186,657	$2,474,119	23.1%
TOTAL EXPENDITURES	$0	$56,252,236	$10,720,963	$35,679,880	$24,958,917	232.8%
NET CHANGES	$0	($40,729,836)	($5,727,499)	($34,931,880)	($29,204,381)	509.9%
FUND BALANCE JANUARY 1	$0	$40,729,836	$40,659,380	$34,931,880	($5,727,499)	-14.1%
FUND BALANCE DECEMBER 31	$0	$0	$34,931,880	$0	($34,931,880)	-100.0%

Fund Notes:
Community Facilities District funds are 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 fidiciary funds to CIP funds on 2/21/2017

COMMUNITY FACILITIES DISTRICT FUND 2014-1 (361)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$0	$0	$537,093	$400,000	($137,093)	-25.5%
Other Revenue	$0	$4,440,000	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$0	$4,440,000	$537,093	$400,000	($137,093)	-25.5%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$1,777	$1,810	$34	1.9%
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$5,781	$6,000	$219	3.8%
Capital	$0	$31,634,236	$0	$22,483,413	$22,483,413	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$0	$31,634,236	$7,557	$22,491,223	$22,483,666	297515%
NET CHANGES	$0	($27,194,236)	$529,535	($22,091,223)	($22,620,758)	-4271.8%
FUND BALANCE JANUARY 1	$0	$27,194,236	$21,561,688	$22,091,223	$529,535	2.5%
FUND BALANCE DECEMBER 31	$0	$0	$22,091,223	$0	($22,091,223)	-100.0%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$0	$0	$97,578	$348,000	$250,422	256.6%
Other Revenue	$0	$11,082,400	$4,358,793	$0	($4,358,793)	-100.0%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$0	$11,082,400	$4,456,372	$348,000	($4,108,372)	-92.2%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$0	$0	$0	$0	$0	N/A
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$869	$2,000	$1,132	130.3%
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$24,618,000	$10,712,538	$13,186,657	$2,474,119	23.1%
TOTAL EXPENDITURES	$0	$24,618,000	$10,713,406	$13,188,657	$2,475,251	23.1%
NET CHANGES	$0	($13,535,600)	($6,257,035)	($12,840,657)	($6,583,622)	105.2%
FUND BALANCE JANUARY 1	$0	$13,535,600	$19,097,692	$12,840,657	($6,257,035)	-32.8%
FUND BALANCE DECEMBER 31	$0	$0	$12,840,657	$0	($12,840,657)	-100.0%

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 multimodel, intersection and signal impovements 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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$27,855	$24,000	$28,676	$21,000	($7,676)	-26.8%
Intergovernmental	$3,458,425	$6,231,316	$2,589,195	$3,848,850	$1,259,655	48.7%
Charges for Services	$114,849,524	$114,093,662	$113,773,979	$122,094,700	$8,320,721	7.3%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$1,177,144	$925,621	$1,666,463	$1,324,793	($341,670)	-20.5%
Other Revenue	$8,651,225	$5,229,677	$10,521,374	$6,648,572	($3,872,802)	-36.8%
Non-Revenue	$28,870,911	$25,410,160	$45,212,460	$21,277,115	($23,935,345)	-52.9%
TOTAL REVENUE	$157,035,083	$151,914,436	$173,792,148	$155,215,030	($18,577,118)	-10.7%
EXPENDITURES						
Salaries & Wages	$12,371,423	$12,583,988	$10,957,311	$13,491,885	$2,534,574	23.1%
Overtime	$146,810	$137,500	$157,263	$141,000	($16,263)	-10.3%
Supplemental Help	$208,365	$378,900	$252,530	$462,490	$209,960	83.1%
Other Compensation	$21,464	$14,724	$17,213	$15,597	($1,615)	-9.4%
Personnel Benefits	$5,392,885	$4,976,089	$4,733,144	$5,743,745	$1,010,601	21.4%
Supplies	$1,539,000	$2,098,860	$1,307,377	$1,720,560	$413,183	31.6%
Professional Services	$8,321,727	$3,368,691	$13,621,183	$3,715,700	($9,905,483)	-72.7%
Communication	$217,539	$194,413	$192,655	$210,734	$18,079	9.4%
Training	$115,438	$190,900	$157,667	$277,500	$119,833	76.0%
Advertising	$15,814	$18,400	$17,466	$17,900	$434	2.5%
Rentals	$16,462	$40,000	$15,640	$40,000	$24,360	155.8%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$1,020,097	$963,874	$990,176	$1,032,108	$41,932	4.2%
Repairs & Maintenance	$1,014,891	$1,216,600	$1,038,620	$1,622,000	$583,380	56.2%
Other Services & Charges	$20,868,042	$21,359,630	$18,610,370	$21,907,400	$3,297,030	17.7%
Intergovernmental	$33,805,664	$34,954,158	$35,091,083	$38,072,429	$2,981,346	8.5%
Capital	$20,687,667	$48,813,347	$27,654,856	$60,904,618	$33,249,762	120.2%
Interfund Payments	$9,904,954	$9,234,081	$9,452,719	$9,710,635	$257,916	2.7%
Debt Service	$5,673,850	$6,337,183	$10,254,701	$4,126,908	($6,127,793)	-59.8%
Transfers Out	$27,752,447	$16,702,160	$34,692,048	$18,528,076	($16,163,972)	-46.6%
TOTAL EXPENDITURES	$149,094,536	$163,583,498	$169,214,021	$181,741,285	$12,527,264	7.4%
NET CHANGES	$7,940,548	($11,669,062)	$4,578,127	($26,526,255)	($31,104,382)	-679.4%
FUND BALANCE JANUARY 1	$81,662,740	$89,603,290	$89,603,287	$94,181,414	$4,578,127	5.1%
FUND BALANCE DECEMBER 31	$89,603,287	$77,934,228	$94,181,414	$67,655,159	($26,526,255)	-28.2%

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).

WATER/WASTEWATER OPERATING FUND (401)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$123,317	$170,000	$165,780	$170,000	$4,220	2.5%
Charges for Services	$71,481,624	$73,907,771	$73,806,953	$78,744,232	$4,937,279	6.7%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$138,846	$125,106	$230,758	$177,032	($53,726)	-23.3%
Other Revenue	$456,716	$320,000	$285,787	$320,000	$34,213	12.0%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$72,200,502	$74,522,877	$74,489,278	$79,411,264	$4,921,986	6.6%
EXPENDITURES						
Salaries & Wages	$6,365,519	$7,090,383	$5,817,402	$7,694,584	$1,877,182	32.3%
Overtime	$104,088	$101,000	$123,557	$101,000	($22,557)	-18.3%
Supplemental Help	$102,088	$192,000	$153,335	$274,530	$121,195	79.0%
Other Compensation	$14,602	$8,124	$11,354	$8,844	($2,509)	-22.1%
Personnel Benefits	$2,478,224	$2,849,300	$2,393,225	$3,371,064	$977,839	40.9%
Supplies	$952,672	$879,160	$751,343	$716,960	($34,383)	-4.6%
Professional Services	$596,739	$1,200,100	$904,899	$1,602,500	$697,601	77.1%
Communication	$93,066	$106,080	$113,929	$126,634	$12,705	11.2%
Training	$64,760	$128,000	$106,323	$180,000	$73,677	69.3%
Advertising	$6,681	$7,400	$11,552	$12,900	$1,348	11.7%
Rentals	$7,894	$17,000	$8,215	$17,000	$8,785	106.9%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$567,248	$588,344	$594,396	$607,000	$12,604	2.1%
Repairs & Maintenance	$503,653	$537,100	$396,740	$556,000	$159,260	40.1%
Other Services & Charges	$16,233,913	$17,252,787	$14,644,814	$17,661,086	$3,016,272	20.6%
Intergovernmental	$27,554,184	$30,395,860	$30,407,009	$32,523,721	$2,116,712	7.0%
Capital	$1,104,083	$405,000	$675,214	$160,000	($515,214)	-76.3%
Interfund Payments	$3,232,887	$2,507,664	$2,770,942	$2,206,150	($564,792)	-20.4%
Debt Service	$2,159,881	$2,208,276	$6,125,793	$0	($6,125,793)	-100.0%
Transfers Out	$9,946,835	$8,037,490	$15,182,434	$9,434,440	($5,747,994)	-37.9%
TOTAL EXPENDITURES	$72,089,018	$74,511,068	$81,192,475	$77,254,413	($3,938,062)	-4.9%
NET CHANGES	$111,484	$11,809	($6,703,197)	$2,156,851	$8,860,048	-132.2%
FUND BALANCE JANUARY 1	$14,755,738	$14,867,222	$14,867,222	$8,164,025	($6,703,197)	-45.1%
FUND BALANCE DECEMBER 31	$14,867,222	$14,879,031	$8,164,025	$10,320,876	$2,156,851	26.4%

Fund Notes:
The Water/Wastewater Operating Fund acounts for the water and wastewaste utility within the City. Revenues are primarily utility rates.

NOVELTY HILL OPERATING FUND (402)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$19,048,706	$14,050,263	$14,361,225	$15,856,124	$1,494,899	10.4%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$200,852	$53,074	$113,069	$72,954	($40,115)	-35.5%
Other Revenue	$0	$0	$55,344	$0	($55,344)	-100.0%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$19,249,558	$14,103,337	$14,529,638	$15,929,078	$1,399,440	9.6%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$0	$0	$0	$0	$0	N/A
Supplies	$159,513	$142,000	$74,788	$142,000	$67,212	89.9%
Professional Services	$269,922	$272,100	$102,283	$272,100	$169,817	166.0%
Communication	$98,216	$65,000	$55,522	$62,000	$6,478	11.7%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$3,000	$3,000	$500	$3,000	$2,500	500.0%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$198,932	$153,740	$152,401	$169,400	$16,999	11.2%
Repairs & Maintenance	$97,439	$130,000	$109,254	$130,000	$20,746	19.0%
Other Services & Charges	$3,770,667	$3,268,348	$2,875,353	$3,241,083	$365,730	12.7%
Intergovernmental	$5,945,320	$4,212,814	$4,327,704	$5,169,808	$842,104	19.5%
Capital	$151,536	$75,000	$37,500	$75,000	$37,500	100.0%
Interfund Payments	$3,255,691	$2,776,538	$2,707,078	$3,215,102	$508,024	18.8%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$4,299,764	$2,886,472	$6,572,708	$2,973,949	($3,598,759)	-54.8%
TOTAL EXPENDITURES	$18,250,000	$13,985,012	$17,015,091	$15,453,442	($1,561,649)	-9.2%
NET CHANGES	$999,558	$118,325	($2,485,453)	$475,636	$2,961,089	-119.1%
FUND BALANCE JANUARY 1	$5,027,502	$6,027,060	$6,027,060	$3,541,607	($2,485,453)	-41.2%
FUND BALANCE DECEMBER 31	$6,027,060	$6,145,385	$3,541,607	$4,017,243	$475,636	13.4%

Fund Notes:
The Novelty Hill Operating Fund accounts for the water and wastewater utility outside of the City. Revenues are primarily utility rates.

WATER CIP FUND (403)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$210,673	$167,330	$251,830	$244,739	($7,091)	-2.8%
Other Revenue	$2,237,618	$1,111,000	$1,379,013	$1,854,360	$475,347	34.5%
Non-Revenue	$4,892,927	$4,682,990	$10,328,659	$6,561,866	($3,766,793)	-36.5%
TOTAL REVENUE	$7,341,218	$5,961,320	$11,959,503	$8,660,965	($3,298,538)	-27.6%
EXPENDITURES						
Salaries & Wages	$141,939	$0	$220,903	$0	($220,903)	-100.0%
Overtime	$7,381	$0	$1,237	$0	($1,237)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$125,096	$0	$212,093	$0	($212,093)	-100.0%
Supplies	$43,668	$0	$79	$0	($79)	-100.0%
Professional Services	$783,134	$0	$479,202	$0	($479,202)	-100.0%
Communication	$629	$0	$2,428	$0	($2,428)	-100.0%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$1,520	$0	$421	$0	($421)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$4,186	$0	($4,186)	-100.0%
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$1,389	$0	$26,199	$0	($26,199)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$815,467	$9,573,115	$10,874,674	$9,097,395	($1,777,279)	-16.3%
Interfund Payments	$6,359	$0	$5,779	$0	($5,779)	-100.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$1,926,584	$9,573,115	$11,827,200	$9,097,395	($2,729,805)	-23.1%
NET CHANGES	$5,414,634	($3,611,795)	$132,303	($436,430)	($568,733)	-429.9%
FUND BALANCE JANUARY 1	$9,371,266	$14,785,900	$14,785,899	$14,918,202	$132,303	0.9%
FUND BALANCE DECEMBER 31	$14,785,899	$11,174,105	$14,918,202	$14,481,772	($436,430)	-2.9%

Fund Notes:
The Water CIP Fund accounts for the capital projects related to the City's water system within the Water/ Wastewater Utility.

WASTEWATER CIP FUND (404)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$59,545	$62,488	$136,630	$172,173	$35,543	26.0%
Other Revenue	$2,135,412	$1,700,000	$2,514,539	$2,150,000	($364,539)	-14.5%
Non-Revenue	$5,372,050	$3,208,500	$7,809,500	$2,872,574	($4,936,926)	-63.2%
TOTAL REVENUE	$7,567,007	$4,970,988	$10,460,669	$5,194,747	($5,265,922)	-50.3%
EXPENDITURES						
Salaries & Wages	$213,505	$0	$128,284	$0	($128,284)	-100.0%
Overtime	$2,624	$0	$950	$0	($950)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$238,367	$0	$157,757	$0	($157,757)	-100.0%
Supplies	$109	$0	$3,340	$0	($3,340)	-100.0%
Professional Services	$490,772	$0	$466,665	$0	($466,665)	-100.0%
Communication	$2,155	$0	$908	$0	($908)	-100.0%
Training	$0	$0	$0	$0	$0	N/A
Advertising	$1,138	$0	$181	$0	($181)	-100.0%
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$289	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$9,402	$0	$24,640	$0	($24,640)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$1,049,085	$6,960,543	$2,907,579	$20,263,282	$17,355,703	596.9%
Interfund Payments	$10,090	$0	$6,855	$0	($6,855)	-100.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$2,017,536	$6,960,543	$3,697,159	$20,263,282	$16,566,123	448.1%
NET CHANGES	$5,549,471	($1,989,555)	$6,763,510	($15,068,535)	($21,832,045)	-322.8%
FUND BALANCE JANUARY 1	$2,893,242	$8,442,714	$8,442,714	$15,206,224	$6,763,510	80.1%
FUND BALANCE DECEMBER 31	$8,442,714	$6,453,159	$15,206,224	$137,689	($15,068,535)	-99.1%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$27,855	$24,000	$28,676	$21,000	($7,676)	-26.8%
Intergovernmental	$620,096	$989,410	$965,898	$840,000	($125,898)	-13.0%
Charges for Services	$24,319,195	$26,135,628	$25,605,800	$27,494,344	$1,888,544	7.4%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$131,691	$28,993	$228,241	$17,881	($210,360)	-92.2%
Other Revenue	($22,997)	$0	$1,919,066	$0	($1,919,066)	-100.0%
Non-Revenue	$0	$0	$8,500	$0	($8,500)	-100.0%
TOTAL REVENUE	$25,075,840	$27,178,031	$28,756,182	$28,373,225	($382,957)	-1.3%
EXPENDITURES						
Salaries & Wages	$4,806,967	$5,493,605	$4,587,788	$5,797,301	$1,209,513	26.4%
Overtime	$22,466	$36,500	$30,973	$40,000	$9,027	29.1%
Supplemental Help	$104,812	$186,900	$99,195	$187,960	$88,765	89.5%
Other Compensation	$6,862	$6,600	$5,859	$6,753	$894	15.3%
Personnel Benefits	$1,768,859	$2,126,789	$1,733,004	$2,372,681	$639,677	36.9%
Supplies	$340,616	$1,077,700	$451,856	$861,600	$409,744	90.7%
Professional Services	$1,033,209	$1,896,491	$1,635,966	$1,841,100	$205,134	12.5%
Communication	$17,085	$23,333	$19,755	$22,100	$2,345	11.9%
Training	$49,505	$62,900	$50,619	$97,500	$46,881	92.6%
Advertising	$4,715	$11,000	$4,425	$5,000	$575	13.0%
Rentals	$5,267	$20,000	$6,925	$20,000	$13,075	188.8%
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$187,782	$221,790	$235,862	$255,708	$19,846	8.4%
Repairs & Maintenance	$402,163	$549,500	$532,626	$936,000	$403,374	75.7%
Other Services & Charges	$595,011	$838,495	$981,221	$1,005,231	$24,010	2.4%
Intergovernmental	$306,160	$345,484	$356,371	$378,900	$22,529	6.3%
Capital	$476,913	$60,000	$0	$0	$0	N/A
Interfund Payments	$3,372,611	$3,949,879	$3,946,525	$4,289,383	$342,858	8.7%
Debt Service	$3,236,090	$4,128,907	$4,128,908	$4,126,908	($2,000)	0.0%
Transfers Out	$13,187,706	$5,778,198	$12,936,906	$6,119,687	($6,817,219)	-52.7%
TOTAL EXPENDITURES	$29,924,799	$26,814,071	$31,744,783	$28,363,812	($3,380,970)	-10.7%
NET CHANGES	($4,848,959)	$363,960	($2,988,601)	$9,413	$2,998,014	-100.3%
FUND BALANCE JANUARY 1	$11,377,294	$6,528,334	$6,528,334	$3,539,733	($2,988,601)	-45.8%
FUND BALANCE DECEMBER 31	$6,528,334	$6,892,294	$3,539,733	$3,549,146	$9,413	0.3%

Fund Notes:
The Stormwater Operating Fund accounts for the stormwater utility within the City. Revenues are primarily utility rates.

STORMWATER CIP FUND (406)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0		N/A
Sales Tax	$0	$0	$0	$0		N/A
Utility Taxes	$0	$0	$0	$0		N/A
Other Taxes	$0	$0	$0	$0		N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0		N/A
Intergovernmental	$2,715,012	$5,071,906	$1,457,516	$2,838,850	$1,381,334	94.8%
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$255,031	$236,821	$399,206	$293,887	($105,319)	-26.4%
Other Revenue	$3,844,384	$2,098,677	$4,367,625	$2,324,212	($2,043,413)	-46.8%
Non-Revenue	$15,753,476	$14,668,698	$20,563,423	$8,868,726	($11,694,697)	-56.9%
TOTAL REVENUE	$22,567,902	$22,076,102	$26,787,769	$14,325,675	($12,462,094)	-46.5%
EXPENDITURES						
Salaries & Wages	$834,614	$0	$180,521	$0	($180,521)	-100.0%
Overtime	$10,251	$0	$547	$0	($547)	-100.0%
Supplemental Help	$1,465	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$772,743	$0	$209,513	$0	($209,513)	-100.0%
Supplies	$35,217	$0	$14,282	$0	($14,282)	-100.0%
Professional Services	$5,092,092	$0	$9,941,704	$0	($9,941,704)	-100.0%
Communication	$6,387	$0	$113	$0	($113)	-100.0%
Training	$1,173	$0	$725	$0	($725)	-100.0%
Advertising	$1,760	$0	$885	$0	($885)	-100.0%
Rentals	$301	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$65,844	$0	$3,331	$0	($3,331)	-100.0%
Repairs & Maintenance	$11,636	$0	$0	$0	$0	N/A
Other Services & Charges	$250,450	$0	$58,144	$0	($58,144)	-100.0%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$17,031,055	$30,299,689	$12,461,071	$30,568,941	$18,107,870	145.3%
Interfund Payments	$26,786	$0	$13,794	$0	($13,794)	-100.0%
Debt Service	$277,879	$0	$0	$0	$0	N/A
Transfers Out	$318,142	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$24,737,795	$30,299,689	$22,884,631	$30,568,941	$7,684,310	33.6%
NET CHANGES	($2,169,893)	($8,223,587)	$3,903,139	($16,243,266)	($20,146,405)	-516.2%
FUND BALANCE JANUARY 1	$25,892,699	$23,722,806	$23,722,806	$27,625,945	$3,903,139	16.5%
FUND BALANCE DECEMBER 31	$23,722,806	$15,499,219	$27,625,945	$11,382,679	($16,243,266)	-58.8%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0		N/A
Sales Tax	$0	$0	$0	$0		N/A
Utility Taxes	$0	$0	$0	$0		N/A
Other Taxes	$0	$0	$0	$0		N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0		N/A
Intergovernmental	$0	$0	$0	$0		N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$88,037	$121,923	$146,825	$163,963	$17,138	11.7%
Other Revenue	$0	$0	$0	$0	$0	N/A
Non-Revenue	$1,360,686	$1,370,604	$3,548,117	$1,437,968	($2,110,149)	-59.5%
TOTAL REVENUE	$1,448,723	$1,492,527	$3,694,942	$1,601,931	($2,093,011)	-56.6%
EXPENDITURES						
Salaries & Wages	$6,143	$0	$22,198	$0	($22,198)	-100.0%
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$8,321	$0	$27,457	$0	($27,457)	-100.0%
Supplies	$7,205	$0	$11,690	$0	($11,690)	-100.0%
Professional Services	$47,276	$0	$89,583	$0	($89,583)	-100.0%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$114	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$14,882	$900,000	$698,818	$740,000	$41,182	5.9%
Interfund Payments	$391	$0	$1,738	$0	($1,738)	-100.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$84,331	$900,000	$851,484	$740,000	($111,484)	-13.1%
NET CHANGES	$1,364,392	$592,527	$2,843,457	$861,931	($1,981,526)	-69.7%
FUND BALANCE JANUARY 1	$6,014,765	$7,379,159	$7,379,158	$10,222,615	$2,843,457	38.5%
FUND BALANCE DECEMBER 31	$7,379,158	$7,971,686	$10,222,615	$11,084,546	$861,931	8.4%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$92,469	$129,886	$159,905	$182,164	$22,259	13.9%
Other Revenue	$92	$0	$0	$0	$0	N/A
Non-Revenue	$1,491,772	$1,479,368	$2,954,262	$1,535,981	($1,418,281)	-48.0%
TOTAL REVENUE	$1,584,334	$1,609,254	$3,114,167	$1,718,145	($1,396,022)	-44.8%
EXPENDITURES						
Salaries & Wages	$2,735	$0	$215	$0	($215)	-100.0%
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$0	$0	$0	$0	$0	N/A
Personnel Benefits	$1,275	$0	$96	$0	($96)	-100.0%
Supplies	$0	$0	$0	$0	$0	N/A
Professional Services	$8,583	$0	$881	$0	($881)	-100.0%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$7,096	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$44,645	$540,000	$0	$0	$0	N/A
Interfund Payments	$138	$0	$7	$0	($7)	-100.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$64,473	$540,000	$1,198	$0	($1,198)	-100.0%
NET CHANGES	$1,519,861	$1,069,254	$3,112,968	$1,718,145	($1,394,823)	-44.8%
FUND BALANCE JANUARY 1	$6,330,234	$7,850,095	$7,850,095	$10,963,063	$3,112,968	39.7%
FUND BALANCE DECEMBER 31	$7,850,095	$8,919,349	$10,963,063	$12,681,208	$1,718,145	15.7%

