

## **CITY COUNCIL AGENDA ITEM**

### **CITY OF SHORELINE, WASHINGTON**

<b>AGENDA TITLE:</b> City's Long-Term Financial Challenges
<b>DEPARTMENT:</b> Finance
<b>PRESENTED BY:</b> Debbie Tarry, Finance Director

**PROBLEM/ISSUE STATEMENT:**

The City's six-year financial forecast projects operating budget gaps for the next six years. The 2011 projected budget gap is \$1 million with gaps growing to \$4 million by 2016. The following table summarizes the projected budget gaps for the next six years:

	2011	2012	2013	2014	2015	2016	Total
<b>Projected Budget Gap</b>	(995,238)	(1,531,626)	(1,678,638)	(2,392,478)	(3,349,172)	(4,076,682)	(14,023,834)

The projected budget gaps are a result of a long-term structural problem as the City's primary operating revenues are growing at a slower rate than projected cost increases for basic services. Property tax is the City's largest operating revenue source and it is capped at a 1% annual increase, unless voters approve a larger increase, and sales tax has grown on average at 2.2% annually, below the rate of inflation. At the same time the cost for City services grows in many cases at a rate greater than inflation. For example the City's contract for police services increases 4 to 4.5% per year, the cost of a gallon of gas has increased by more than 65% over the last ten years and the cost per ton of hot mix asphalt has more than doubled since year 2000.

The City Council was aware that existing revenues would not fully support the cost of providing services starting in 2008, and therefore implemented a short-term strategy in 2007 to address budget gaps through 2010. The short-term strategy included a combination of revenue enhancements and expenditure reductions. Recognizing that the long-term structural imbalance still existed, in March 2008 the City Council appointed an 18-member citizen advisory committee to review the City's long-term financial condition, including the operating budget, citizen satisfaction surveys, and revenue sources. The Committee was asked to develop recommendations for the City Council to consider that addressed a long-term strategy to fund City services.

After nearly 18 months, the Committee developed five recommendations, which they delivered to the City Council in April 2009:

1. Sustain the City's commitment to efficiencies;
2. Keep services that preserve the quality of life in Shoreline

3. Implement revenue strategies including adopting a \$20 vehicle license fee to fund the pavement preservation program and in 2010 or later, ask the voters to reaffirm their investment in Shoreline and consider a property tax levy increase.
4. If service reductions are necessary, then preserve the quality of core services, i.e., required police services; and
5. Expand the City's communication and outreach to the community.

Many of these recommendations have been implemented, but currently staff is recommending that the City Council consider asking Shoreline voters to approve a property tax increase in excess of the 1% limitation. Staff recommends that this appear on the 2010 General Election which is scheduled for November 2, 2010. Staff is recommending that the City's 2011 property tax levy rate be increased by approximately \$0.25 for a projected rate of \$1.35. The additional \$0.25 would generate approximately \$1.7 million bringing the City's total property tax levy to \$9.4 million for 2011. State law limits the City's property tax rate to a maximum of \$1.60 per \$1,000 assessed valuation. Staff is also recommending that if the City does place a property tax levy increase on the November ballot that it be a six year levy with annual increases equal to the Seattle/Tacoma/Bremerton Consumer Price Index for all Urban Consumers (CPI-U). For this measure to appear on November ballot, the City Council would need to take formal action by adopting ballot language in the form of an ordinance in time to have the ordinance delivered to King County by August 10, 2010.

#### **FINANCIAL IMPACT:**

A property tax levy lid lift ballot measure is anticipated to cost approximately \$100,000.

A six-year levy, as proposed by staff, would generate enough revenue to fill the City's projected budget gaps through 2015, assuming that the remaining revenue and expenditure assumptions remain valid. The following table compares the projected budget gaps to the revenue generated by \$0.25 increase in the City's property tax levy rate.