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

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$1,156	$600	$0	$0	$0	N/A
Charges for Services	$38,914,823	$39,598,662	$42,778,004	$49,812,548	$7,034,543	16.4%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$248,527	$295,549	$402,879	$376,197	($26,682)	-6.6%
Other Revenue	$4,075,770	$3,360,462	$3,651,036	$3,181,586	($469,450)	-12.9%
Non-Revenue	$379,460	$1,453,488	$1,197,931	$640,709	($557,222)	-46.5%
TOTAL REVENUE	$43,619,736	$44,708,761	$48,029,851	$54,011,040	$5,981,189	12.5%
EXPENDITURES						
Salaries & Wages	$5,826,259	$6,395,777	$6,920,030	$7,613,524	$693,494	10.0%
Overtime	$49,043	$14,400	$26,867	$16,000	($10,867)	-40.4%
Supplemental Help	$0	$29,120	$0	$0	$0	N/A
Other Compensation	$18,269	$23,513	$18,795	$21,192	$2,397	12.8%
Personnel Benefits	$25,040,756	$30,386,538	$29,044,407	$26,387,466	($2,656,941)	-9.1%
Supplies	$554,491	$582,870	$633,133	$748,825	$115,692	18.3%
Professional Services	$2,074,116	$3,482,155	$2,707,112	$7,312,214	$4,605,102	170.1%
Communication	$176,175	$219,200	$191,063	$271,371	$80,309	42.0%
Training	$57,683	$119,000	$73,894	$182,200	$108,306	146.6%
Advertising	$735	$6,600	$0	$3,100	$3,100	N/A
Rentals	$2,217	$3,000	$0	$100	$100	N/A
Insurance	$1,883,443	$1,949,610	$2,056,737	$2,143,449	$86,712	4.2%
Utilities	$1,279	$2,000	$3,537	$2,000	($1,537)	-43.5%
Repairs & Maintenance	$2,189,962	$2,705,096	$2,443,982	$3,708,088	$1,264,106	51.7%
Other Services & Charges	$915,090	$1,436,493	$1,094,629	$1,165,251	$70,622	6.5%
Intergovernmental	$461,822	$577,641	$506,795	$733,801	$227,006	44.8%
Capital	$0	$4,895,125	$3,339,800	$3,283,569	($56,231)	-1.7%
Interfund Payments	$223,839	$193,275	$191,704	$192,606	$902	0.5%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$315,336	$3,458,000	($5,695)	$80,000	$85,695	-1504.7%
TOTAL EXPENDITURES	$39,790,513	$56,479,413	$49,246,791	$53,864,756	$4,617,965	9.4%
NET CHANGES	$3,829,223	($11,770,652)	($1,216,940)	$146,283	$1,363,224	-112.0%
FUND BALANCE JANUARY 1	$15,247,073	$19,335,792	$19,076,296	$17,859,356	($1,216,940)	-6.4%
FUND BALANCE DECEMBER 31	$19,076,296	$7,565,140	$17,859,356	$18,005,639	$146,283	0.8%

Fund Notes:
Internal Service Funds are used to account for business like activities where the customers are largely internal to the City. An example is the City Fleet Services. The goal is to provide a long-term financial viability perspective which is accomplished through full accrual accounting.

FLEET MAINTENANCE FUND (501)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$4,981,684	$4,735,219	$4,706,519	$4,990,744	$284,225	6.04%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$66,493	$108,005	$109,840	$117,289	$7,449	6.78%
Other Revenue	($28,248)	$0	$2,113	$0	($2,113)	-100.00%
Non-Revenue	$379,460	$216,008	$363,865	$381,209	$17,344	4.77%
TOTAL REVENUE	$5,399,389	$5,059,232	$5,182,337	$5,489,242	$306,905	5.9%
EXPENDITURES						
Salaries & Wages	$940,318	$1,122,999	$1,176,397	$1,269,791	$93,394	7.9%
Overtime	$4,963	$2,400	$4,430	$4,000	($430)	-9.7%
Supplemental Help	$0	$29,120	$0	$0	$0	N/A
Other Compensation	$8,861	$10,560	$8,482	$8,464	($18)	-0.2%
Personnel Benefits	$360,012	$443,763	$476,300	$517,146	$40,846	8.6%
Supplies	$354,041	$423,000	$429,863	$443,000	$13,137	3.1%
Professional Services	$62,594	$40,000	$51,083	$50,000	($1,083)	-2.1%
Communication	$3,855	$4,600	$5,150	$7,000	$1,850	35.9%
Training	$13,875	$16,000	$12,644	$16,000	$3,356	26.5%
Advertising	$585	$2,000	$0	$1,500	$1,500	N/A
Rentals	$2,217	$3,000	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$1,279	$2,000	$3,537	$2,000	($1,537)	-43.5%
Repairs & Maintenance	$253,050	$200,000	$155,796	$180,000	$24,204	15.5%
Other Services & Charges	$570,389	$971,325	$596,042	$741,000	$144,958	24.3%
Intergovernmental	$669	$606	$535	$700	$165	30.8%
Capital	$0	$3,645,125	$3,175,766	$3,263,569	$87,803	2.8%
Interfund Payments	$179,298	$152,426	$150,842	$98,785	($52,057)	-34.5%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$2,300,000	$0	$0	$0	N/A
TOTAL EXPENDITURES	$2,756,006	$9,368,924	$6,246,866	$6,602,954	$356,088	5.7%
NET CHANGES	$2,643,383	($4,309,692)	($1,064,529)	($1,113,712)	($49,183)	4.6%
FUND BALANCE JANUARY 1	$3,434,882	$6,078,264	$6,078,265	$5,013,736	($1,064,529)	-17.5%
FUND BALANCE DECEMBER 31	$6,078,265	$1,768,572	$5,013,736	$3,900,024	($1,113,712)	-22.2%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,117,686	$2,105,633	$2,105,633	$2,299,519	$193,886	9.2%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$12,152	$0	$19,333	$0	($19,333)	-100.0%
Other Revenue	$209,880	$89,978	$35,789	$60,000	$24,211	67.6%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$2,339,718	$2,195,611	$2,160,755	$2,359,519	$198,764	9.2%
EXPENDITURES						
Salaries & Wages	$91,663	$95,363	$121,171	$359,557	$238,386	196.7%
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$120	$120	$210	$0	($210)	-100.0%
Personnel Benefits	$25,467	$27,803	$35,239	$115,554	$80,315	227.9%
Supplies	$0	$200	$0	$600	$600	N/A
Professional Services	$23,266	$30,000	$15,781	$110,000	$94,219	597.0%
Communication	$1	$200	$0	$500	$500	N/A
Training	$0	$0	$883	$600	($283)	-32.0%
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$1,883,443	$1,949,610	$2,056,737	$2,143,449	$86,712	4.2%
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$500	$0	$600	$600	N/A
Other Services & Charges	$40,058	$60,000	$118,968	$80,000	($38,968)	-32.8%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$25,000	$25,000	$25,000	$25,000	($0)	0.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$11,622	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$2,100,640	$2,188,796	$2,373,989	$2,835,860	$461,871	19.5%
NET CHANGES	$239,079	$6,815	($213,234)	($476,341)	($263,107)	123.4%
FUND BALANCE JANUARY 1	$1,122,573	$1,361,651	$1,361,651	$1,148,417	($213,234)	-15.7%
FUND BALANCE DECEMBER 31	$1,361,651	$1,368,466	$1,148,417	$672,076	($476,341)	-41.5%

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 other local governments which lowers the cost of purchasing stop-loss coverage.) Revenues come from other City funds.

MEDICAL SELF-INSURANCE FUND (511)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$19,382,428	$18,250,000	$21,332,202	$24,317,393	$2,985,191	13.99%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$140,883	$174,344	$239,150	$245,708	$6,558	2.74%
Other Revenue	$3,759,055	$2,528,484	$3,151,116	$3,000,586	($150,530)	-4.78%
Non-Revenue	$0	$0	$0	$0	$0	N/A
TOTAL REVENUE	$23,282,366	$20,952,828	$24,722,469	$27,563,687	$2,841,218	11.5%
EXPENDITURES						
Salaries & Wages	$0	$0	$0	$0	$0	N/A
Overtime	$0	$0	$0	$0	$0	N/A
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$3,398	$6,600	$4,143	$6,600	$2,457	59.3%
Personnel Benefits	$22,005,027	$25,458,766	$23,930,175	$21,493,722	($2,436,453)	-10.2%
Supplies	$0	$0	$0	$33,225	$33,225	N/A
Professional Services	$675,453	$754,271	$673,488	$4,230,771	$3,557,283	528.2%
Communication	$0	$0	$0	$0	$0	N/A
Training	$0	$0	$0	$0	$0	N/A
Advertising	$0	$0	$0	$0	$0	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$0	$0	$0	$0	N/A
Other Services & Charges	$262,322	$326,668	$301,857	$288,551	($13,306)	-4.4%
Intergovernmental	$139,119	$172,849	$80,047	$85,044	$4,997	6.2%
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$0	$0	$0	$0	$0	N/A
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$303,714	$1,158,000	($5,695)	$80,000	$85,695	-1504.7%
TOTAL EXPENDITURES	$23,389,033	$27,877,154	$24,984,015	$26,217,913	$1,233,898	4.9%
NET CHANGES	($106,667)	($6,924,326)	($261,547)	$1,345,774	$1,607,320	-614.5%
FUND BALANCE JANUARY 1	$9,410,564	$9,303,895	$9,303,898	$9,042,351	($261,547)	-2.8%
FUND BALANCE DECEMBER 31	$9,303,898	$2,379,569	$9,042,351	$10,388,125	$1,345,774	14.9%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$1,156	$600	$0	$0	$0	N/A
Charges for Services	$2,247,536	$1,666,576	$1,944,338	$3,487,739	$1,543,401	79.4%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$8,582	$13,200	$3,274	$13,200	$9,926	303.2%
Other Revenue	$110,007	$742,000	$462,018	$121,000	($341,018)	-73.8%
Non-Revenue	$0	$1,237,480	$834,066	$0	($834,066)	-100.0%
TOTAL REVENUE	$2,367,281	$3,659,856	$3,243,697	$3,621,939	$378,242	11.7%
EXPENDITURES						
Salaries & Wages	$160,759	$202,296	$190,665	$184,168	($6,497)	-3.4%
Overtime	$11,995	$12,000	$12,261	$12,000	($261)	-2.1%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$290	$488	$258	$120	($138)	-53.5%
Personnel Benefits	$1,206,418	$2,848,378	$2,820,990	$2,241,930	($579,061)	-20.5%
Supplies	$201	$1,000	$3,013	$1,000	($2,013)	-66.8%
Professional Services	$73,038	$77,000	$58,700	$107,508	$48,808	83.1%
Communication	$0	$400	$0	$400	$400	N/A
Training	$2,968	$3,000	$3,882	$3,000	($882)	-22.7%
Advertising	$0	$1,600	$0	$1,600	$1,600	N/A
Rentals	$0	$0	$0	$0	$0	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$0	$250	$0	$250	$250	N/A
Other Services & Charges	$2,056	$13,500	$6,649	$18,500	$11,851	178.2%
Intergovernmental	$322,033	$404,186	$426,213	$648,057	$221,844	52.1%
Capital	$0	$0	$0	$0	$0	N/A
Interfund Payments	$12,820	$12,842	$12,842	$12,842	$0	0.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$1,792,579	$3,576,940	$3,535,474	$3,231,375	($304,099)	-8.6%
NET CHANGES	$574,702	$82,916	($291,778)	$390,564	$682,342	-233.9%
FUND BALANCE JANUARY 1	($36,924)	$537,778	$537,778	$246,000	($291,778)	-54.3%
FUND BALANCE DECEMBER 31	$537,778	$620,694	$246,000	$636,564	$390,564	158.8%

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)

	2015-2016 Actual	2017-2018 Budget	2017-2018 Estimates	2019-2020 Budget	Change	Percent Change
REVENUE						
Property Tax	$0	$0	$0	$0	$0	N/A
Sales Tax	$0	$0	$0	$0	$0	N/A
Utility Taxes	$0	$0	$0	$0	$0	N/A
Other Taxes	$0	$0	$0	$0	$0	N/A
Total Taxes	$0	$0	$0	$0	$0	N/A
Licenses and Permits	$0	$0	$0	$0	$0	N/A
Intergovernmental	$0	$0	$0	$0	$0	N/A
Charges for Services	$10,185,489	$12,841,234	$12,689,312	$14,717,153	$2,027,841	16.0%
Fines & Forfeits	$0	$0	$0	$0	$0	N/A
Interest	$20,417	$0	$31,282	$0	($31,282)	-100.0%
Other Revenue	$25,076	$0	$0	$0	$0	N/A
Non-Revenue	$0	$0	$0	$259,500	$259,500	N/A
TOTAL REVENUE	$10,230,982	$12,841,234	$12,720,594	$14,976,653	$2,256,059	17.7%
EXPENDITURES						
Salaries & Wages	$4,633,518	$4,975,119	$5,431,797	$5,800,008	$368,211	6.8%
Overtime	$32,085	$0	$10,176	$0	($10,176)	-100.0%
Supplemental Help	$0	$0	$0	$0	$0	N/A
Other Compensation	$5,600	$5,745	$5,703	$6,008	$306	5.4%
Personnel Benefits	$1,443,832	$1,607,828	$1,781,703	$2,019,115	$237,412	13.3%
Supplies	$200,249	$158,670	$200,256	$271,000	$70,744	35.3%
Professional Services	$1,239,765	$2,580,884	$1,908,061	$2,813,935	$905,874	47.5%
Communication	$172,320	$214,000	$185,912	$263,471	$77,559	41.7%
Training	$40,840	$100,000	$56,486	$162,600	$106,114	187.9%
Advertising	$150	$3,000	$0	$0	$0	N/A
Rentals	$0	$0	$0	$100	$100	N/A
Insurance	$0	$0	$0	$0	$0	N/A
Utilities	$0	$0	$0	$0	$0	N/A
Repairs & Maintenance	$1,936,912	$2,504,346	$2,288,185	$3,527,238	$1,239,053	54.2%
Other Services & Charges	$40,265	$65,000	$71,112	$37,200	($33,912)	-47.7%
Intergovernmental	$0	$0	$0	$0	$0	N/A
Capital	$0	$1,250,000	$164,034	$20,000	($144,034)	-87.8%
Interfund Payments	$6,721	$3,007	$3,021	$55,979	$52,958	1753.0%
Debt Service	$0	$0	$0	$0	$0	N/A
Transfers Out	$0	$0	$0	$0	$0	N/A
TOTAL EXPENDITURES	$9,752,256	$13,467,599	$12,106,447	$14,976,654	$2,870,207	23.7%
NET CHANGES	$478,726	($626,365)	$614,147	($1)	($614,148)	-100.0%
FUND BALANCE JANUARY 1	$1,315,978	$2,054,204	$1,794,704	$2,408,851	$614,147	34.2%
FUND BALANCE DECEMBER 31	$1,794,704	$1,427,839	$2,408,851	$2,408,850	($1)	0.0%

Fund Notes:
The Information Technology Fund accounts for the activity of the Information Services Department. The revenues come from other City departments.

SUPPLEMENTAL INFORMATION

BUDGET BY DEPARTMENT
FISCAL POLICY
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BUDGET BY DEPARTMENT

CITY OF REDMOND
CITY-WIDE BUDGET SUMMARY
2019-2020 ADOPTED BUDGET

DEPARTMENTAL BUDGETS BY PRIORITY

Departments	Clean & Green	Diverse & Connected Community	Infrastructure	Responsible Government	Safety	Vibrant Economy	*Intra-City Transfers and Fund Balances*	Grand Total
EXECUTIVE	-	6,104,068	-	3,997,047	3,857,066	-	-	13,958,181
FINANCE	5,119,020	1,069,396	96,955,300	121,536,324	4,308,800	-	119,424,020	348,412,859
FIRE	-	-	-	-	62,544,507	-	-	62,544,507
HUMAN RESOURCES	-	-	-	7,531,252	-	-	-	7,531,252
PARKS	8,627,430	11,948,519	12,552,267	-	-	-	-	33,128,216
PLANNING	-	4,187,842	-	-	7,580,868	27,888,978	-	39,657,688
POLICE	-	-	-	-	36,128,740	-	-	36,128,740
PUBLIC WORKS	20,543,940	-	214,054,955	7,845,700	-	-	-	242,444,595
TECHNOLOGY AND INFORMATION SYSTEMS	-	-	-	13,866,168	-	-	-	13,866,168
Grand Total	**34,290,390**	**23,309,825**	**323,562,522**	**154,776,491**	**114,419,981**	**27,888,978**	**119,424,020**	**797,672,206**

DEPARTMENTAL BUDGETS BY FUND TYPE

Departments	General Fund*	Special Revenue	Debt	General Governmental Capital	Utility Capital	Utility Operations	Internal Service	Grand Total
EXECUTIVE	12,889,110	792,505	-	-	-	-	276,566	13,958,181
FINANCE	87,545,683	22,342,473	11,565,451	28,299,849	110,437,512	39,563,115	48,658,777	348,412,859
FIRE	47,259,486	15,285,021	-	-	-	-	-	62,544,507
HUMAN RESOURCES	3,965,273	-	-	-	-	-	3,565,979	7,531,252
PARKS	27,706,923	5,168,673	-	-	-	64,000	188,621	33,128,216
PLANNING	24,028,336	10,610,073	-	-	-	5,019,278	-	39,657,688
POLICE	36,128,740	-	-	-	-	-	-	36,128,740
PUBLIC WORKS	48,291,205	9,026,469	-	84,211,427	-	94,312,539	6,602,954	242,444,595
TECHNOLOGY AND INFORMATION SYSTEMS	1,262,406	26,265	-	-	-	-	12,577,498	13,866,168
Grand Total	**289,077,162**	**63,251,479**	**11,565,451**	**112,511,276**	**110,437,512**	**138,958,932**	**71,870,395**	**797,672,206**

*General Fund includes sub-funds of the General Fund

FISCAL POLICY

FISCAL POLICY
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 citizen 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.

   Reports on revenues and expenditures will be prepared on a timely basis monthly and reviewed quarterly by the City Council.

   The city will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.

   The City of Redmond defines a balanced budget as current biennium revenues (including fund balances) are equal to or greater than current biennium budgeted expenditures.

   The City further defines a structurally balanced budget as current on-going revenues (without including fund balances) as equal to or greater than current on-going expenses.

   The City 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 General Fund revenues (excluding development and significant one-time revenues), available one-time money and the pavement management contribution to the capital investment program as part of the City's biennial budget.

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 approve 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 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 web site.

DEPARTMENT ORGANIZATION CHARTS
STAFFING AUTHORIZATIONS

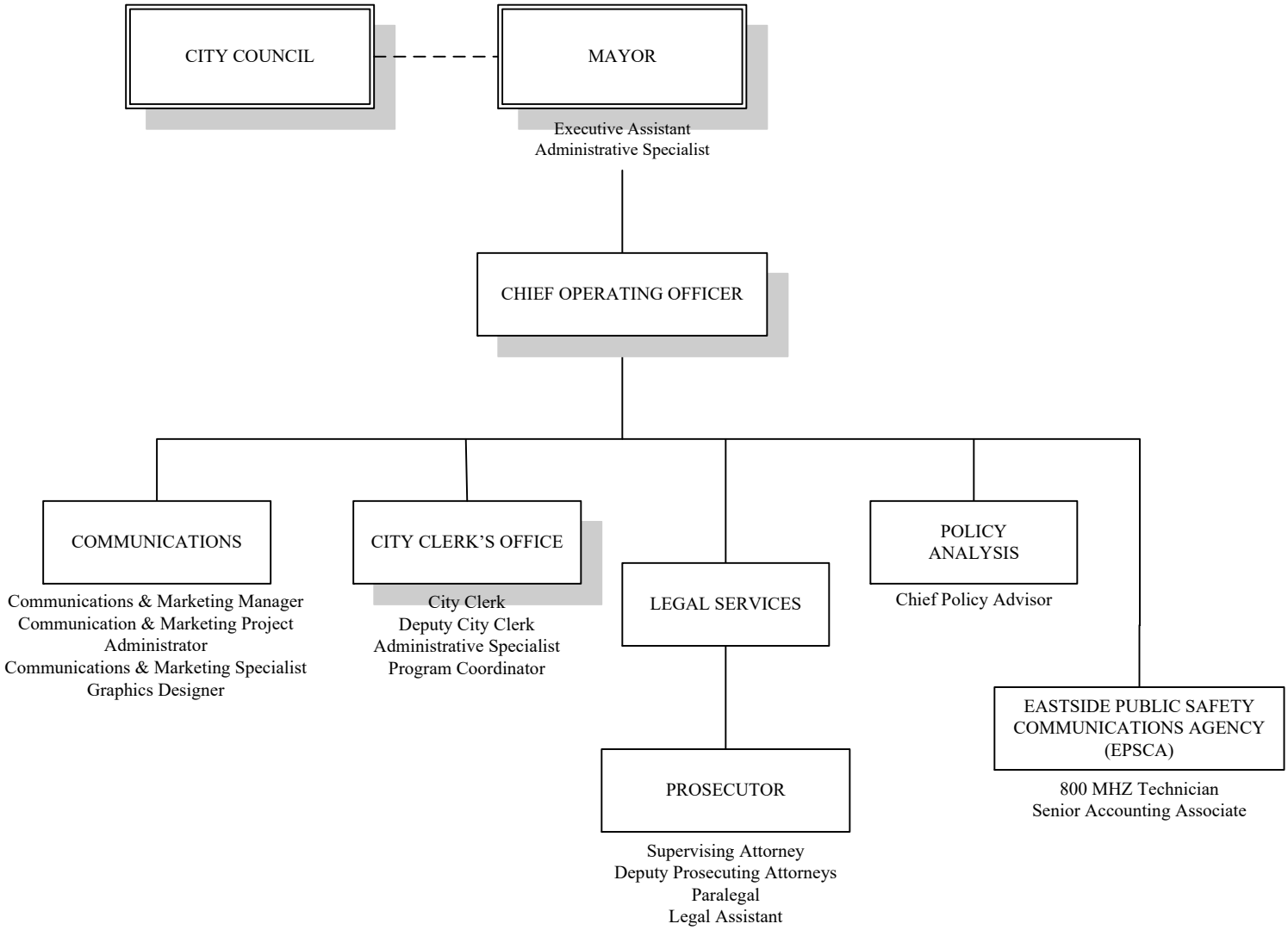
EXECUTIVE

2019-2020 ADOPTED 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.



EXECUTIVE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION			
Administrative Specialist	1.00	1.00	1.00
Chief Operating Officer[1]	0.00	1.00	1.00
Chief Policy Advisor	1.00	1.00	1.00
Deputy City Administrator[1, 2]	2.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00
Mayor	1.00	1.00	1.00
	6.00	6.00	5.00
OPERATING GRANTS - TRANSPORTATION DEMAND MANAGEMENT (TDM)[3]			
Administrative Specialist	1.00	0.00	0.00
Program Administrator	3.00	0.00	0.00
	4.00	0.00	0.00
ECONOMIC DEVELOPMENT[3]			
Economic Development Manager	1.00	0.00	0.00
Planner - Senior[4]	1.00	0.00	0.00
	2.00	0.00	0.00
CUSTOMER SERVICE[5]			
Customer Service Supervisor[6]	1.00	0.00	0.00
	1.00	0.00	0.00
OFFICE OF COMMUNICATIONS			
Communications & Marketing Manager	1.00	1.00	1.00
Communications & Marketing Project Administrator	1.00	1.00	1.00
Communications & Marketing Specialist[7]	1.00	2.00	2.00
Graphics Designer[8]	1.00	1.00	2.00
	4.00	5.00	6.00
EASTSIDE PUBLIC SAFETY COMMUNICATIONS AGENCY (EPSCA)			
EPSCA 800 MHz Technician[9]	1.00	1.00	0.00
EPSCA Executive Director[4]	1.00	0.00	0.00
EPSCA Senior Accounting Associate	1.00	1.00	1.00
	3.00	2.00	1.00
CITY CLERK[10]			
Administrative Specialist	0.00	1.00	1.00
City Clerk	0.00	1.00	1.00
Program Coordinator[7]	0.00	1.00	1.00
Deputy City Clerk	0.00	1.00	1.00
	0.00	4.00	4.00

EXECUTIVE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
LEGAL SERVICES			
Legal Assistant	1.00	1.00	1.00
Paralegal	0.75	0.75	0.75
Deputy Prosecuting Attorney[10]	1.00	1.50	1.50
Supervising Attorney	1.00	1.00	1.00
	3.75	4.25	4.25
TOTAL FTEs	23.75	21.25	20.25
SUPPLEMENTAL FTEs[12,13]	0.78	0.76	1.82

Notes:

1. Position was reclassified within the department with a new position title.
2. Position was transferred to Human Resources and reclassified from a Deputy City Administrator to a Safety Manager.
3. Divisions were moved from Executive to Planning in 2018 due to a re-organization.
4. The EPSCA Executive Director position was moved to Finance in 2017 and was reclassified to a Senior Accounting Associate.
5. The Customer Service Division moved to Parks in 2018 due to a re-organization.
6. Position transferred from Public Works to Executive in 2016 and reclassified from a Program Coordinator to a Customer Service Supervisor.
7. Position added in the 2017-2018 Budget.
8. Position resides in Executive; however, it was previously partially funded by the Parks Recreation Activity Fund and shown in Parks.
9. The EPSCA 800 MHz Technician position was moved to Technology and Information Services in 2019-2020 and was reclassified to a Business Analyst.
10. The City Clerk Division moved to Executive due to a re-organizations within Finance and Technology and Information Services in 2017 and 2018.
11. Council approved a .50 FTE Deputy Prosecuting Attorney in June of 2017.
12. Supplemental funding increased in 2019-2020 due to one-time funding to support public records requests and ongoing staffing for videography of Council meetings.
13. Supplemental FTE estimates are based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

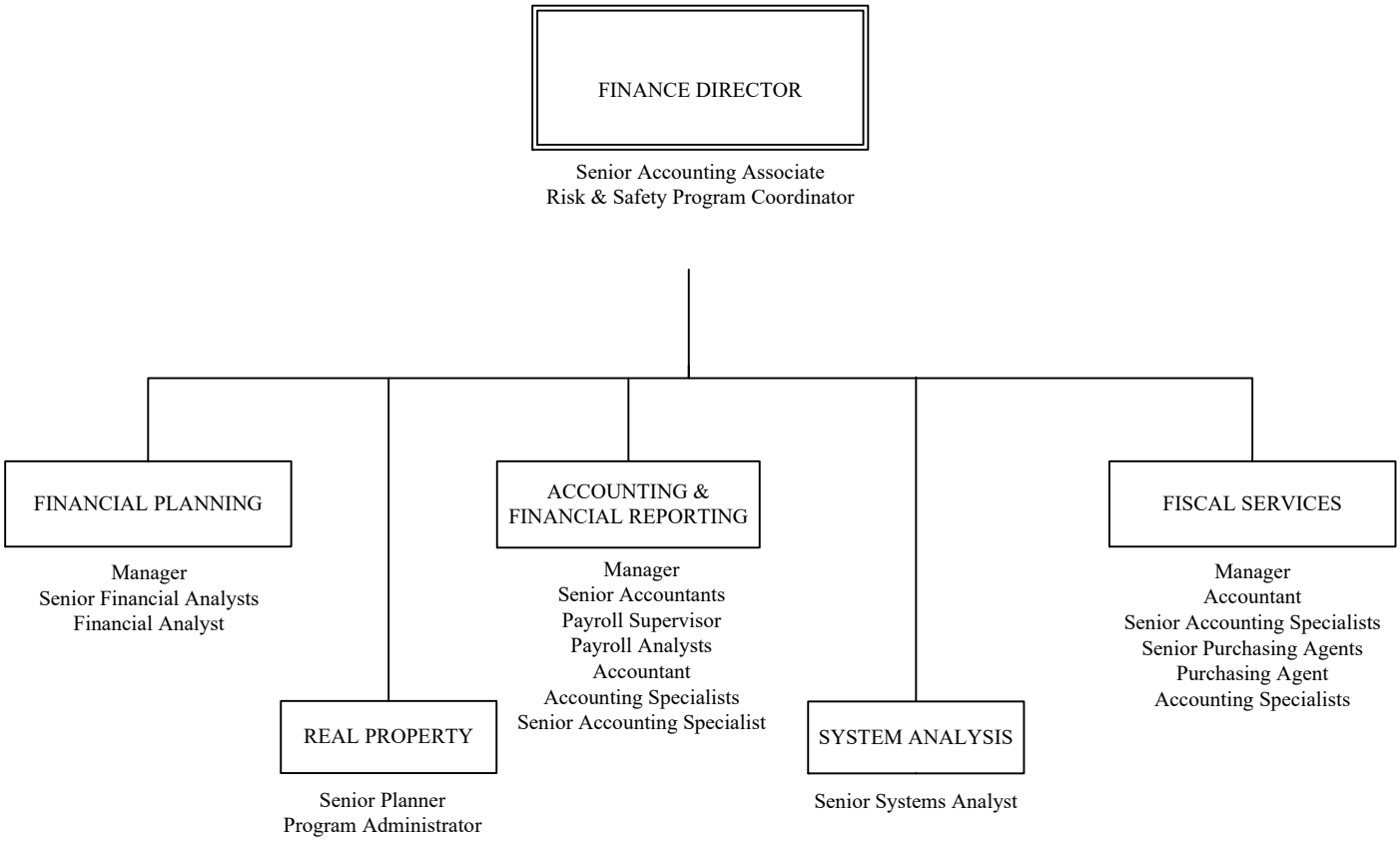
FINANCE

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION			
Business Systems Analyst - Senior	1.00	1.00	1.00
Senior Accounting Associate[1]	0.00	1.00	1.00
Program Administrator [2]	0.00	1.00	1.00
Planner - Senior[1]	0.00	1.00	1.00
Department Administrative Coordinator[3]	1.00	0.00	0.00
Director	1.00	1.00	1.00
	3.00	5.00	5.00
TREASURY[4]			
Accountant	1.00	0.00	0.00
Treasury Manager[3]	1.00	0.00	0.00
	2.00	0.00	0.00
FISCAL SERVICES[4]			
Accountant	0.00	1.00	1.00
Financial Services Manager[3]	0.00	1.00	1.00
Accounting Specialist	0.00	2.00	2.00
Accounting Specialist - Senior	0.00	1.00	1.00
Purchasing Agent	0.00	1.00	1.00
Purchasing Agent - Senior[3]	0.00	2.00	2.00
	0.00	8.00	8.00
FINANCIAL PLANNING			
Finance Officer[3]	1.00	0.00	0.00
Financial Analyst[3]	0.00	1.00	1.00
Risk & Safety Program Coordinator[3]	0.00	1.00	1.00
Financial Analyst - Senior[5]	3.00	3.00	3.00
Financial Planning Manager[3]	0.00	1.00	1.00
Deputy Finance Director[3]	1.00	0.00	0.00
	5.00	6.00	6.00
CITY CLERK[6]			
Administrative Specialist	1.00	0.00	0.00
City Clerk	1.00	0.00	0.00
Deputy City Clerk	1.00	0.00	0.00
	3.00	0.00	0.00

FINANCE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ACCOUNTING & FINANCIAL REPORTING[4]			
Accountant[3]	2.00	1.00	1.00
Accountant - Senior[3]	1.00	2.00	2.00
Financial Services Manager[3]	0.00	1.00	1.00
Accounting Manager[3]	1.00	0.00	0.00
Payroll Analyst	2.00	2.00	2.00
Payroll Supervisor	1.00	1.00	1.00
Accounting Specialist[4]	0.00	2.00	2.00
Accounting Specialist - Senior[4]	0.00	1.00	1.00
	7.00	10.00	10.00
REVENUE[4]			
Accounting Specialist	2.00	0.00	0.00
Accounting Specialist - Senior	1.00	0.00	0.00
	3.00	0.00	0.00
FINANCIAL OPERATIONS[4]			
Accounting Specialist	2.00	0.00	0.00
Accounting Specialist - Associate[3]	1.00	0.00	0.00
Accounting Specialist - Senior[3]	0.00	0.00	0.00
Purchasing Agent	1.00	0.00	0.00
Purchasing Agent - Senior[3]	1.00	0.00	0.00
Purchasing/Accounts Payable Manager[3]	1.00	0.00	0.00
	6.00	0.00	0.00
INFORMATION TECHNOLOGY[7]			
Application Services Manager	1.00	0.00	0.00
Data Analyst - Fire	1.00	0.00	0.00
GIS Analyst	2.00	0.00	0.00
GIS Analyst - Senior	1.00	0.00	0.00
GIS Data Technician	1.00	0.00	0.00
Information Services Manager	1.00	0.00	0.00
Network Analyst	1.00	0.00	0.00
Network System Engineer	2.00	0.00	0.00
Programmer Analyst - Senior	3.00	0.00	0.00
Infrastructure & Operations Manager	1.00	0.00	0.00
Support Services Manager	1.00	0.00	0.00
Systems Analyst - Senior	5.00	0.00	0.00
Business Application Specialist	1.00	0.00	0.00
Systems Support Specialist	3.00	0.00	0.00
Technical Systems Coordinator	2.00	0.00	0.00
Business Analyst	1.00	0.00	0.00
	27.00	0.00	0.00

FINANCE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
POLICE LEVY[7]			
Technical Systems Coordinator	1.00	0.00	0.00
TOTAL FTEs	57.00	29.00	29.00
SUPPLEMENTAL FTEs[8]	0.00	0.00	0.00

Notes:

1. Position transferred to Finance from Executive in 2017.
2. The Real Property Manager transferred from Public Works to Finance and was reclassified to a Program Administrator in 2018 due to a re-organization.
3. Position was reclassified within the department with a new position title.
4. In 2017 Financial Operations, Revenue and Treasury merged to become Fiscal Services. Accounts Payable moved from Financial Operations to Accounting & Financial Reporting.
5. A 1.0 Senior Financial Analyst is partially funded by the Utilities; but the FTE resides in Finance.
6. The City Clerk Division moved to Executive due to a re-organizations within Finance and Technology and Information Services in 2017 and 2018.
7. Council approved separting the Technology and Information Services Department from the Finance Department in 2017.
8. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

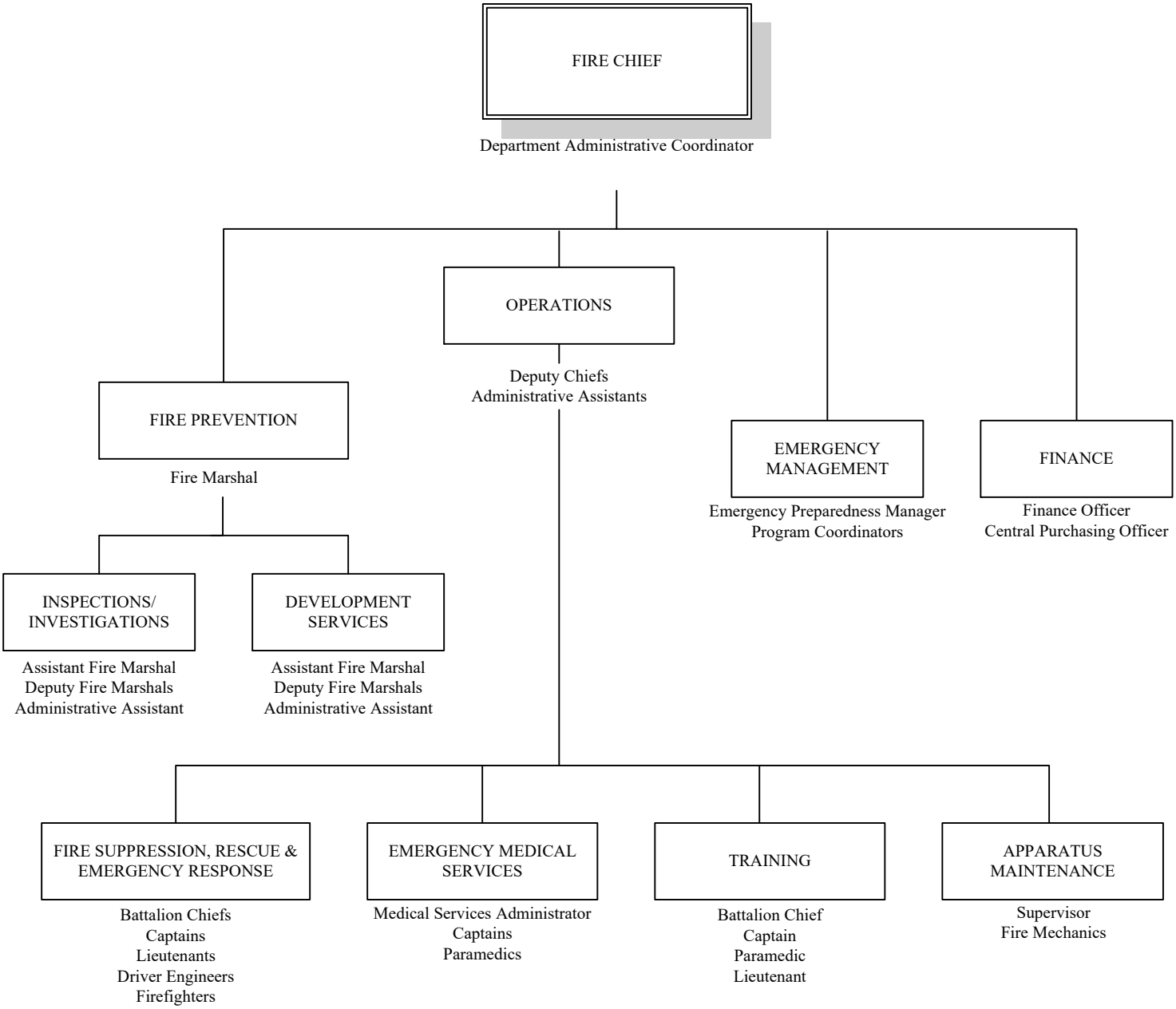
FIRE

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION[1]			
Administrative Assistant[2]	4.50	4.00	4.00
Assistant Fire Marshal	2.00	2.00	2.00
Department Administrative Coordinator	1.00	1.00	1.00
Program Coordinator (Office of Emergency Management)[2,3]	0.00	2.00	2.00
Emergency Preparedness Manager (OEM)[3]	0.00	1.00	1.00
Deputy Chief[4]	1.00	2.00	2.00
Deputy Fire Marshal	4.00	4.00	4.00
Finance Officer	1.00	1.00	1.00
Fire Apparatus Supervisor	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Fire Mechanic	2.00	2.00	2.00
	18.50	22.00	22.00
OPERATIONS			
Battalion Chief	3.00	3.00	3.00
Battalion Chief - Training	1.00	1.00	1.00
Captain	6.00	6.00	6.00
Captain - Training	1.00	1.00	1.00
Driver Engineer	18.00	18.00	18.00
Firefighter[4]	47.00	46.00	46.00
Lieutenant	15.00	15.00	15.00
Lieutenant - Central Purchasing Officer	1.00	1.00	1.00
Lieutenant - Training	1.00	1.00	1.00
	93.00	92.00	92.00
ADVANCED LIFE SUPPORT			
Fire Captain	3.00	3.00	3.00
Medical Services Administrator	1.00	1.00	1.00
Paramedic	26.00	26.00	26.00
Paramedic - Training	1.00	1.00	1.00
	31.00	31.00	31.00
FIRE LEVY			
Captain	1.00	1.00	1.00
Driver Engineer	3.00	3.00	3.00
Firefighter	15.00	15.00	15.00
Lieutenant	2.00	2.00	2.00
	21.00	21.00	21.00
TOTAL FTEs	163.50	166.00	166.00

FIRE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
SUPPLEMENTAL FTEs[5]	0.00	0.89	0.00

Notes:

1. Some administration costs are allocated to Advance Life Support.
2. The .50 FTE Admininstrative Assistant was reclassified to an Emergency Preparedness Manager and an additional .50 FTE was approved in the 2017-2018 Budget.
3. Office of Emergency Management (OEM) moved from Police to Fire in the 2017-2018 budget.
4. A vacant Firefighter position was reclassified to a Deputy Fire Chief in 2017.
5. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

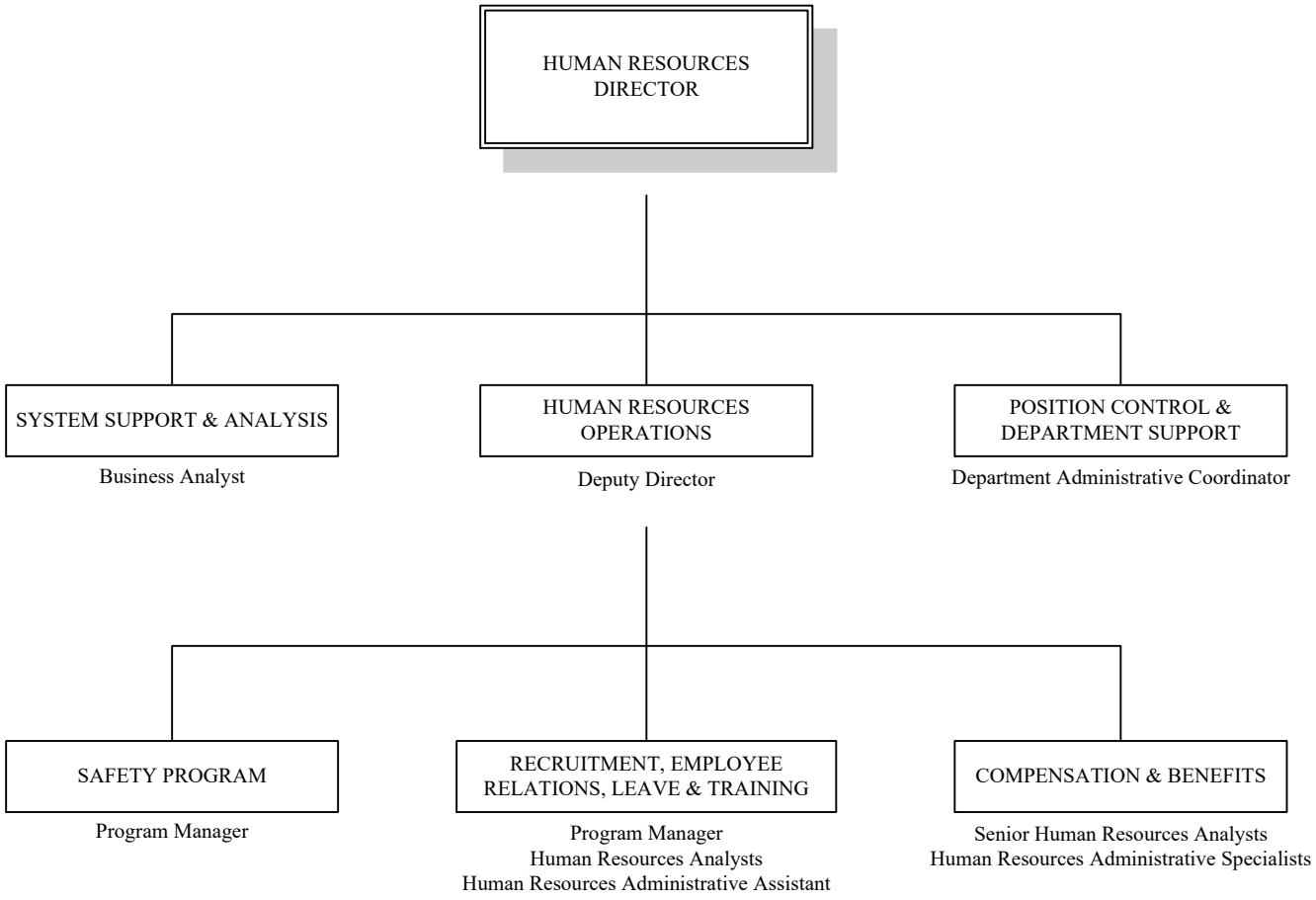
HUMAN RESOURCES

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

MISSION STATEMENT

We partner with our customers to achieve shared goals.



HUMAN RESOURCES

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION			
Deputy Human Resources Director[2]	0.00	1.00	1.00
Administrative Specialist[1]	0.94	1.00	1.00
Administrative Assistant[1]	0.60	1.00	1.00
Department Administrative Coordinator	1.00	1.00	1.00
Director	1.00	1.00	1.00
Human Resources Analyst - Senior	2.00	2.00	2.00
Human Resources Analyst	4.00	4.00	4.00
Human Resources Programs Manager	1.00	1.00	1.00
Human Resources Program & Policy Advisor[2]	1.00	0.00	0.00
Safety Program Manager[3]	0.00	0.00	1.00
Business Analyst[4]	0.00	0.00	1.00
	11.54	12.00	14.00
TOTAL FTEs	11.54	12.00	14.00
SUPPLEMENTAL FTEs[5]	0.39	0.31	0.34

Notes:

1. Both the Administrative Specialist and Administrative Assistant positions were made whole, an increase equivalent to a .46 FTE.
2. The Human Resources Program & Policy Advisor was relassified to a Human Resources Program Manager in 2018.
3. Position was transferred to Human Resources and reclassified from a Deputy City Administrator to a Safety Program Manager.
4. Business Analyst position added in the 2019-2020 Budget.
5. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

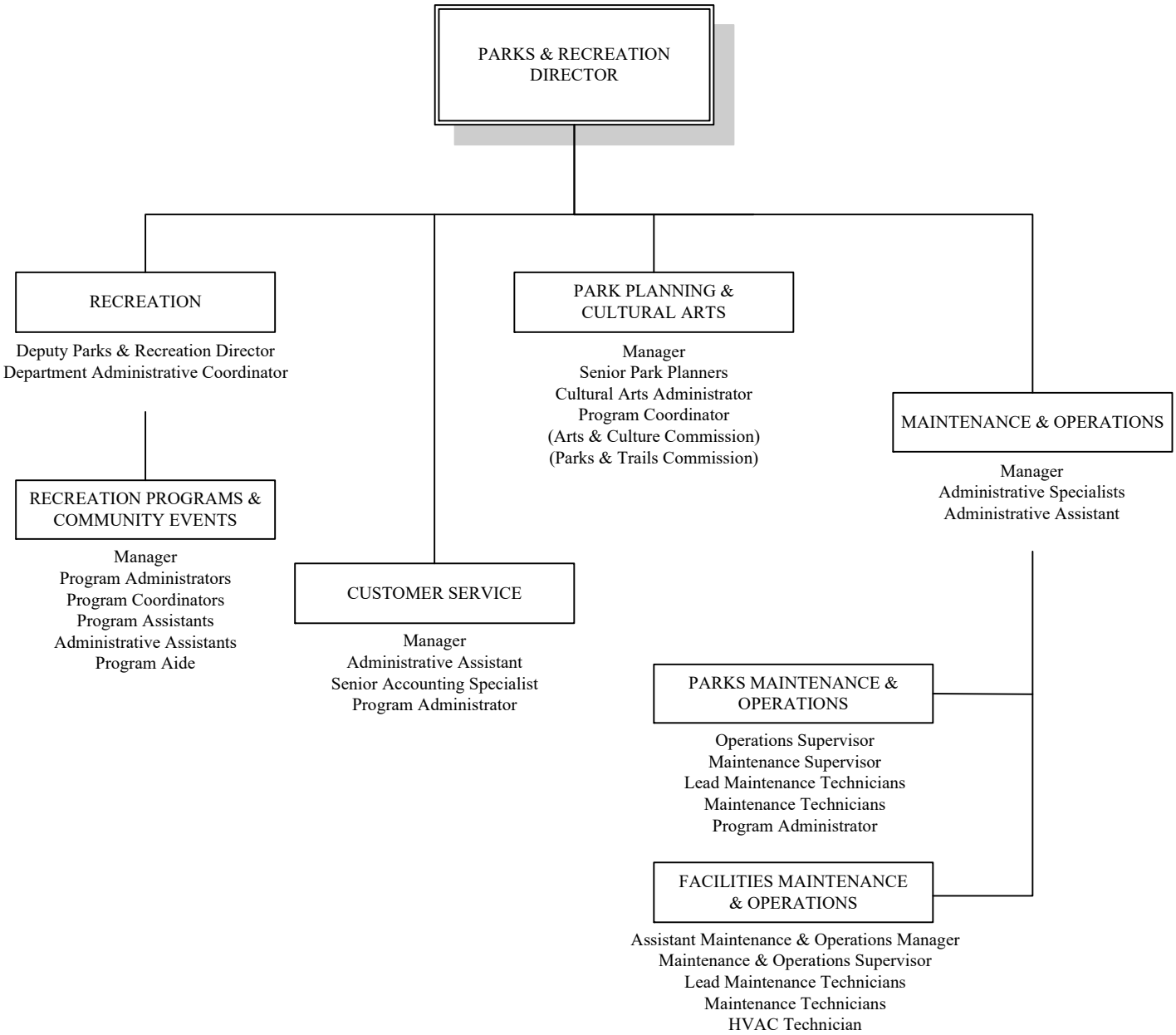
PARKS & RECREATION

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION			
Cultural Arts Administrator	0.50	0.50	0.50
Department Administrative Coordinator[1]	1.00	1.00	0.00
Deputy Director	1.00	1.00	1.00
Director	1.00	1.00	1.00
Parks Planning & Cultural Arts Manager	1.00	1.00	1.00
Planner - Senior	2.00	2.00	2.00
	6.50	6.50	5.50
ARTS ACTIVITY			
Cultural Arts Administrator	0.50	0.50	0.50
Program Coordinator	0.50	0.50	0.50
	1.00	1.00	1.00
RECREATION SERVICES			
Administrative Assistant[2,7]	0.62	0.62	1.00
Graphics Designer[10]	0.40	0.40	0.00
Recreation Program Manager[4]	0.00	1.00	1.00
Program Administrator[3]	3.08	3.08	4.00
Program Aid	0.63	0.63	0.63
Program Assistant[6]	0.00	0.00	1.00
Program Coordinator[3,5]	3.24	4.24	4.00
Recreation Division Manager[5]	1.00	0.00	0.00
	8.97	9.97	11.63
RECREATION ACTIVITY			
Administrative Assistant[2]	0.38	0.38	0.00
Graphics Designer[10]	0.60	0.60	0.00
Program Administrator[3,4]	2.92	1.92	2.00
Program Assistant[7]	5.00	5.00	3.00
Program Coordinator[3]	2.26	2.26	2.50
	11.16	10.16	7.50
SPECIAL EVENTS			
Administrative Assistant[2]	0.00	0.00	1.00
Program Coordinator	1.00	1.00	1.00
	1.00	1.00	2.00
PARKS LEVY			
Department Administrative Coordinator	1.00	1.00	1.00
Program Assistant[7]	0.00	0.00	1.00
Program Coordinator[2,6]	2.00	2.00	2.00
	3.00	3.00	4.00

PARKS & RECREATION

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
CUSTOMER SERVICE[8]			
Customer Service Manager	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00
Accounting Specialist - Senior	0.00	1.00	1.00
Program Administrator	0.00	1.00	1.00
	0.00	4.00	4.00
PARKS MAINTENANCE & OPERATIONS			
Administrative Specialist[3]	0.71	0.71	0.55
Lead Maintenance Technician	4.00	4.00	4.00
Maintenance Technician[6]	10.68	10.68	11.00
Parks Maintenance & Operations Manager[3]	1.00	1.00	0.80
Parks Maintenance Supervisor	1.00	1.00	1.00
Parks Operations Supervisor	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00
	19.39	19.39	19.35
FACILITIES MAINTENANCE & OPERATIONS[8]			
HVAC Technician	0.00	1.00	1.00
Maintenance & Operations Supervisor	0.00	1.00	1.00
Parks Maintenance & Operations Manager[3]	0.00	0.00	0.20
Parks Assistant Maintenance & Operations Manager[1]	0.00	0.00	1.00
Administrative Assistant (Operations)	0.88	0.88	0.88
Administrative Specialist[3]	0.13	0.13	0.29
Lead Maintenance Technician	2.00	3.00	3.00
Maintenance Technician[6,9]	7.00	12.00	13.00
	10.01	18.01	20.37
TOTAL FTEs	61.02	73.03	75.35
SUPPLEMENTAL FTEs[8,11,12]	40.18	33.17	33.25

PARKS & RECREATION

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget

Notes:

1. The Department Administrative Coordinator position was repurposed to an Assistant Maintenance & Operations Manager in the 2019-2020 Budget.
2. The Administrative Assistant moved from Recreation Services and Recreation Activity to Special Events the 2017-2018 Budget
3. Existing position was reallocated within the Department based on current need.
4. The Recreation Program Administrator was reclassified to a Recreation Program Manager.
5. The Recreation Division Manager was reclassified to a Program Coordinator in the 2017-2018 Budget.
6. In the 2019-2020 Budget supplemental funding was converted to fund 1.32 FTE Maintenance Technician positions, a 1.0 Program Coordinator and a 1.0 FTE Program Assistant.
7. A 1.0 FTE Program Assistant moved from Recreation Activity to Parks Levy and a 1.0 FTE Program Assistant moved from Recreation Activity to Recreation Services in the 2019-2020 Budget.
8. Customer Services positions moved from Executive and Facilities Maintenance moved from Public Works in 2018 due to a re-organization.
9. A 1.0 FTE Maintenance Technician was added in the 2017-2018 Budget.
10. The Graphics Designer resides in Executive; however, it was previously partially funded by the Parks Recreation Activity Fund and shown in the Parks Department.
11. Supplemental funding was added in 2019-2020 for the maintenance of new capital projects and to support the art studio. Supplemental to support the art studio is offset by revenue.
12. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

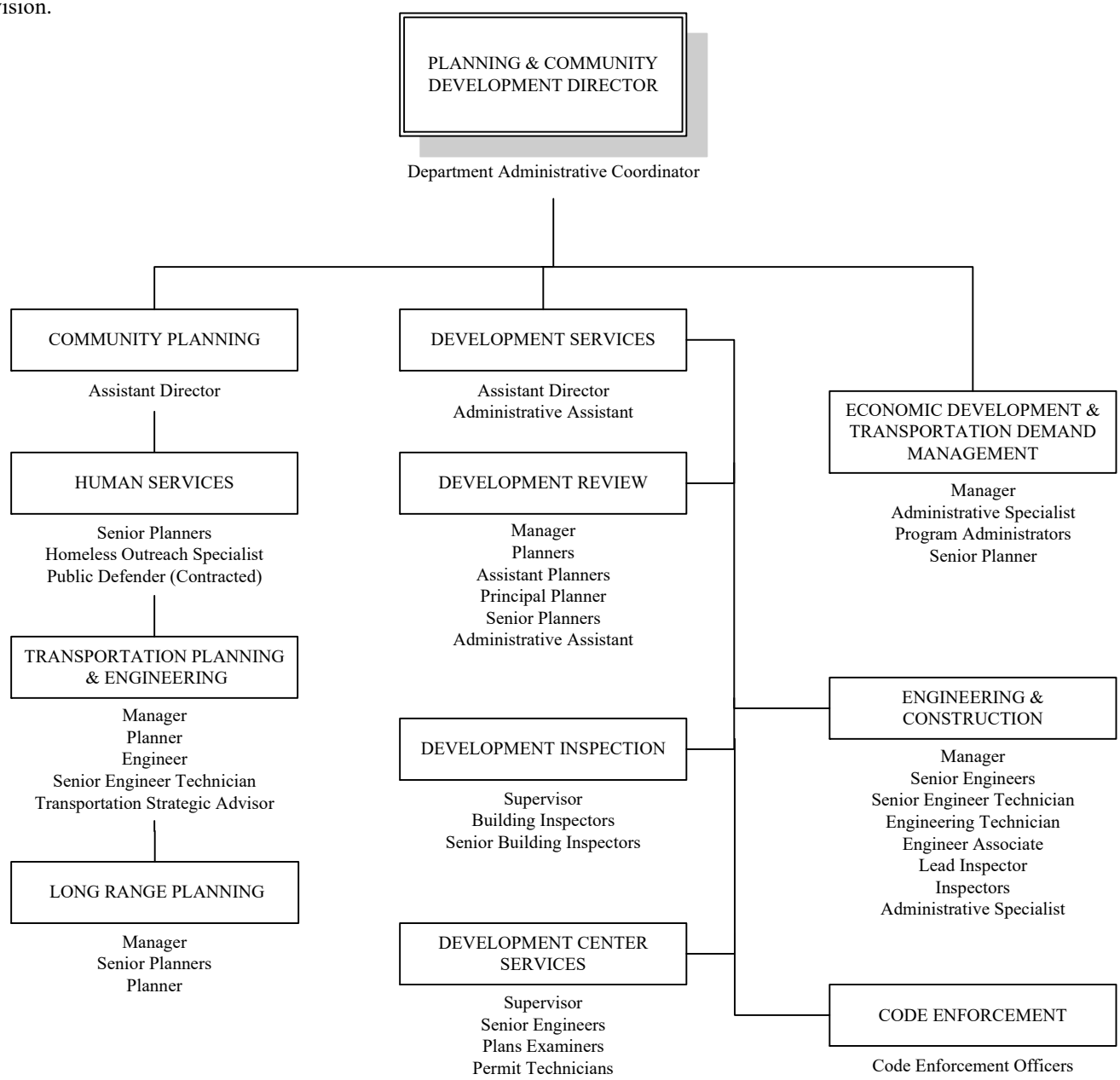
PLANNING & COMMUNITY DEVELOPMENT

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION			
Administrative Assistant	1.00	1.00	1.00
Department Administrative Coordinator	1.00	1.00	1.00
Assistant Director Community Planning	1.00	1.00	1.00
Assistant Director Development Services	1.00	1.00	1.00
Director	1.00	1.00	1.00
	5.00	5.00	5.00
OPERATING GRANTS - TRANSPORTATION DEMAND MANAGEMENT (TDM)[1]			
Administrative Specialist	0.00	1.00	1.00
Program Administrator	0.00	3.00	3.00
	0.00	4.00	4.00
ECONOMIC DEVELOPMENT[1]			
Planner - Senior[2]	0.00	1.00	1.00
Economic Development Manager	0.00	1.00	1.00
	0.00	2.00	2.00
HUMAN SERVICES			
Homeless Outreach Specialist[3]	0.00	1.00	1.00
Planner - Senior	1.75	1.75	1.75
	1.75	2.75	2.75
TRANSPORTATION PLANNING & ENGINEERING			
Transportation Strategic Advisor	1.00	1.00	1.00
Engineer Technician - Senior[2]	0.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00
Planner[4]	2.00	1.00	1.00
Engineer[4]	0.00	1.00	1.00
Planner - Senior[2]	1.00	0.00	0.00
	5.00	5.00	5.00
LONG RANGE PLANNING			
Planner - Senior[3,5]	4.81	4.00	4.00
Planner[3]	0.00	1.00	1.00
Planning Manager	1.00	1.00	1.00
	5.81	6.00	6.00

PLANNING & COMMUNITY DEVELOPMENT

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
DEVELOPMENT REVIEW			
Administrative Assistant	1.00	1.00	1.00
Planner	3.88	3.88	3.88
Planner - Assistant	2.00	2.00	2.00
Planner - Principal	0.70	0.70	0.70
Planner - Senior	3.00	3.00	3.00
Planning Manager	1.00	1.00	1.00
	11.58	11.58	11.58
DEVELOPMENT CENTER SERVICES & CODE ENFORCEMENT			
Accounting Specialist - Senior[6]	1.00	0.00	0.00
Code Enforcement Officer	2.00	2.00	2.00
Engineer - Senior[2,4]	2.00	3.00	2.00
Permit Technician[4]	4.00	3.00	3.00
Development Service Center Supervisor	1.00	1.00	1.00
Plans Examiner[4]	5.00	6.00	6.00
Program Administrator[6]	0.75	0.00	0.00
	15.75	15.00	14.00
DEVELOPMENT ENGINEERING & CONSTRUCTION			
Administrative Specialist	1.00	1.00	1.00
Construction Inspector[3]	3.00	4.00	4.00
Construction Inspector - Lead	1.00	1.00	1.00
Engineer - Senior[2,3]	5.00	6.00	7.00
Engineer Technician[4]	2.00	1.00	1.00
Engineer Associate[4]	0.00	1.00	1.00
Engineer Technician - Senior[2]	2.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00
	15.00	16.00	17.00
DEVELOPMENT INSPECTION			
Building Inspector[4]	9.00	7.00	7.00
Building Inspector - Senior[4]	3.00	4.00	4.00
Building Inspector Supervisor	1.00	1.00	1.00
	13.00	12.00	12.00
TOTAL FTEs	72.89	79.33	79.33
SUPPLEMENTAL FTEs[7]	0.00	0.46	0.46

PLANNING & COMMUNITY DEVELOPMENT

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget

Notes:

1. Positions moved from Executive to Planning in 2018 due to a re-organization
2. Position was moved to a different Division within the Department.
3. Positions approved in the 2017-2018 Budget include a Homeless Outreach Coordinator and two positions in support of Low Impact Development, a Construction Inspector and Senior Engineer.
4. Position was reclassified within the department with a new position title.
5. The Senior Planner was increased to a 1.0 FTE in the 2017-2018 Budget.
6. Positions transferred to the Customer Service division in Executive in the 2017-2018 budget.
7. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

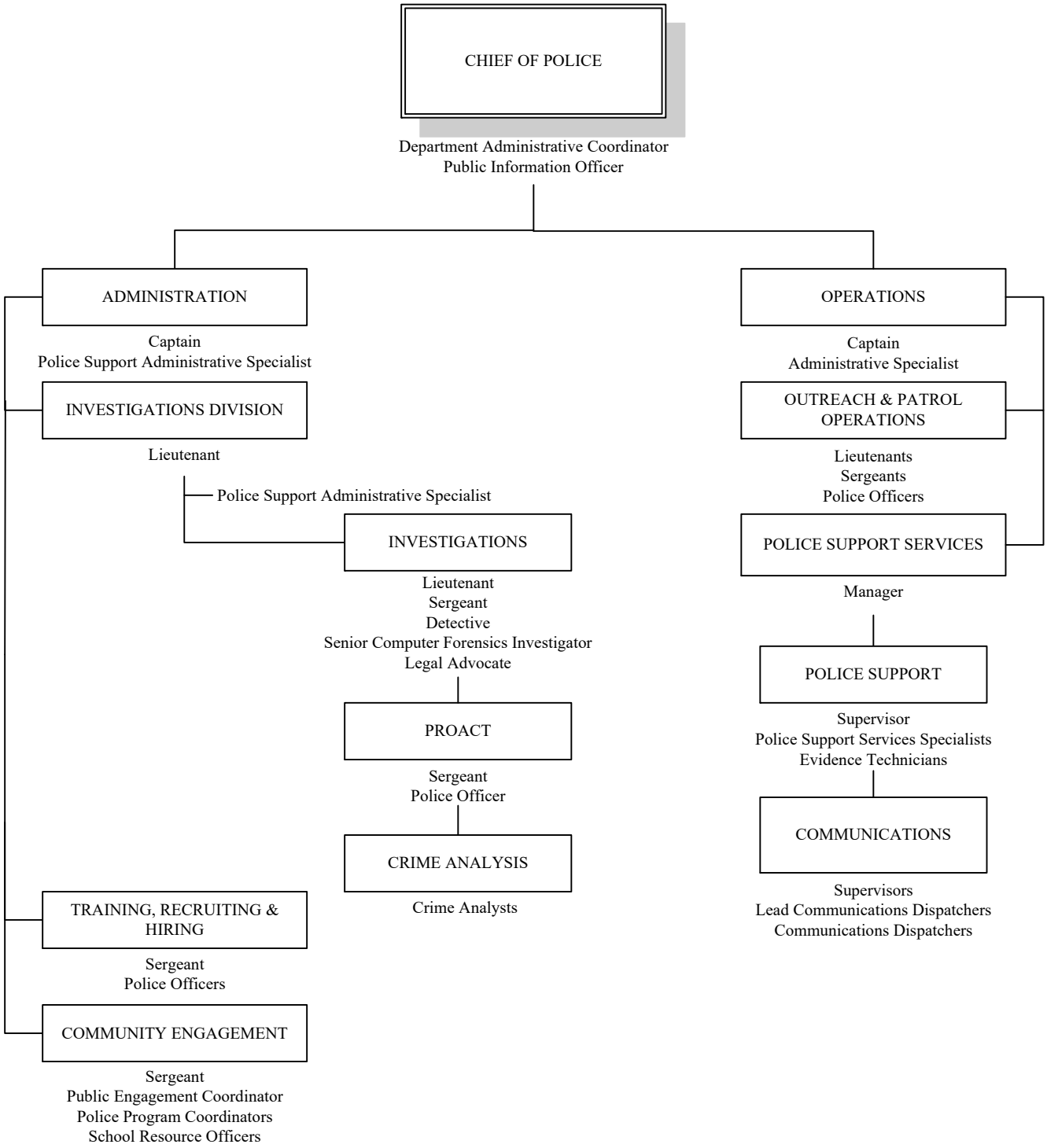
POLICE

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
COMMISSIONED			
Chief of Police	1.00	1.00	1.00
Assistant Chief[1]	1.00	0.00	0.00
Police Captain[1]	0.00	2.00	2.00
Lieutenant[1]	11.00	3.00	3.00
Sergeant[1]	0.00	12.00	12.00
Police Officer[1,2]	54.00	57.00	57.00
Administrative Commander[1]	1.00	0.00	0.00
Operations Support Commander[1]	1.00	0.00	0.00
Police Commander[1]	2.00	0.00	0.00
Community Outreach OEM Commander[1]	1.00	0.00	0.00
	72.00	75.00	75.00
CIVILIAN			
Police Support Services Manager[1]	0.00	1.00	1.00
Department Administrative Coordinator	1.00	1.00	1.00
Communications Supervisor	2.00	2.00	2.00
Lead Dispatcher	2.00	2.00	2.00
Communications Dispatcher	13.00	13.00	13.00
Computer Forensics Investigator - Senior	1.00	1.00	1.00
Crime Analyst[3]	1.91	1.92	1.92
Legal Advocate	1.00	1.00	1.00
Police Program Coordinator[1,4]	3.00	3.00	3.00
Police Support Administrative Specialist	1.00	1.00	1.00
Police Support Officer[1]	4.00	0.00	0.00
Police Support Services Specialist[5]	4.50	4.50	5.00
Police Support Services Supervisor	1.00	1.00	1.00
Property/Evidence Technician[1]	1.00	2.00	2.00
	36.41	34.42	34.92
POLICE LEVY[6]			
Administrative Specialist	1.00	1.00	1.00
Communications Dispatcher	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
School Resource Officer	3.00	3.00	3.00
Patrol Officer	11.00	11.00	11.00
Police Program Coordinator	1.00	1.00	1.00
Police Support Administrative Specialist	1.00	1.00	1.00
Police Support Officer[1]	1.00	0.00	0.00
Police Support Services Specialist	1.00	1.00	1.00
	21.00	20.00	20.00

POLICE

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
TOTAL FTEs	129.41	129.42	129.92
SUPPLEMENTAL FTEs[7]	0.71	0.63	0.00

Notes:

1. Positions were reclassified during the 2017-2018 Budget due to a re-structuring of the Police Department.
2. One additional Police Officer was added in 2018.
3. Limited duration Crime Analyst position supported by grant funding.
4. Emergency Management moved from Police to Fire in the 2017-2018 Budget.
5. In the 2019-2020 Budget supplemental funding was converted to a .50 Police Support Services position.
6. The Police Levy includes a 1.0 Information Services position included in Technology and Information Services.
7. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

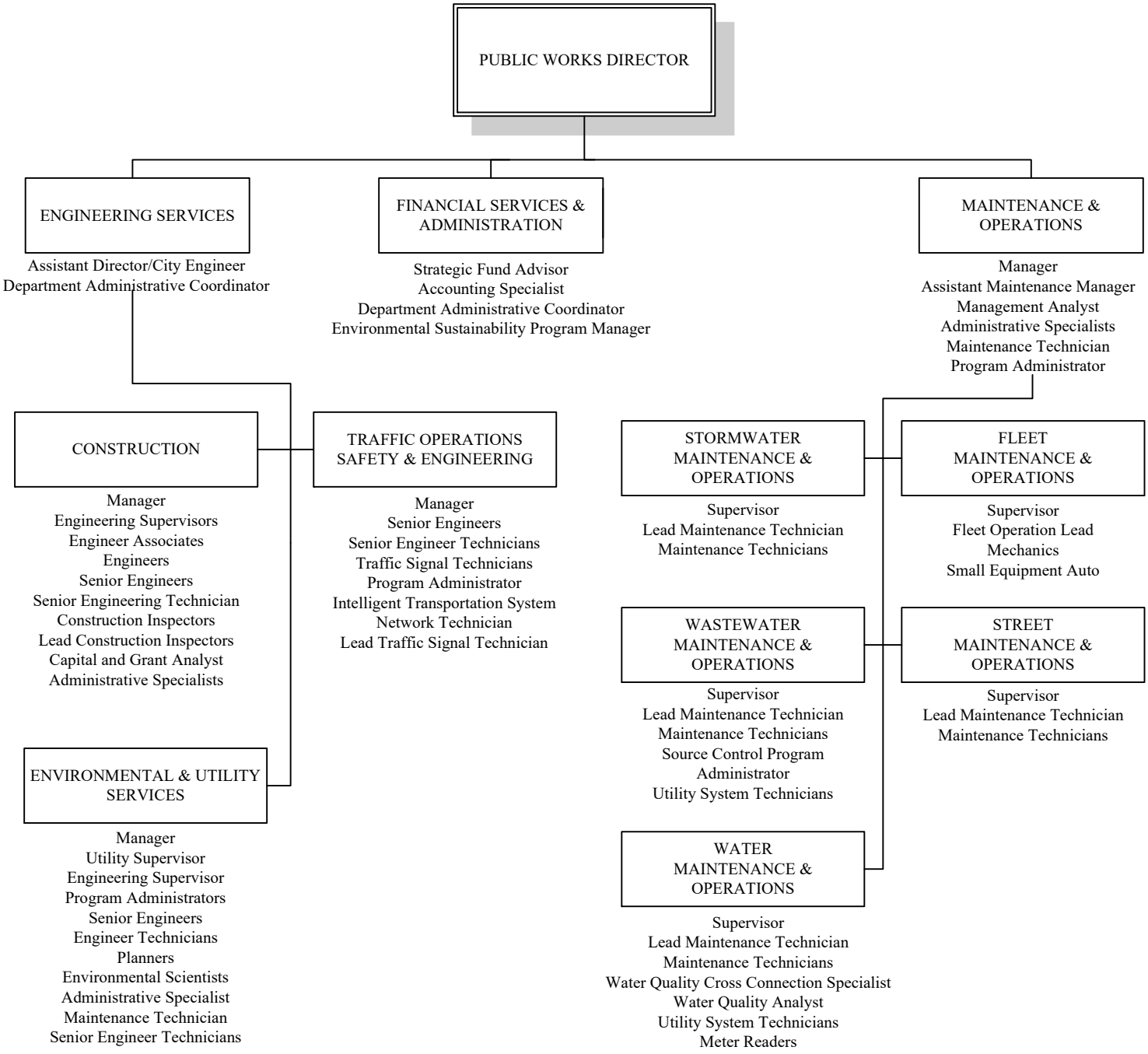
PUBLIC WORKS

2019-2020 ADOPTED 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
FINANCIAL SERVICES & ADMINISTRATION			
Accounting Specialist[1]	0.56	0.00	0.00
Department Administrative Coordinator[1]	0.00	0.00	0.33
Administrative Specialist[1]	0.33	0.33	0.00
Assistant Director	0.50	0.50	0.50
Director	0.50	0.50	0.50
Environmental Sustainability Program Manager[1]	0.00	0.00	0.20
Real Property Manager[2]	0.20	0.00	0.00
Strategic Funds Advisor	1.00	1.00	1.00
	3.09	2.33	2.53
CONSTRUCTION RIGHT OF WAY INSPECTION			
Administrative Assistant[3]	0.70	0.70	0.00
Administrative Specialist[3]	0.00	0.00	0.70
Construction Inspector - Lead	1.00	1.00	1.00
Department Administrative Coordinator[1]	0.60	0.60	0.00
Engineering Manager	0.50	0.50	0.50
Engineering Supervisor	0.50	0.50	0.50
Engineer[3]	0.00	0.00	1.00
Engineer - Associate	1.00	1.00	1.00
Engineering Technician - Senior	1.00	1.00	1.00
Real Property Manager[2]	0.80	0.00	0.00
	6.10	5.30	5.70
TRAFFIC OPERATIONS SAFETY & ENGINEERING			
Administrative Specialist[1]	0.25	0.25	0.00
Department Administrative Coordinator	0.25	0.25	0.25
Engineer - Senior	3.00	3.00	3.00
Engineering Technician - Senior[1]	1.00	1.00	1.30
Engineering Manager	1.00	1.00	1.00
Intelligent Transportation System Network Technician	1.00	1.00	1.00
Lead Traffic Signal Technician	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00
Traffic Signal Technician	2.00	2.00	2.00
	10.50	10.50	10.55
MAINTENANCE & OPERATIONS CENTER (MOC)/BUILDING MAINTENANCE[5]			
Administrative Assistant[6]	0.16	0.00	0.00
Administrative Specialist[1]	0.16	0.00	0.00
Asset Management Administrator[3]	0.17	0.00	0.00
Assistant Maintenance Manager[1]	0.17	0.00	0.00
HVAC Technician[5]	1.00	0.00	0.00
Lead Maintenance Technician[5]	1.00	0.00	0.00
Maintenance & Operations Supervisor[5]	1.00	0.00	0.00
Maintenance Manager[1]	0.17	0.00	0.00
Maintenance Technician[5]	5.00	0.00	0.00
Management Analyst[1]	0.17	0.00	0.00
	9.00	0.00	0.00

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
STREET MAINTENANCE & OPERATIONS			
Administrative Assistant[6]	0.17	0.00	0.00
Administrative Specialist[1]	0.17	0.20	0.40
Program Administrator[3]	0.00	0.20	0.20
Asset Management Administrator[3]	0.17	0.00	0.00
Assistant Maintenance Manager[1]	0.17	0.20	0.20
Lead Maintenance Technician	1.00	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	1.00
Maintenance Manager[1]	0.16	0.20	0.20
Maintenance Technician[1]	8.00	8.17	8.17
Management Analyst[1]	0.17	0.20	0.20
	11.01	11.17	11.37
WATER & WASTEWATER			
Water Administration			
Accounting Specialist[1]	0.00	0.19	0.19
Department Administrative Coordinator[1]	0.00	0.00	0.13
Administrative Specialist[1]	0.13	0.13	0.00
Assistant Director	0.15	0.15	0.15
Environmental Sustainability Program Manager[1]	0.00	0.00	0.20
Director	0.10	0.10	0.10
	0.38	0.57	0.77
Water Maintenance & Operations			
Administrative Assistant[6]	0.17	0.00	0.00
Administrative Specialist[1]	0.17	0.20	0.40
Program Administrator[1]	0.00	0.20	0.20
Asset Management Administrator[3]	0.16	0.00	0.00
Assistant Maintenance Manager[1]	0.16	0.20	0.20
Lead Maintenance Technician	2.00	2.00	2.00
Maintenance & Operations Supervisor	1.00	1.00	1.00
Maintenance Manager[1]	0.16	0.20	0.20
Maintenance Technician[1,3]	7.25	7.50	8.50
Meter Reader	1.50	1.50	1.50
Management Analyst[1]	0.16	0.20	0.20
Utility Systems Technician	2.00	2.00	2.00
Water Quality Analyst	1.00	1.00	1.00
Water Quality Cross Connection Specialist	1.00	1.00	1.00
	16.73	17.00	18.20

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
Wastewater Administration			
Accounting Specialist[1]	0.00	0.19	0.19
Administrative Specialist[1]	0.13	0.00	0.00
Environmental Sustainability Program Manager[1]	0.00	0.00	0.20
Department Administrative Coordinator[1]	0.00	0.13	0.13
Assistant Director	0.15	0.15	0.15
Director	0.10	0.10	0.10
	0.38	0.57	0.77
Wastewater Maintenance & Operations			
Administrative Assistant[6]	0.17	0.00	0.00
Administrative Specialist[1]	0.17	0.20	0.40
Program Administrator[1]	0.00	0.20	0.20
Asset Management Administrator[3]	0.17	0.00	0.00
Assistant Maintenance Manager[1]	0.16	0.20	0.20
Lead Maintenance Technician	1.00	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	1.00
Maintenance Manager[1]	0.17	0.20	0.20
Maintenance Technician[1]	6.25	6.41	6.41
Meter Reader	0.50	0.50	0.50
Source Control Technician	1.00	1.00	1.00
Management Analyst[1]	0.17	0.20	0.20
Utility System Technician	2.00	2.00	2.00
	12.76	12.91	13.11
Water/Wastewater Engineering[7]			
Administrative Specialist[1]	0.10	0.10	0.00
Department Administrative Coordinator[1]	0.60	0.60	0.00
Engineer - Senior[1,3]	2.00	3.00	0.00
Utility Supervisor[1,8]	0.00	1.00	0.00
Engineering Manager[1,3]	1.00	0.00	0.00
Engineering Technician - Senior[1]	1.00	1.00	0.00
	4.70	5.70	0.00
ENVIRONMENTAL & UTILITY SERVICES[7]			
Science & Data Management			
Enviornmental Scientist	0.00	0.00	1.25
Engineering Technician	0.00	0.00	1.00
Utility Supervisor	0.00	0.00	0.50
	0.00	0.00	2.75

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
Policy, Planning & Prevention			
Administrative Specialist	0.00	0.00	0.25
Department Administrative Coordinator[1]	0.00	0.00	0.05
Engineering Manager[1,3]	0.00	0.00	0.20
Utility Supervisor[1,8]	0.00	0.00	1.35
Environmental Scientist	0.00	0.00	0.75
Maintenance Technician	0.00	0.00	1.00
Planner-Senior[1]	0.00	0.00	2.00
Environmental Sustainability Program Manager[1]	0.00	0.00	0.20
Program Administrator	0.00	0.00	4.00
Public Works Director	0.00	0.00	0.10
Stormwater Inspector	0.00	0.00	1.00
	0.00	0.00	10.90
System Engineering			
Utility Supervisor[1,8]	0.00	0.00	0.15
Administrative Specialist	0.00	0.00	0.75
Department Administrative Coordinator[1]	0.00	0.00	0.75
Engineering Manager[1,3]	0.00	0.00	0.80
Engineering Supervisor[1]	0.00	0.00	1.00
Engineering Technician	0.00	0.00	1.00
Engineering Technician - Senior[1]	0.00	0.00	1.70
Engineer-Senior[3]	0.00	0.00	5.00
Planner-Senior	0.00	0.00	1.00
	0.00	0.00	12.15
STORMWATER MANAGEMENT			
Stormwater Administration			
Accounting Specialist[1]	0.00	0.00	0.19
Environmental Sustainability Program Manager[1]	0.00	0.00	0.20
Department Administrative Coordinator[1]	0.00	0.00	0.28
Assistant Director	0.00	0.00	0.20
Director	0.00	0.00	0.20
	0.00	0.00	1.07

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
Stormwater Maintenance & Operations			
Administrative Assistant[6]	0.16	0.00	0.00
Administrative Specialist[1]	0.16	0.20	0.40
Program Administrator[3]	0.00	0.20	0.20
Asset Management Administrator[3]	0.17	0.00	0.00
Assistant Maintenance Manager[1]	0.17	0.20	0.20
Lead Maintenance Technician	1.00	1.00	1.00
Maintenance & Operations Supervisor	1.00	1.00	1.00
Maintenance Manager[1]	0.17	0.20	0.20
Maintenance Technician[1]	9.50	9.67	9.67
Management Analyst[1]	0.17	0.20	0.20
	12.50	12.67	12.87
NATURAL RESOURCES/STORMWATER ENGINEERING/SOLID WASTE[7]			
Administrative Specialist[1]	0.88	0.88	0.00
Accounting Specialist[1]	0.00	0.19	0.00
Assistant Director	0.20	0.20	0.00
Department Administrative Coordinator[1]	0.10	0.10	0.00
Director	0.20	0.20	0.00
Engineer - Senior[1,3,10]	2.00	3.00	0.00
Engineering Manager[1]	0.60	0.55	0.00
Engineering Supervisor[8]	1.25	0.75	0.00
Utility Supervisor[8]	0.00	0.50	0.00
Engineering Technician[8]	2.00	1.00	0.00
Engineering Technician - Senior[1]	1.00	1.00	0.00
Planner - Senior[1,3]	3.00	4.00	0.00
Program Administrator[3,4]	2.20	1.20	0.00
Environmental Scientist[1]	0.00	0.00	0.00
Stormwater Inspector	1.00	1.00	0.00
	14.43	14.57	0.00
Natural Resources - Wellhead			
Engineering Supervisor[8]	0.25	0.25	0.00
Utility Supervisor[8]	0.00	0.00	0.00
Engineering Technician[11]	0.00	1.00	0.00
Engineering Technician - Limited Duration[11]	0.50	0.00	0.00
Engineering Manager[1]	0.12	0.20	0.00
Environmental Scientist[1]	2.00	2.00	0.00
Program Administrator[4]	1.00	1.00	0.00
	3.87	4.45	0.00

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
Solid Waste & Recycling			
Administrative Specialist[1]	0.10	0.10	0.00
Department Administrative Coordinator	0.05	0.05	0.00
Director	0.10	0.10	0.00
Utility Supervisor[8]	0.00	0.50	0.00
Engineering Supervisor[8]	0.50	0.00	0.00
Engineering Manager[1]	0.28	0.25	0.00
Maintenance Technician	1.00	1.00	0.00
Program Administrator[9]	1.60	1.80	0.00
	3.63	3.80	0.00
FLEET MAINTENANCE & OPERATIONS			
Administrative Assistant[6]	0.17	0.00	0.00
Administrative Specialist[1]	0.25	0.28	0.40
Department Administrative Coordinator	0.00	0.00	0.08
Program Administrator[3]	0.00	0.20	0.20
Asset Management Administrator[3]	0.16	0.00	0.00
Assistant Maintenance Manager[1]	0.17	0.20	0.20
Maintenance Technician[1]	0.00	0.25	0.25
Maintenance & Operations Supervisor	1.00	1.00	1.00
Fleet Operations Lead[3]	0.00	1.00	1.00
Maintenance Manager[1]	0.17	0.20	0.20
Mechanic[3]	4.00	3.00	3.00
Small Equipment Auto Service Technician	1.00	1.00	1.00
Management Analyst[1]	0.16	0.20	0.20
	7.08	7.33	7.53
CAPITAL INVESTMENT PROGRAM (CIP)			
Public Works			
Administrative Assistant[3]	0.30	0.30	0.00
Administrative Specialist[3]	2.00	2.00	2.30
Construction Inspector[3,11]	3.00	4.00	3.00
Construction Inspector - Lead	2.00	2.00	2.00
Construction Inspector - Limited Duration[11]	1.00	0.00	0.00
Department Administrative Coordinator[3]	0.40	0.40	0.00
Engineer[12]	1.00	1.00	2.00
Engineer - Associate	1.00	1.00	1.00
Engineer - Senior[3]	8.00	7.00	7.00
Engineering Manager	0.50	0.50	0.50
Engineering Supervisor	1.50	1.50	1.50
Management Analyst - Associate[3]	1.00	0.00	0.00
Capital and Grant Analyst[3]	0.00	1.00	1.00
	21.70	20.70	20.30
TOTAL FTEs	137.86	129.57	130.57
SUPPLEMENTAL FTEs[5,13]	12.87	11.29	9.21

PUBLIC WORKS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget

Notes:

1. Reallocation of existing positions to reflect division needs.
2. Position transferred to Finance and was reclassified from a Real Property Manager to a Program Administrator in 2018 due to a re-organization.
3. Position was reclassified within the department with a new position title.
4. Position was moved to a different Division within the Department.
5. Facilities Maintenance moved to Parks in 2018 due to a re-organization.
6. Position transferred to the Customer Service Division in Executive in the 2017-2018 budget.
7. In the 2019-2020 Budget Water/Wastewater Engineering and Natural Resources/Stormwater Engineering/Solid waste merged to become Environmental & Utility Services.
8. An Engineer-Supervisor Position and a Engineer Tech position were reclassed to a Utility Supervisor due to a re-organization in 2018.
9. Additional .20 FTE added in the 2017-2018 Budget to increase the Program Coordinator to a 1.0 FTE.
10. Council approved adding a Senior Engineer in 2017.
11. Limited duration position was converted to a regular FTE during the 2015-2016 Budget.
12. Position added in the 2019-2020 Budget.
13. Supplemental FTE estimates based on supplemental budgets, average hourly rates (varies by year) and standard full-time hours per year (2,080).

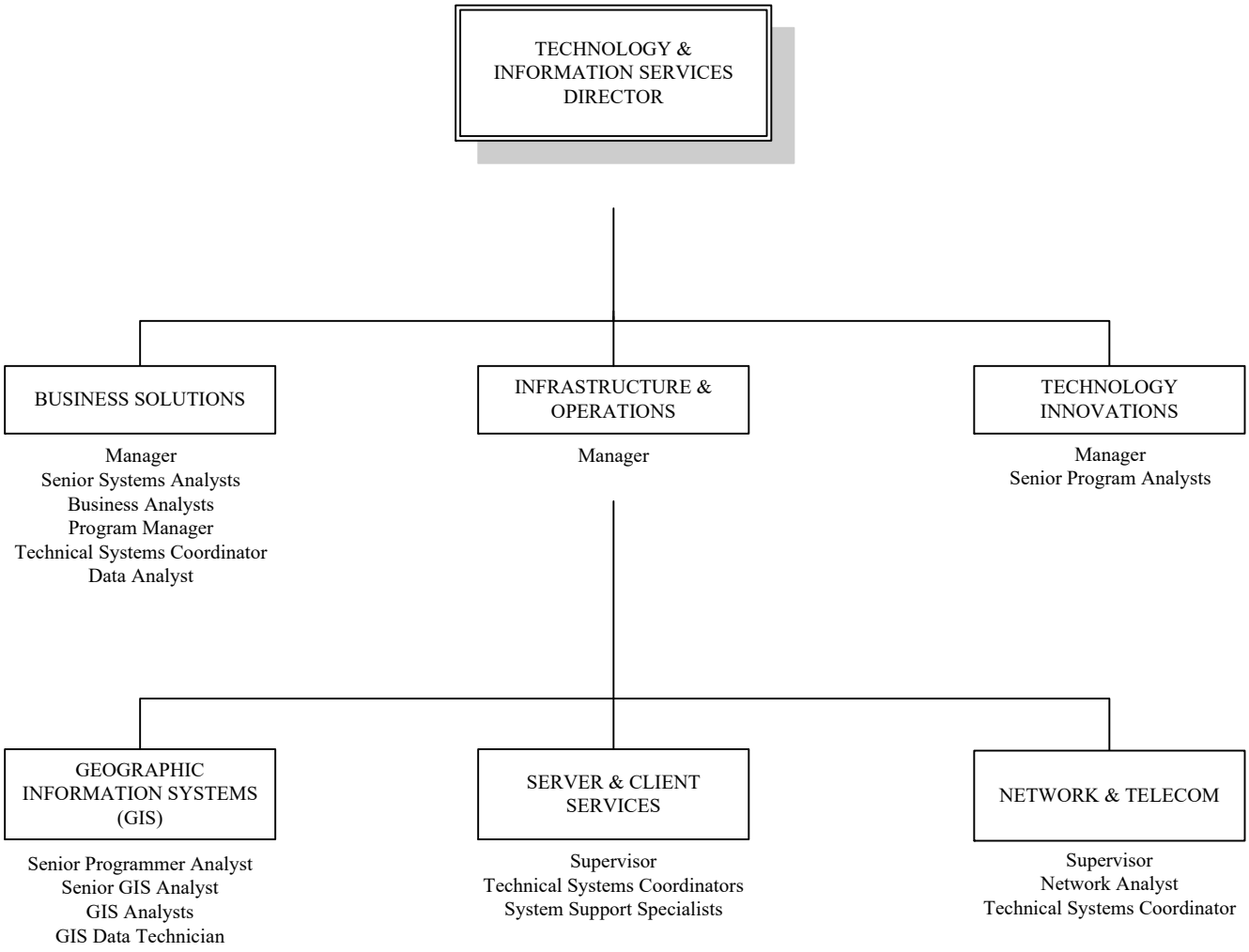
TECHNOLOGY & INFORMATION SERVICES

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

MISSION STATEMENT

The Technology & Information Services Department connects people, process & technology in effective and innovative was that enable the city to meet the needs of our community.



TECHNOLOGY & INFORMATION SERVICES

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
ADMINISTRATION[1]			
Director	0.00	1.00	1.00
INFRASTRUCTURE & OPERATIONS[1]			
Information Services Manager	0.00	1.00	1.00
Information Services Supervisor	0.00	1.00	1.00
Systems Support Specialist	0.00	3.00	3.00
Network System Engineer	0.00	2.00	2.00
Network Analyst	0.00	1.00	1.00
Technical Systems Coordinator	0.00	2.00	2.00
GIS Analyst	0.00	2.00	2.00
GIS Analyst - Senior	0.00	1.00	1.00
GIS Data Technician	0.00	1.00	1.00
Programmer Analyst - Senior	0.00	1.00	1.00
	0.00	15.00	15.00
BUSINESS SOLUTIONS[1]			
Information Services Manager	0.00	1.00	1.00
Systems Analyst - Senior	0.00	5.00	5.00
Business Analyst[2]	0.00	2.00	2.00
Program Manager[3]	0.00	0.00	1.00
Technical Systems Coordinator - Police Levy[4]	0.00	1.00	1.00
Data Analyst - Fire[5]	0.00	1.00	1.00
	0.00	10.00	11.00
TECHNOLOGY INNOVATIONS[1]			
Information Services Manager	0.00	1.00	1.00
Programmer Analyst - Senior	0.00	2.00	2.00
Business Application Specialist[2]	0.00	0.00	0.00
	0.00	3.00	3.00
TOTAL FTEs	0.00	29.00	30.00
SUPPLEMENTAL FTEs[6]	0.00	0.00	0.00

TECHNOLOGY & INFORMATION SERVICES

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget

Notes:

1. Council approved creating the Technology and Information Services Department in 2017.
2. Business Application Specialists were relassified to Business Analysts in 2017.
3. Position transferred to Technology and Information Services from Executive and was reclassed to a Program Manager in 2019-2020.
4. The Technical Systems Coordinator position is funded through the Police General Fund.
5. Data Analyst position is funded through the Fire Department General Fund.
6. Supplemental FTE estimates 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	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
MICROSOFT[4]			
Fire Department			
Assistant Fire Marshal	0.00	1.00	1.00
Deputy Fire Marshal[1,2]	1.00	4.00	4.00
	1.00	5.00	5.00
Plannning Department			
Administrative Assistant	0.00	1.00	1.00
Transportation Strategic Advisor	0.00	1.00	1.00
Engineer Technician - Senior	0.00	1.00	1.00
Construction Inspector	0.00	1.00	1.00
Building Inspector - Senior [1]	3.00	6.00	6.00
Permit Technician	0.00	1.00	1.00
Planner - Senior	0.00	2.00	2.00
Engineer - Senior	0.00	5.00	5.00
Plans Examiner	1.00	3.00	3.00
	4.00	21.00	21.00
Public Works Department			
Engineer - Senior	0.00	1.00	1.00
SOUND TRANSIT[5]			
Executive			
Communication & Marketing Specialist	0.00	0.50	0.50
Fire Department			
Deputy Fire Marshal	0.00	0.00	0.00
Plannning Department			
Transportation Strategic Advisor	0.00	1.00	1.00
Planner - Senior	0.00	1.00	1.00
Plans Examiner	0.00	1.00	1.00
Building Inspector - Senior	0.00	1.00	1.00
Engineer - Senior[3]	1.00	2.00	2.00
Construction Inspector	0.00	1.00	1.00
	1.00	7.00	7.00
Public Works Department			
Engineer - Senior	0.00	2.00	2.00
Engineer	0.00	1.00	1.00
	0.00	3.00	3.00
TOTAL FTEs	6.00	37.50	37.50

DEVELOPMENT AGREEMENTS

STAFFING AUTHORIZATIONS

CITY OF REDMOND

Position	2015-2016 Budget	2017-2018 Budget	2019-2020 Budget
SUPPLEMENTAL FTEs	0.00	0.00	0.00

Notes:

1. In 2016 Council approved 5.0 FTE employees to support private development agreements.
2. Deputy Fire Marshall will shift to support Sound Transit work once the Microsoft (2016) Project is completed.
3. The Senior Engineer position was previously shown in Planning under Development Review Fund and is funded by Sound Transit.
4. Council approved 22 FTE employees in July 2018 to support the Microsoft Refresh Project.
5. Positions added in 2017 and 2018 to support the Sound Transit Agreement.

MISCELLANEOUS STATISTICS

MISCELLANEOUS STATISTICS & INFORMATION

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

Exhibit 1
GENERAL TAXING AUTHORITY

This section provides information on Redmond's tax base, which makes up 20% of the City's revenue budget. Most of the tax revenue is in the form of property, sales, and utility taxes. The General Fund receives 83% of the taxes levied. The remaining amount is allocated to the following funds: Real Estate Excise Tax, Business Tax, Parks Maintenance and Operations, Public Safety and Parks Levy Funds, Operating Grants and Capital Projects. Tax rates for the 2019-2020 biennium are summarized in the following table.

GENERAL TAX RATES

Major Tax Sources	2019-2020 Budget	2019-2020 Rate	Maximum Rate
Property Tax – Regular Levy[1]	$54,757,799	$1.15	$3.60
Sales/Use Tax	60,445,066	0.85%	0.85%
Electric Utility Tax[2]	12,513,173	6.00%	6.00%
Gas Utility Tax[2]	2,427,767	6.00%	6.00%
Telephone Utility Tax[2]	4,917,895	6.00%	6.00%
Admission Tax	1,069,605	5.00%	5.00%
Cable TV Utility Tax[3]	2,115,251	6.00%	6.00%
Cable TV Franchise Fee	1,839,324	5.00%	5.00%
Real Estate Excise Tax	10,024,000	0.50%	0.50%
Business License Fee and Surcharge[3]	9,583,983	per FTE	N/A
Garbage Franchise Fee[4]	1,808,866	6.00%	N/A
Hotel/Motel Tax	1,158,070	1.00%	1.00%

1. Regular property tax levies are limited to the lesser of the statutory rate limit ($3.60) or 100% of the highest of the three prior years' levies, plus a percentage amount equal to a measure of inflation known as the implicit price deflator and an amount for new construction. Under state law, property taxes may be increased by up to 1% without voter approval. There is no limit on the excess levy rate. However, the amount of the excess levy cannot exceed debt service requirements for voted bonds plus a reasonable amount for delinquent taxes. Over the biennium, $54.7 million in regular property taxes will be collected with $41.3 million collected in the General Fund. Approximately $2.3 million is deposited into the Parks Maintenance and Operations Fund, $0.75 million is deposited into the Parks Levy Fund and the remaining $10.4 million is deposited into the Fire Levy and Police Levy Funds. Effective March 2006, the City's utility tax rate for electricity, gas and telephone services increased from 5.8% to 6.0%.

2. Effective January 1, 2015, the City Council approved a 3% utility tax on cable television services. In 2019-2020 cable utility tax will increase to 6%.

3. Since January 1, 2017, the City's business license fee of $63 has been indexed to inflation annually by 2.4%, bringing the fee in 2019 and 2020 to $66 and $67 respectively. The base business license fee supports general government services.

4. There is no limit on the garbage franchise fee.

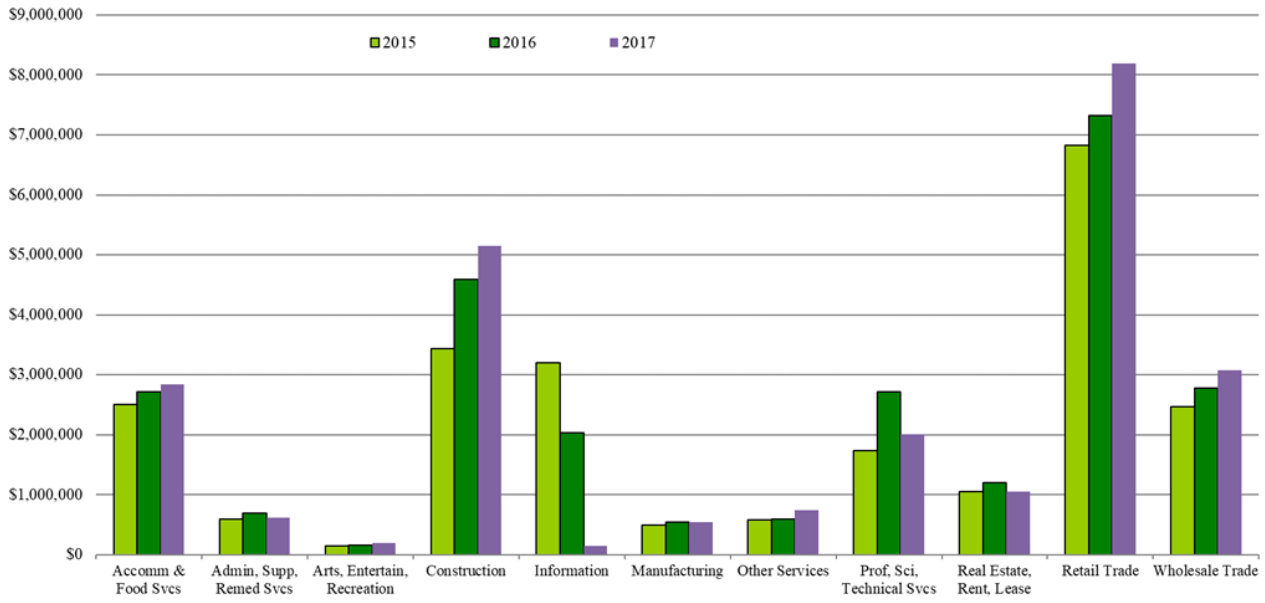
HISTORICAL TAX RATES

	2016	2017	2018
PROPERTY TAX LEVY:			
Regular	$ 24,356,841	$ 25,162,556	$ 25,927,028
Excess	$ -	$ -	$ -
TOTAL	$ 24,356,841	$ 25,162,556	$ 25,927,028
PROPERTY TAX RATE PER $1,000 AV:			
(Levied by the City of Redmond)			
Regular	$ 1.41	$ 1.35	$ 1.25
Excess	-	-	-
TOTAL	$ 1.41	$ 1.35	$ 1.25
TOTAL PROPERTY TAX RATE:			
(For a typical Redmond citizen)			
School District #414 (Lake Washington)	$ 3.11	$ 3.16	$ 3.03
State of Washington	$ 2.17	$ 2.03	$ 2.92
City of Redmond	$ 1.41	$ 1.35	$ 1.25
King County	$ 1.48	$ 1.38	$ 1.32
Library District	$ 0.51	$ 0.45	$ 0.41
Hospital District #2 (Evergreen)	$ 0.38	$ 0.36	$ 0.33
Port of Seattle	$ 0.17	$ 0.15	$ 0.14
Emergency Medical Services	$ 0.28	$ 0.26	$ 0.24
Regional Transit Authority-East	$ 0.00	$ 0.25	$ 0.23
Library Capital Facilities	$ 0.00	$ 0.00	$ 0.00
King County Flood Zone	$ 0.13	$ 0.12	$ 0.11
TOTAL	$ 9.64	$ 9.51	$ 9.98
SALES TAX RATES:			
State	6.50%	6.50%	6.50%
State Sales Tax Administration	0.15%	0.15%	0.15%
Transit (Metro/King County)	1.40%	1.40%	1.40%
Criminal Justice	0.10%	0.10%	0.10%
Regional Transit Authority	0.40%	0.40%	0.40%
Veteran's Levy	0.10%	0.10%	0.10%
City of Redmond	0.85%	0.85%	0.85%
TOTAL SALES TAX RATE	9.50%	9.50%	9.50%
King County Food & Beverage	0.50%	0.50%	0.50%
TOTAL SALES TAX RATE FOR RESTAURANTS/TAVERNS/BARS	10.00%	10.00%	10.00%
UTILITY TAX RATES:			
Electric	6.00%	6.00%	6.00%
Gas	6.00%	6.00%	6.00%
Telephone	6.00%	6.00%	6.00%
Garbage	6.00%	6.00%	6.00%
Cable Television (franchise fee)	5.00%	5.00%	5.00%
Cable Television Utility Tax	3.00%	3.00%	3.00%

Exhibit 2
SALES TAX

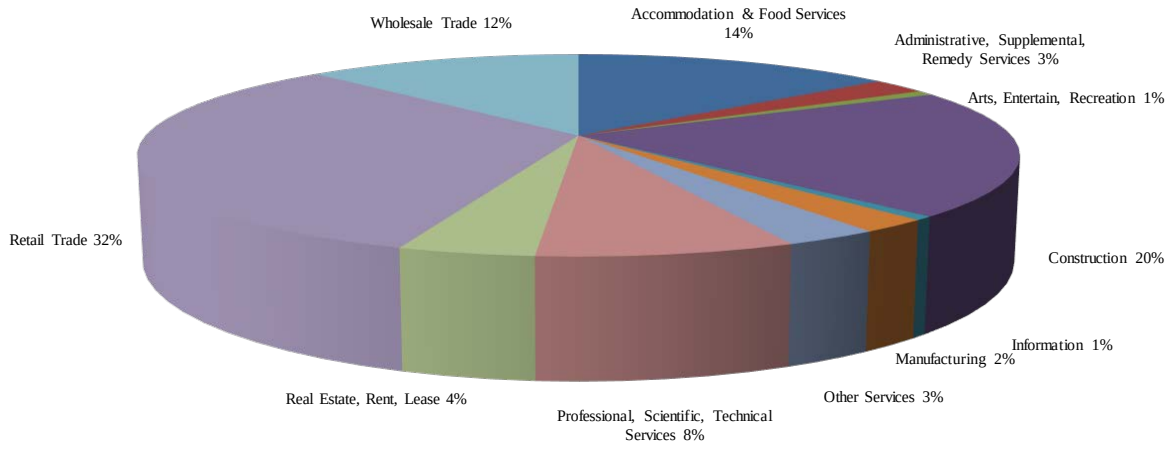
The City's overall sales tax base is well balanced. Traditionally, the growth in retail sales has been broadly distributed over the full spectrum of our economy. More recently, the Construction and Development sector, Accommodation & Food Services and Wholesale Trade have shown steady growth. The two charts below are the 11 major categories, out of a total of 21.

Sales Tax by Sector in the City of Redmond



The pie chart below depicts the percent of sales tax revenues remitted by each industry within the City during 2017.

Distribution of Retail Sales Tax within the City (2017)



Note: 2017 is the most recent full year of data available for Sales Tax

Exhibit 3
PROPERTY TAX

LAW HIGHLIGHTS
State laws regarding the property tax have evolved over the past century. While remaining relatively stable for most of the 20th century, many changes have occurred in the last few years. The property tax laws are often considered to be very complicated and difficult to comprehend, the bullets below provide highlights of the existing property tax laws.

Limits
The State Constitution limits total regular property taxes to 1% of assessed value or $10 per $1,000.

The State Constitution permits "excess levies" to exceed the 1% limitation. (These are typically voted general obligation bonds, such as for school levies).

Cities are limited to $3.60 per $1,000 of assessed value.

The maximum increase in annual property tax levies is limited to the Implicit Price Deflator (IPD) or 1% (whichever is less) over the highest amount levied since 1986.

Cities that have not previously used all of their available property tax capacity can use it in future years. This is known as "banked capacity."

New construction and newly annexed areas are subject to the previous year's tax rate and not subject to the IPD or 1% limitations when first added to the tax rolls.

The Council sets the next year's tax levy by ordinance.

A public hearing is required each year which focuses on the overall financial need for the property tax to pay for services and on the amount of proposed increase for the budget year.

Methodology
The County Assessor provides assessed values to the County Treasurer as the basis for the tax computation. In King County, the Assessor updates the taxable values each year.

The Assessor revalues subject properties annually. The reassessments are illustrated in the graph on the next page.

The County Treasurer assesses the tax each February for that year.

Assessed values are market driven. The amount that can be levied is set by Council and regulated by state law and the constitution. The levy rate is derived from these other two factors. The following illustrates this dynamic using real information from the City of Redmond and various assumptions for the future.

Redmond received approximately $945 per $1,000 of assessed valuation based on a 2018 average priced home as illustrated below.

Property Tax Example Using Average Home Value in Redmond

	Actual							Forecast		
	2012	2013	2014	2015	2016	2017	2018	2019	2020	Notes
Redmond Home Value	$396,000	$396,000	$452,000	$521,000	$568,000	$611,000	**$700,000**	$721,000	$742,600	(1)
Revaluation	-11.2%	0.0%	14.1%	15.3%	9.0%	7.6%	14.6%	3.0%	3.0%	
Levy Rate	$1.78	$1.73	$1.63	$1.49	$1.41	$1.35	**$1.25**	$1.15	$1.18	
City Tax	$706.29	$685.08	$736.76	$776.29	$800.88	$824.85	$875.00	$829.15	$879.61	(2)
Total Taxes	$4,322.25	$4,506.48	$4,931.32	$5,204.79	$5,475.52	$5,828.94	$6,986.00	$7,267.54	$7,560.11	(3)
Total Levy Rate	$10.91	$11.38	$10.91	$9.99	$9.64	$9.54	$9.98	$10.08	$10.18	(4)

Notes:

(1) Actual home values illustrated is the average home value in Redmond as reported by the County Assessor.
Forecast home values based on a 3% growth rate.

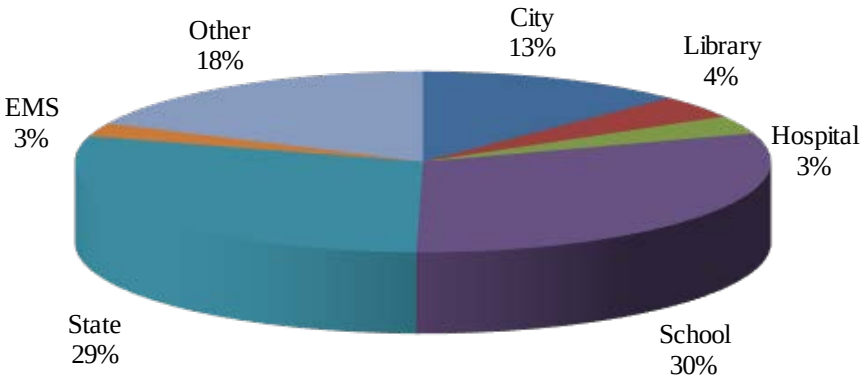
(2) City tax based on Levy Rate per $1,000 of Home Value.

(3) Forecast assumes 1% growth limit on total levy rate and does not include taxes on city's new construction & annexation.

(4) Total levy rate forecast based on a 1% growth rate.

The Total Levy Rate is comprised of the City's Levy, plus additional levies which are earmarked for State, Schools, Emergency Medical Services (EMS), local libraries and hospital, and other entities. The distribution of property tax revenues is detailed in the pie chart below. For each $1,000 of assessed valuation, a typical resident paid $9.98 in 2018 property taxes, the City of Redmond receive $1.25, or 13% of the total.

Distribution of Property Tax Assessed in Redmond (2018)



For 2019, Redmond's portion of property taxes is divided into regular and excess levy amounts, allocated as follows:

	2019	
	Levy Amount	**Rate per $1,000 of**
General Levy		
General Fund	$19,951,832	$0.85
Parks M&O	$773,420	$0.03
Public Safety Levy	$4,972,262	$0.21
Parks Levy	$710,324	$0.03
New Construction & Annexatic	$718,210	$0.03
Total General Levy	$27,126,048	$1.15
Excess Levy	$0	$0.00
Total Property Tax Levy	**$25,927,028**	**$1.15**

In 2018, total property tax rates in Redmond vary from $9.43 to $9.98 per $1,000 of assessed valuation, depending on a property's school district, hospital district, and status with regard to certain fire and library levies. Additionally, exemptions may apply, subject to age, income and property use. In 2018, the total assessed valuation for the City is $20.8 billion.

Redmond has experienced an average annual growth rate of 4% in assessed valuation over the past 10 years. In 2018, Redmond homeowners paid total property taxes of approximately $6,986 for all taxing jurisdictions, the amount of property taxes paid by homeowners in other cities ranged from approximately $3,653 to over $10,448.

Year	Assessed Valuation ($millions)	Percent Change in AV	Property Tax Levy ($millions)
1991	3,150	31.47%	7.73
1992	3,342	6.10%	8.39
1993	3,783	13.20%	8.85
1994	3,872	2.35%	9.43
1995	4,062	4.91%	9.95
1996	4,225	4.01%	10.27
1997	4,445	5.21%	10.59
1998	5,021	12.96%	11.51
1999	5,700	13.52%	12.09
2000	6,232	9.33%	12.20
2001	7,177	15.16%	12.60
2002	8,230	14.67%	13.09
2003	8,591	4.39%	13.44
2004	8,802	2.46%	13.84
2005	9,320	5.89%	14.72
2006	10,311	10.63%	12.70
2007	11,181	8.44%	13.12
2008	14,072	25.86%	18.74
2009	14,539	3.32%	19.55
2010	13,329	-8.32%	21.01
2011	12,793	-4.02%	21.99
2012	12,675	-0.93%	22.55
2013	12,974	2.36%	22.36
2014	14,135	8.95%	22.97
2015	15,872	12.29%	23.65
2016	17,270	8.80%	25.36
2017	18,673	8.12%	25.16
2018	20,770	11.23%	25.93

City Levy Rate for Selected King County Cities (2018)

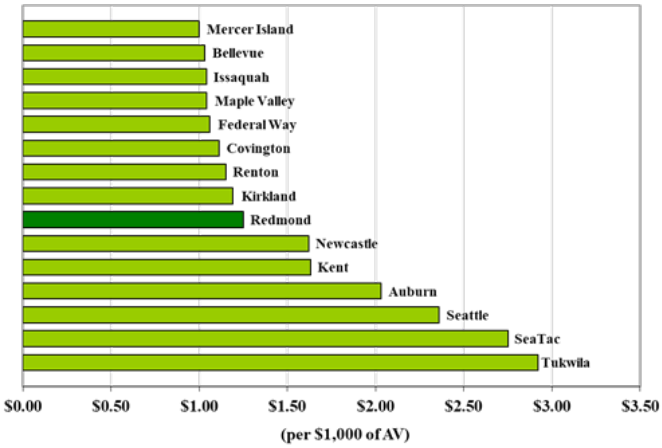


Exhibit 4
SUPPLEMENTAL INFORMATION

DATE OF INCORPORATION	December 31, 1912
FORM OF GOVERNMENT	Mayor – Council
TYPE OF GOVERNMENT	Non-Charter, Code City
AREA	17.25 square miles
NUMBER OF CITY EMPLOYEES	
Authorized for 2019-2020	710.92 (Full-Time Equivalents) in 2019
	710.42 (Full-Time Equivalents) in 2020
FIRE PROTECTION	
Number of Uniformed Personnel	125
Number of Stations	7
Number of Calls for Service (2018 Estimate)	11,187
ADVANCED LIFE SUPPORT	
Number of Uniformed Personnel	31
Number of Medic Units	3
POLICE PROTECTION	
Number of Police Officers	89
Number of Calls for Service (2018 Estimate)	27,314
PARKS	
Number of Developed Parks	36
Number of Developed Acres	1,277.5
Number of Undeveloped Parks	6
Number of Undeveloped Acres	73.5
Number of Interim Use Parks	4
Number of Interim Use Acres	53
TRANSPORTATION	
Miles of Paved Road (City-Owned)	151
Number of Traffic Signals	107

PUBLIC SCHOOLS

Redmond is served primarily by Lake Washington School District #414. A small percentage of students attend Bellevue School District #405.

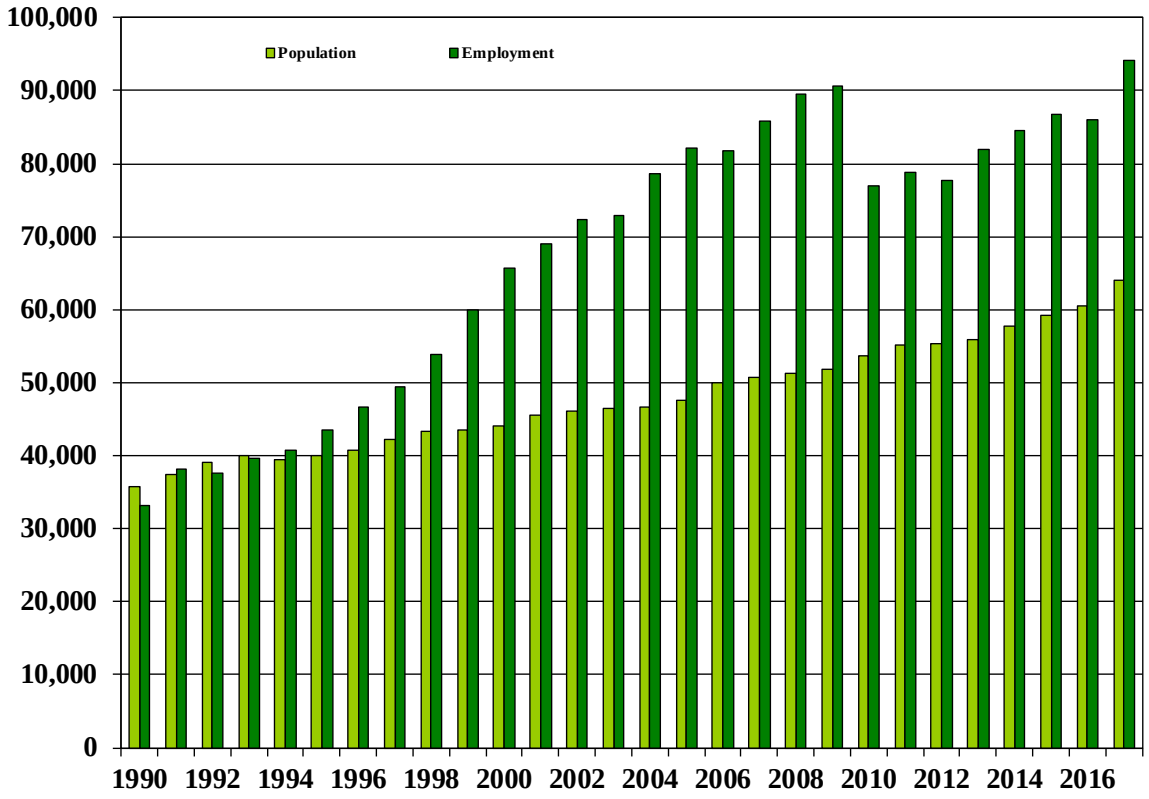
Number of Schools in City Limits:	
Elementary	7
Middle School	3
High School	1

MISCELLANEOUS STATISTICS

POPULATION

Redmond has grown from a population of 1,426 in 1960 to a population of 64,050 in 2018.

EMPLOYMENT IN CITY LIMITS (2017)



Note: Source of employment numbers for in city data changed in 2010 to reflect numbers provided by the Puget Sound Regional Council

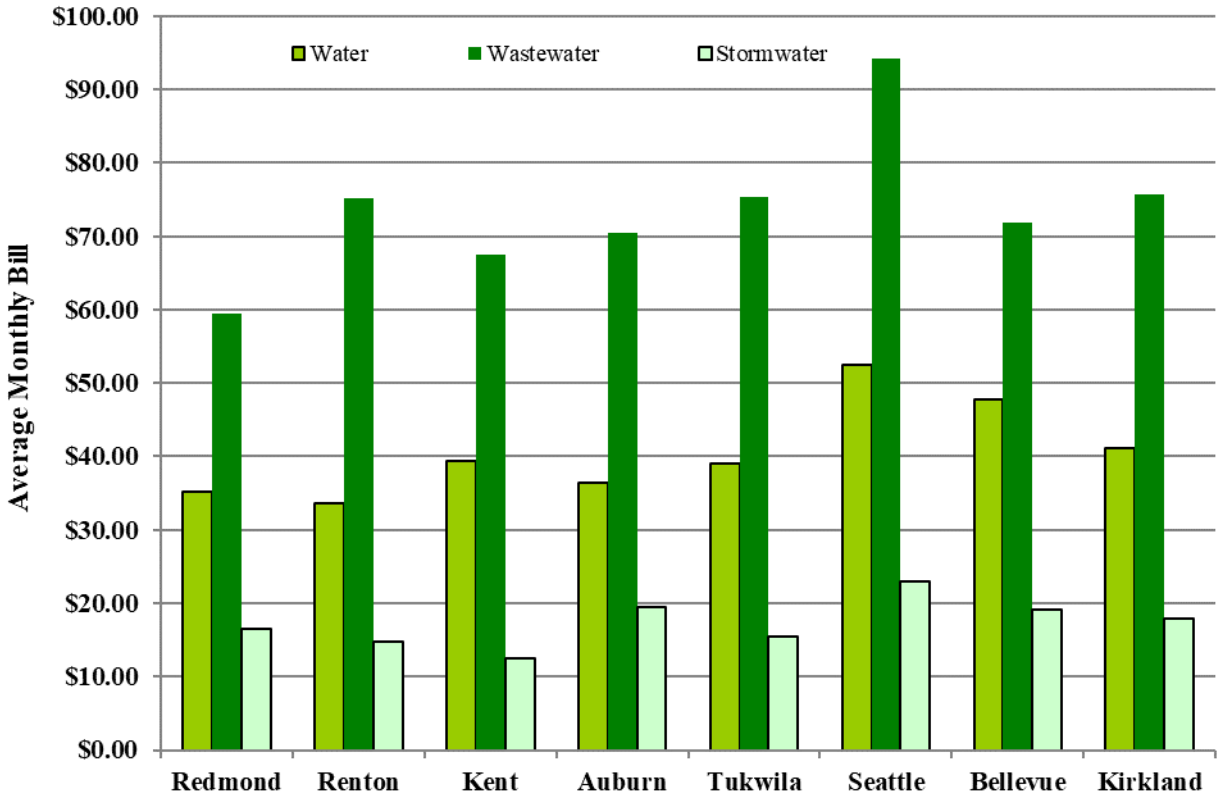
NUMBER OF BUSINESS LICENSES ISSUED (2018): 5,991

2017 TOP TEN EMPLOYERS

	BUSINESS	Number of Employees (in Redmond)
1.	Microsoft Corporation (includes Open Tech)	38,657
2.	Terex (Washington and USA - formerly Genie Industries)	2,136
3.	Lake Washington School District *	1,512
4.	Eurest Dining Services @ Microsoft	1,241
5.	Nintendo of America Inc. (includes Nintendo Software Technology)	953
6.	AT&T Mobility	941
7.	Honeywell	867
8.	United Parcel Service	797
9.	Stryker, formerly Physio Control Inc.	704
10.	Mindtree Ltd	637

* Employer exempt from business license requirement

Comparison of Selected Cities' Water, Wastewater, and Stormwater Average Monthly Bill For a Single-Family Residential Customer in 2019



This comparison reflects rate increases approved for 2019. The comparison assumes an average single-family residential customer has a ¾" meter, and consumes 600 cubic feet (cf) of water per month. The average of winter and summer rates were used for those Cities' that have different winter and summer rates. The Wastewater rates include the rate imposed by King County for wastewater treatment. This rate is $45.33 for a single-family resident in 2019. Stormwater rates assume a lot size of 2,000 square feet which has been moderately developed.

DEBT SUMMARY

DEBT SUMMARY
2019-2020 ADOPTED BUDGET
CITY OF REDMOND

OVERVIEW

This Debt Manual is designed to provide information on the City of Redmond's outstanding debt, authority to issue debt and the policies and procedures that guide the City in the debt issuance process. Included in this Manual are listings of current outstanding debt, the various maturity schedules, policies, and other miscellaneous information to help the reader understand the City's debt position as well as the bond spend-down and continuing disclosure requirements. A current version of this document is available on the City's web site under the "financial reports" section.

The City is permitted to issue the following types of debt subject to approval by Ordinance or Resolution by the City Council:

Limited Tax General Obligation Bonds (LTGO): LTGO debt is backed by the full faith and credit of the City. The bonds can be issued without a vote but are "limited" in that no additional resources are provided to pay debt service on these bonds. The debt service must be paid from existing city resources. They are also limited in the amount and percentage of assessed valuation as defined by the City's debt capacity in accordance with state law.

Unlimited Tax General Obligation Bonds (UTGO): UTGO debt is backed by the full faith and credit of the City. This type of bond can only be issued when authorized by a 60% majority vote of registered voters (meeting the minimum voter turnout requirement). The purpose of the vote is to approve an excess tax levy (as a completely new source of revenue) to pay the debt service (i.e. principal and interest payments to bond holders).

Lease Obligation: This type of debt can be in the form of a lease-purchase arrangement or a certificate of participation. With this type of contractual obligation, a third party, typically the lessor, issues certificates or bonds where the principal and interest payments to investors are guaranteed by the lease payments made by the City. Lease obligations become part of the permitted debt capacity calculation under LTGOs.

Revenue Bonds: Revenue bonds are typically issued to fund improvements to facilities or systems and can be either a voted or non-voted type of debt. The debt is secured solely by the pledge of a specific revenue stream such as utility user fees and is not part of the debt capacity calculation.

Special Assessment Bond: Also referred to as Local Improvement District (LID) bonds, this type of debt is used to finance capital improvements that benefit taxpayers in a specific area. The cost is borne only by those who will benefit from the improvement and accordingly this debt is not part of the debt capacity calculation.

Other Debt Instruments: Instruments such as Public Works Trust Fund loans or other financing contracts issued through the State of Washington, bond anticipation notes (BAN's), bank qualified loans, and/or other legal debt issues as allowed by law.

Additionally, with Council approval, the City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs.

As of January 1, 2018, the City's outstanding debt consists of limited tax general obligation (LTGO) debt issued for transportation and parks projects, LTGO refunding bonds for the city hall building and transportation projects, revenue bonds issued for utility system improvements, a State of Washington public works trust fund loan for a transportation project, and a loan from the Washington State Department of Ecology for stormwater treatment facility improvements in downtown Redmond.

All of the City's outstanding LTGO and revenue bonds have been assigned an AAA credit rating by Standard & Poor's Rating Service (S&P). This rating is the highest rating obtainable from S&P and is a testament to the City's financial strength and policies.

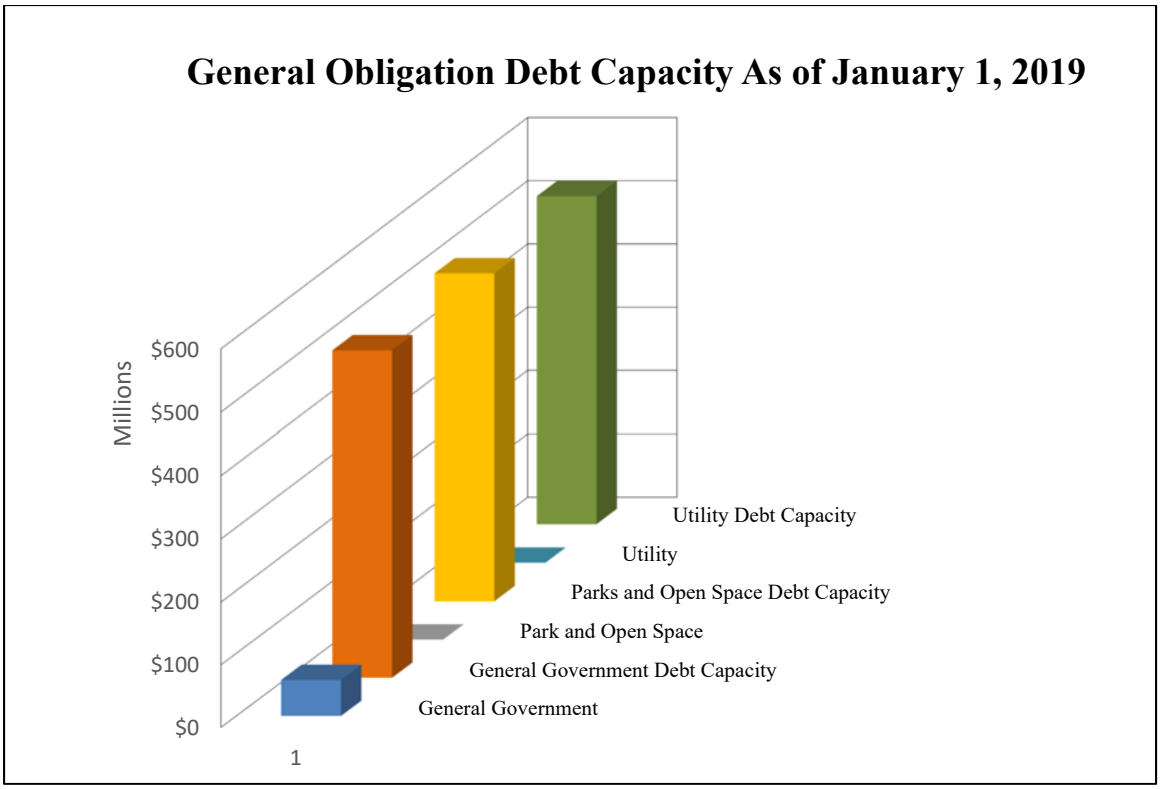
MUNICIPAL DEBT CAPACITY

General Obligation Debt Capacity and Outstanding Obligations

According to Washington State law, voters may approve general obligation debt issues of up to 7.5% of the City's assessed valuation. This 7.5% debt capacity is allocated evenly between general government purposes, parks and open space, and utilities, resulting in a 2.5% or $518 million limit for each. Within the 2.5% limit, the Council has the authority to issue bonds and/or lease purchase agreements without voter approval for a combined total of up to 1.5% of the City's assessed valuation. All voted bonds require a 60% majority approval. To validate the election, the total votes cast must equal at least 40% of the total votes cast in the last general election.

As of January 1, 2018, the City has $57.5 million of debt outstanding for general government purposes. This is well below the legally allowed general government debt capacity and includes general obligation bonds and a State of Washington public works trust fund loan. The full capacity of $518 million is available for parks and open space as well as utility general obligation debt. The chart below graphically depicts current debt capacity. A detailed listing of the City's general obligation bond issues can be found on the next page.

Although the City can legally issue up to 7.5% of its assessed valuation, bond-rating agencies recommend a lower proportion for an acceptable debt capacity. Bond rating agencies use several criteria for determining the level of debt a city can support. Two common ratios rating agencies refer to are overall net debt per capita and overall net debt as a percent of assessed value (also referred to as market value). Redmond's current net debt per capita is considered low at $950 based on a population of 60,560 as is the overall net debt at .28% of assessed value.



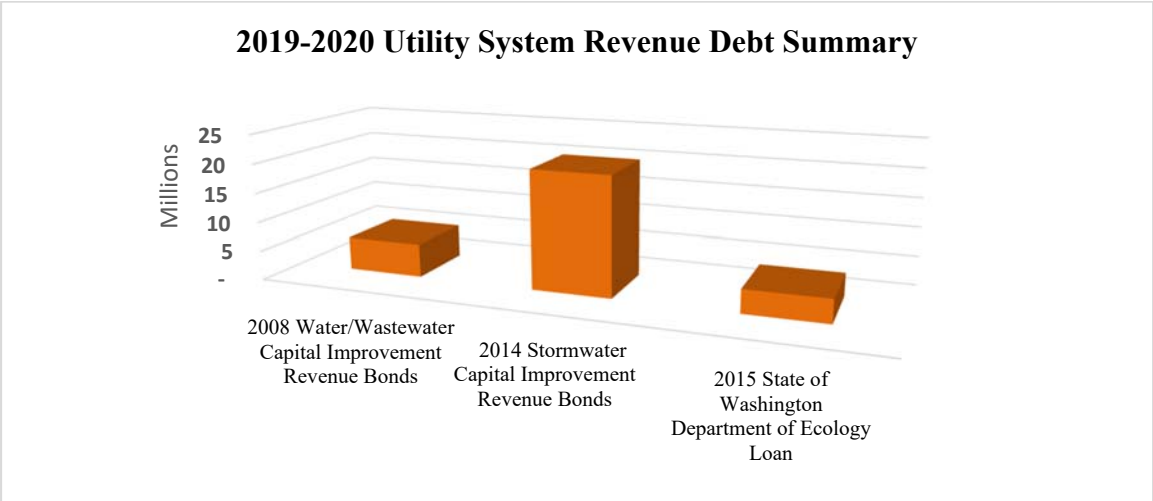
The following table provides a detailed summary of the $57.5 million in general obligation debt outstanding, which includes one voter approved levy, Council-approved general obligation notes as well as other contractual payments.

Outstanding Debt
Long-Term Borrowing
(as of January 1, 2018)

Total General Obligation Debt Capacity				**$1,554,537,957**
	Date of Issue	**Date of Maturity**	**Amount Issued**	**Outstanding Amount**
Limited Tax General Obligations (LTGO)				
2008 LTGO Bonds - Bear Creek/Other Transportation Projects	9/4/2008	12/1/2018	$33,935,000	1,585,000
2011 LTGO Bonds - Downtown Central Park & Other City Parks	3/16/2011	12/1/2021	$8,035,000	3,250,000
2013 LTGO Refunding Bonds -- City Hall Building	9/12/2013	12/1/2035	$33,085,000	25,170,000
2015 LTGO Refunding - 2008 Bonds Years 2025-2028	12/22/2015	12/1/2028	$9,280,000	9,280,000
2016 LTGO Refunding - 2008 Bonds Years 2019-2025 & Transp Proj	1/21/2016	12/1/2035	$17,630,000	16,905,000
LTGO Bond Total			$101,965,000	$56,190,000
Public Works Trust Fund Loan				
161st Avenue NE Extension	2012	2031	$1,794,564	1,322,311
Public Works Trust Fund Loans Total			$1,794,564	$1,322,311
Total Debt Outstanding			**$103,759,564**	**$57,512,311**
Remaining General Obligation Debt Capacity				**$1,497,025,647**

Other Long-Term Debt

In addition to general obligation debt, the City utilizes other long-term debt instruments, including special assessment and revenue bonds. While not a direct responsibility of the City, special assessment bonds are used to finance public improvements that benefit a specified group of property owners, and are funded from the collection of special assessment payments. Currently the City has no outstanding assessment bonds. Revenue bonds are primarily used to finance utility capital improvement projects and are payable from revenues generated by the water and sewer utilities. The following chart summarizes the current revenue debt obligation.



The following table provides a detailed summary of the $30.1 million in revenue debt outstanding for the City's waterworks utility, and storm and surface water drainage systems.

Outstanding Debt
Other Debt Service Requirements to Maturity
(as of January 1, 2018)

	Date of Issue	Date of Maturity	Amount Issued	Outstanding Amount
Utility System Revenue Bonds				
2008 Water/Wastewater Capital Improvement Revenue Bonds	12/3/2008	12/1/2023	$11,755,000	5,710,000
2014 Stormwater Capital Improvement Revenue Bonds	7/24/2014	12/1/2034	$22,950,000	20,330,000
2015 State of Washington Dept. of Ecology Loan	9/2/2015	6/30/2035	$4,412,000	4,089,452
Revenue Bond Total			$39,117,000	$30,129,452

The Water/Wastewater Capital Improvement Revenue Bonds were issued in December 2008 for the purpose of upgrading and improving the City's utilities' facilities including the replacement of two wells, extension of the southeast Redmond transmission main,

development of a large pressure reducing valve station, and upgrading the Reservoir Park pump station and reservoir. Final payment on the Water/Wastewater bonds will be in 2023.

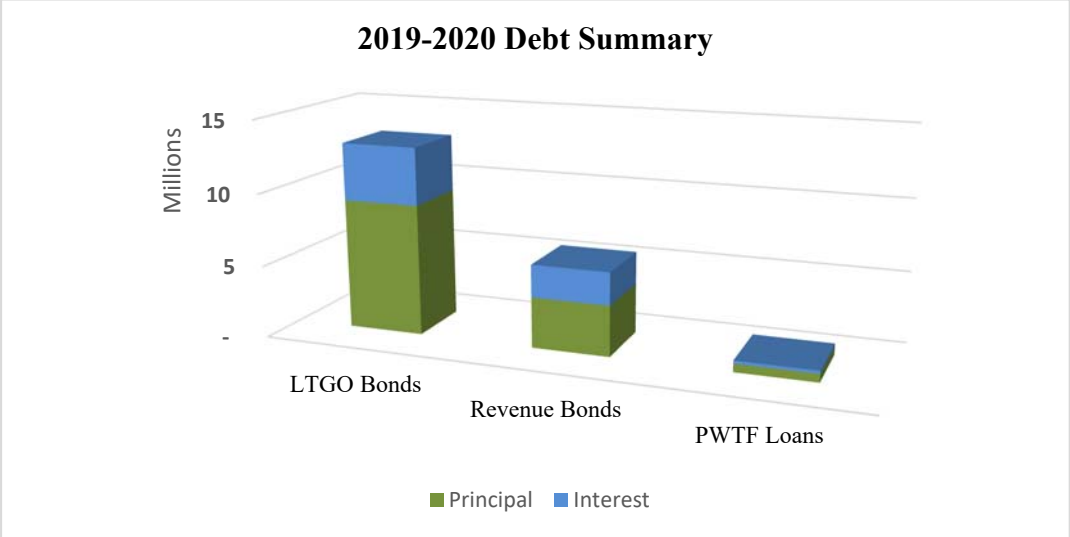
The Stormwater Capital Improvement Revenue Bonds were issued in July 2014 for the purpose of constructing and improving pump stations, access chambers, regional facilities in the Overlake and Downtown areas of the City and flow control and water quality facilities. Funding is also included for stream and habitat restoration projects. Final payment on the Stormwater bonds will be in 2034.

The 2015 loan from the State of Washington Department of Ecology is for improvements to the stormwater system in downtown Redmond to remove pollutants from urban runoff flowing into the Sammamish River including a collection system to convey the runoff to a treatment facility. Final payment on the loan will be in 2035.

City of Redmond Debt Service Requirement for 2019-2020 Budget Period

The following table and graph provide a summary of the principal and interest payments for the two-year biennial budget period, by use.

	Fund	Principal	Interest	Total Debt Service
2008 Limited Tax General Obligation (LTGO) Bonds - Transportation	233	4,055,000	1,721,200	5,776,200
2011Limited Tax General Obligation (LTGO) Bonds - Parks	233	1,620,000	173,776	1,793,776
2013 Limited Tax General Obligation (LTGO) Bonds - City Hall Building	233	3,385,000	2,063,862	5,448,862
Public Works Trust Fund Loans - Transportation	316	188,902	5,904	194,806
Public Works Trust Fund Loans - Water Quality Facilities	405	388,900	196,488	585,388
Water/Wastewater Revenue Bonds - Facility Improvements	401	1,780,000	429,110	2,209,110
Stormwater Revenue Bonds - Facility Improvements	405	1,725,000	1,816,520	3,541,520
		13,142,802	6,406,860	19,549,662



GLOSSARY

BUDGET GLOSSARY

2019-2020 ADOPTED BUDGET

CITY OF REDMOND

Above Baseline: A description of how a budget offer can be scaled up and the outcomes achieved if the offer is allocated additional money.

Accounting System: The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis Accounting: Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements. Enterprise funds of the City use this basis for accounting. See also Modified Accrual Basis.

Advance Refunding Bonds: Bonds issued to retire an outstanding bond issue prior to the date on which the outstanding bonds become due.

Agency Funds: A fund used to account for assets held by a government on behalf of individuals, private organizations, other governments or funds.

Annual Budget: A budget applicable to a single fiscal year.

Appropriation: An authorization made by the City Council that allows expenditures of government resources. Appropriations are typically granted for a one-year period.

Appropriation Ordinance: The official legal document approved by the City Council authorizing the expenditure of resources.

Assessed Valuation: The estimated value of real and personal property used by the King County Assessor as the basis for levying property taxes.

Asset: Resources owned or held by governments that have monetary value.

Balanced Budget: Current biennium budgeted revenues (including fund balances) are equal to or greater than current biennium budgeted expenditures, and current on-going revenues (without including fund balances) are equal to or greater than current on-going expenditures.

Baseline: The baseline offer should describe what outcome the budget offer is achieving for the dollars represented.

Basis for Budgeting: The budget uses a modified accrual basis for all funds. This differs from a full accrual basis of accounting used in annual financial reports. Some examples of the difference include: compensated absences, depreciation, payments on debt principal and capital investment.

Budgeting, Accounting, Reporting System (BARS): The prescribed and required reporting system for all governmental entities in the State of Washington.

Beginning Fund: The amount remaining after accounting for the previous year's revenues, less the previous year's expenditures.

Below Baseline: A description of how a budget offer can be scaled down and the consequences to performance outcomes of eliminating funding from an offer.

Benchmark: A measure of results against which an organization compares itself. Typically, the benchmark is the level of results achieved in an organization using an accepted best practice.

Biennial Budget: The financial and operating plan for the City that establishes a two-year appropriation in accordance with Washington State law.

Budget: A composite of strategic decisions made by elected leaders for how to best use resources to achieve the Priorities of its citizens.

Bond (Debt Instrument): A written promise to pay a specified sum of money at a specified future date, at a specified interest rate. Bonds are ordinarily used to finance capital facilities.

Redmond typically issues general obligation, revenue or special assessment bonds.

Budgeting by Priorities (BP): A process, originally designed by the Public Strategies Group, for creating budgets that focus on achieving specific results with strategies that provide the highest value for the dollar.

Budget Calendar: The schedule of key dates that the City follows in the preparation and adoption of the budget.

Budget Message: A written explanation by the Mayor of the budget. The budget message explains principal budget and policy issues, as well as presents an overview of the Mayor's budget recommendations.

Causal Factor: Something that contributes to a Priority happening (or prevents it from happening). It should be based on evidence (research, experience or sound logic). It does not need to be something that government in general - or the jurisdiction - is responsible for, or has control over. The causal factors are presented visually as a “cause and effect map" showing their connection to the Priority.

Cause and Effect Map: A visual representation of the pathway to the Priority. Using words or images, it helps viewers understand the cause-effect connection between activities, strategies, factors and the Priority. Backed by evidence, it quickly communicates what is known to work in accomplishing the Priority. Cause and effect maps are included in Requests for Offers.

Capital Facilities Plan (CFP): A planning document required by the Growth Management Act that addresses capital projects and anticipated sources of funding over a six-year period.

Capital Investment/ Improvement Program (CIP): A budget and planning process used by the City to determine what capital projects will be carried out during the next six-year period. The first year of the six is included in the annual operating budget and the remaining years' projections are updated annually.

Capital Investment Strategy (CIS): A strategy which ensures capital investments across the City are proposed in a coordinated fashion and focused on the vision as defined by the adopted comprehensive plan. It informs the capital facilities plan and the ability of the City to facilitate growth. An inherent aspect is the ability to maintain the City’s past investments into the future.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets. Examples include land, buildings, machinery, equipment and construction projects.

Citizen: A general term which is meant to include both residents and businesses.

Civic Results Team: A group made up of community members to rank offers based on evidence of effectiveness and to recommend the market basket of offers the jurisdiction should buy.

Community Facilities District: The voluntary landowner financing of community facilities and local, sub-regional, and regional infrastructure by the forming of legal entity called a community facilities districts. Community facilities districts may only include land within urban growth areas designated under the state growth management act, located in portions of one or more cities, towns, or counties.

Comprehensive Annual Financial Report (CAFR): The official financial report of a government. It includes the State Auditor's audit opinion, as well as basic financial statements and supporting schedules necessary to demonstrate compliance with finance related legal and contractual provisions.

Consumer Price Index (CPI): A measure of the average change over time in the prices paid by urban consumers for good and services.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost-Effectiveness Measure: The ratio of outcome measure to input measure.

Councilmanic Bonds: Councilmanic bonds refer to bonds issued solely upon the approval of the Council. Councilmanic bonds may not exceed 1.5% of assessed valuation.

Dashboard: The high-level summary measures that illustrate results for the City's priorities as a whole.

Debt Service: Payment of interest and principal to holders of the City's debt instruments.

Debt Service Fund: A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Demand: The estimated level of need for a service, product or activity.

Demonstrating Efficiencies: A description of the process improvement activities in programs and departments.

Development-Related Fees: Fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, zoning, platting and subdivision fees.

Efficiency Measure: The ratio of output measure to input measure, generally used to assess the productivity associated with a given service or activity.

Encumbrance: The commitment of appropriated funds to purchase an item or service. In a cash budget, such as the City of Redmond's General Fund, expenditures are recognized only when the cash payments for the cost of goods received or services rendered are made.

Ending Fund Balance: The beginning fund balance plus current year revenues, less current year expenditures.

EPSCA: The Eastside Public Safety Communication Agency is a separate legal entity created by an interlocal agreement among the Cities of Redmond, Bellevue, Kirkland, Issaquah and Mercer Island. The purpose of EPSCA is to develop, own, operate and manage an 800 MHz Eastside radio communication system by and among these government agencies.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, expenditures are recognized when goods are received or services rendered. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments are made.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations.

Financial Forecast (Six-Year): Estimates of future revenues and expenditures to help project the long-range financial condition of the General Fund.

Fixed Assets: Assets that are intended to be held or used for a long term, such as land, buildings, improvements other than buildings, machinery and equipment. Fixed assets are also called capital assets.

Full-Time Equivalent (FTE): Expresses staff in terms of full-time (40 hours per week) employment. For example, a person who works 40 hours per week is described as 1.0 FTE. An employee who works 20 hours per week calculates to a 0.5 FTE (20 hours divided by 40 hours).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities.

Fund Balance: The excess of a fund's assets over its liabilities.

Generally Accepted Accounting Principles (GAAP): Both industry and governments use GAAP as standards for accounting and reporting financial activity. The Governmental Accounting Standards Board (GASB) currently sets government GAAP. Adherence to GAAP assures that financial reports of all state and local

governments contain the same type of financial statements and disclosure, for the same categories and type of funds as well as account groups, based on the same measurement and classification criteria.

General Obligation Bonds: Bonds for which the full faith and credit of the insuring government are pledged for payment.

Growth Management Act (GMA): Comprehensive Washington State legislation that requires cities and counties to undergo a prescribed planning process to accommodate projected population growth. Examples of the planning process include defining the levels of service city government will provide to its citizens, developing a six-year capital facilities plan and determining how to fund existing capital deficiencies.

International Association of Firefighters (IAFF): Bargaining unit that represents all commissioned fire personnel below the level of Deputy Fire Chief.

Improvements: Buildings, structures or attachments to land such as sidewalks, trees, drives, tunnels, drains and sewers.

Indicator: A measure or a combination of measures, that allows the observer to know whether the priority is being achieved.

Innovations Fund: Money specifically allocated to invest in one-time changes focused on improvement.

Input Measure: A measure of resources invested, used or spent to deliver the services, products or activities.

Interfund Payments: Expenditures made to other City funds for services rendered.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payment in lieu of taxes.

Intergovernmental Services: Purchases from other governments of those specialized services typically performed by local governments.

Interlocal Agreement: A contract between two government entities whereby one government assumes the lead responsibility of a project that overlaps both jurisdictions.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City.

Law Enforcement Officers and Firefighters (LEOFF): The retirement system provided for all police officers and firefighters by the State of Washington.

Lean: A process by which customer and/or citizen value is maximized while minimizing waste along entire value streams, instead of at isolated points.

Lease-Purchase Agreements: Contractual agreements which are termed "leases," but which in substance amount to purchase contracts.

Level of Service (LOS): The Growth Management Act requires cities and counties to establish a level of service for five functional areas (Parks, Fire, Police, Utilities and Transportation). Examples of levels of service might be: one police officer per population of 1,000, a fire or emergency response time of no greater than five minutes or one acre of community park per 1,000 population. The levels of service are defined by the City Council and become the basis for the Capital Facilities Plan. The City's inability to meet its designated level of service will bar further development until the deficiency is removed or the level of service is redefined.

Levy: Verb - To impose taxes, special assessments or service charges for the support of government activities. Noun - The total amount of taxes, special assessments or service charges imposed by a government.

Limited-Duration: An individual hired full or part-time for a specific project or purpose with an employment period that has a specified ending date. The Mayor and City Council approve requests for limited duration FTEs.

Local Improvement District (LID): A local improvement district is an area where an improvement is authorized that will benefit selected property owners and the cost is passed on to property owners through special assessments.

Logic Model: A logic model is a graphical illustration of the theoretical connection between what you actually do (and what you can control) to the desired outcomes you propose to influence. A logic model helps identify relevant performance measures to track progress.

Long-Term External Debt: Debt borrowed from a source outside the City with a maturity of more than one year after the date of issuance.

Low Impact Development (LID): A land planning and engineering design approach to manage stormwater runoff, emphasizing conservation and use of on-site features to protect water quality.

Maintenance and Operations Center (MOC): The facility that is the base for most of the City's field operations staff for Public Works and Parks. Also located at the MOC is the City's vehicle maintenance shop.

Maintenance and Operating (M&O) Costs: Expenditures that represent amounts paid for supplies (e.g. office supplies, repair and maintenance supplies, minor equipment and software), and other services (e.g. ongoing contracts, professional services, communication, utilities and intergovernmental services).

Mandate: A legal requirement that a jurisdiction provide a specific service, sometimes at a specific level.

Market Basket: A group of programs/offers that best meet the outcomes of the priority.

Measure: A numerical expression documenting the quality or quantity of a resource, process or product, or the impact of the process or product.

Modified Accrual Basis: Under this accounting method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures for the most part are recognized when the related fund liability is incurred except for prepayments, accumulated employee leave and long-term debt. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting. See also Accrual Basis Accounting.

NORCOM: The North East King County Regional Public Safety Communications Agency provides emergency service communications to the public for emergency medical services, fire and police.

Object: An expenditure classification, which refers to the type of item purchased or the service obtained. Examples include personnel services, contractual services, materials and supplies.

Offer: A proposal by a Department in response to a Request for Offers indicating what they will do to produce the Priority, how much it will cost and how success will be measured.

Offer Ranking: Results Teams' ranking of offers according to best value for the dollar to achieve priorities without regard to mandates or dedicated funds.

Operating Budget: The operating budget is the primary means by which most of the acquisition, spending and service delivery activities of a government are controlled. Law requires the use of annual operating budgets.

Operating Transfer: Routine or recurring transfers of assets between funds, which support the normal operations of the recipient fund.

Other Services and Charges: An expenditure classification which includes professional services, communication, travel, advertising, rentals, leases, insurance, public utility services and repairs and maintenance.

Outcome Measure (aka Effectiveness Measure): A measure of the results of an activity in terms of its intended objective.

Output Measure: The number of services or products delivered.

Performance Measure: A numerical expression documenting some aspect of the output or outcomes of an activity, service, process or program.

Personnel Benefits: Those benefits paid by the City as conditions of employment. Examples include insurance and retirement benefits.

Policy: A policy is a guiding principle which defines the underlying rules which will direct subsequent decision-making processes.

Price of Government (POG): The sum of all taxes, fees and charges collected by all sectors of government divided by the aggregate personal income of the government's jurisdiction. The calculation is used to define the band within which residents are willing to pay for government services.

Priority: A statement indicating what citizens want from their government.

Program Performance Measure (aka Program Indicator): A performance measure for a specific program.

Property Tax Levy – Regular: Represents the amount of property tax allowable under State law which the City may levy annually without approval by the City's registered voters. State law fixes the maximum levy in dollars per $1,000 of assessed valuation and the annual rate at which total regular levy property taxes may increase.

Property Tax Levy – Excess: Represents the amount of property tax which a city government may charge in excess of the "regular levy" upon the approval of this tax by a vote of the people. Cities most commonly use the revenue to pay the annual costs of voter-approved general obligation bonds. State law imposes a maximum limit on the dollar amount of such bonds which a city may have outstanding at any one time.

Public Employees Retirement System (PERS): Retirement benefits provided by the State of Washington for all city employees except police and fire.

Public Safety Employees Retirement System (PSEFS): Retirement benefits provided by the State of Washington for all city police support employees.

Purchasing Strategies: A set of actions chosen to achieve a priority. A strategy is based on an understanding of (or assumptions about) the cause-effect connection between specific actions and specific priorities. Strategic means choosing actions from among the options available that will have the greatest or most direct effect on a priority or multiple priorities. Strategies could include actions that the jurisdiction might take directly, as well as actions that the jurisdiction might take to influence the actions taken by others.

Quality Measure: A measure of how well the service, product or activity was delivered, based on characteristics important to customers.

Redmond City Hall Employees Association (RCHEA): The largest of the City's five bargaining units representing predominantly clerical, professional and technical positions.

Redmond Police Officers Association (RPOA): Bargaining unit representing all City of Redmond commissioned police officers below the rank of lieutenant.

Redmond Police Support: Bargaining unit representing non-commissioned police support staff including dispatchers, record specialists, crime analyst and evidence technician.

Revised Code of Washington (RCW): The RCW is Washington State Law.

Request for Offers (RFOs): Requests for Offers are prepared by the Results Team and include a description of the Priority sought, the cause and effect map, three indicators and purchasing strategies. RFOs show a Results Team's understanding of what is most likely to achieve a Priority and how that would be measured. The RFOs are used as the basis for Departments to make offers.

Reserve: An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

Resources: Total dollars available for appropriations including estimated revenues, interfund transfers and the beginning fund balance.

Results Team: A group designated to create Requests for Offers, to rank offers based on evidence of effectiveness and to recommend the market basket of offers to buy.

Revenue: Income received by the City to support community services. This income may be in the form of taxes, fees, user charges, grants, fines and interest.

Revenue Bonds: Bonds issued pledging future revenues (usually water, sewer or drainage charges) to cover debt payments.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a fiscal year.

Service Levels: Predefined set of criteria used to measure the benefits provided and how they are impacted by increases and decreases in funding.

- None – Service not provided;
- Reactive – Service issues are addressed only as they arise;
- Managed – Use of a planned approach to meeting defined service levels;
- Proactive – Strategic approach with focus on promoting efficient and high quality services; and
- Comprehensive – Integrated approach across multiple business lines.

Scalability: The process by which Departments indicate how much of a result they can produce at various price levels. Measured against changes in expectations regarding service levels.

Special Assessment Bonds: Bonds payable from the proceeds of special assessments such as local improvement districts.

Strategic Plan: A long range (at least three to five years) statement of direction for an organization, which identifies vision, mission, goals and strategies, as well as measure which will show progress made in achieving goals.

Supplemental Appropriation: An appropriation approved by the Council after the initial budget is adopted.

Supplemental Employee: An employee hired directly by the City for other than regular positions. Supplemental employees may be used to fill-in for regular employees during absences or vacations, temporarily fill a regular position pending the hiring of a regular employee, meet peak workload needs or staff special projects.

Supplies: An expenditure classification for articles and commodities purchased for consumption or resale. Examples include office and operating supplies, fuel, power, water, gas, inventory, resale items, small tools and equipment.

Target: The desired level for a specific performance measure. See also Measure.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Transportation Master Plan (TMP): A blueprint for developing the City's long range transportation system.

Urban Planned Development (UPD): The residential, commercial and office development that is located in unincorporated King County between Union Hill Road and Novelty Hill Road. The City agreed to provide water and sewer services to the UPD area in 1992.

User Charge: The payment or fee for direct receipt of a public service by the party who benefits from the service.

Vision Blueprint: An eighteen year capital investment strategy that outlines the investment needed in the long-term to realize the City's vision.

Vision Statement: An inspiring, challenging and meaningful statement that describes the future of the organization, as seen through the eyes of the customers, stakeholders, employees and citizens.