	2011	2012	2013	2014	2015	2016	Total	
Projected Budget Gap	(995,238)	(1,531,626)	(1,678,638)	(2,392,478)	(3,349,172)	(4,076,682)	(14,023,834)	
Projected Revenue from Levy Lift: \$0.25 Cent Increase	1,741,877	1,861,274	2,008,468	2,183,653	2,370,809	2,561,849	12,727,930	
Excess/Remaining Gap: \$0.25 Cent Increase	746,638	329,649	329,830	(208,824)	(978,363)	(1,514,833)	(1,295,904)	
Impact to Home Value of \$360,000 \$0.25 Cent Increase	89.66	95.30	102.30	110.67	119.57	128.60	Six Year Average 107.68	Average Monthly Impact 8.97

#### **RECOMMENDATION**

Staff recommends that Council direct staff to prepare an ordinance, in July 2010, for Council's consideration to place a property tax levy lid lift on the November 2, 2010, general election ballot.

Approved By: City Manager  City Attorney \_\_\_\_\_

## INTRODUCTION

The City's long-term operating budget financial projections show budget gaps starting in 2011 and continuing into the future. The budget gaps reflect that projected revenues will be less than future projected costs. The revenue projections are based on the City's current revenue sources and uses both legal and economic factors for projecting future collections. The expenditure projections are based on current services adjusted for anticipated cost increases related to inflation, contract agreements, or legal requirements. The following table summarizes the projected budget gaps for the next six years:

	2011	2012	2013	2014	2015	2016	Total
<b>Projected Budget Gap</b>	(995,238)	(1,531,626)	(1,678,638)	(2,392,478)	(3,349,172)	(4,076,682)	(14,023,834)

The projected budget gaps do not include funding for new programs or changes in current policy. Following are some examples of changes that may impact the projected budget gaps:

1. **Kruckeberg Garden:** Kruckeberg Garden was to be self-sustaining by 2011, and as such the projections do not include additional City funding to help maintain or operate the gardens. As the Council has heard in recent updates, it is likely that the City will need to continue to allocate support dollars for maintenance and operations of the Garden over the next few years, probably in the neighborhood of \$40,000 a year.
2. **Senior Center:** The 2009 and 2010 budget included an additional \$18,000 each year in funding for the Senior Center. This was in excess of the normal human service allocation. When Council approved this allocation in 2008 for the next two years it was to be one-time funding and as such it is not included in future expenditure projections.
3. **YMCA:** In 2008 the City Council authorized a two year contract with the YMCA for \$80,000 to provide monies for scholarships, twenty-four (24) open activity nights for teens or tweens, and four (4) open activity times for use by Shoreline residents. This was done with one-time funding and therefore future years do not include on-going funding.
4. **Animal Control:** As the City Council is aware, King County has notified agencies that they will no longer provide animal control services after mid-year 2010. Council will be reviewing options for providing this service on April 26, 2010, but it appears that going forward the City can anticipate an budget impact of \$30,000 to \$60,000 a year for this service.

Legally the City must have a balanced budget each year, and as such the City would need to implement steps to close any budget gaps. In order to close the gaps there are three options: additional revenue, expenditure reductions, or a combination.

## **BACKGROUND**

### **Citizens Advisory Committee**

In 2008 the City Council appointed 18 people to a Citizen's Advisory Committee (CAC) to develop recommendations to the City Council on how to address the City's long-term financial challenges. The CAC spent nearly 18 months reviewing the City's budget, citizen survey results (2006 and 2008), exploring alternative revenue sources, reviewing benchmark data, and formulating their recommendations. The CAC also held three community forums in February 2009 before finalizing their recommendations. A copy of the final CAC report is included as Attachment A.

### **Additional Revenue**

The Committee reviewed a number of revenue options, of which a summary is included as Attachment B.

The Committee's final recommendation to Council was to pursue two potential revenue options to keep current programs and services:

1. Transportation Benefit District \$20 vehicle license fee. The monies for this revenue source are dedicated towards maintenance of the transportation infrastructure. The City Council authorized this fee and it became effective February 1, 2010.
2. Potential levy lid lift. The CAC believed that in order to address the long-term structural issues surrounding the City's budget an increase in property tax, beyond the 1% limitation that the City Council may approve, would be necessary. Initiative 747, which limited property tax levy increases to 1% without voter approval, promoted the idea that if additional taxes are necessary then let the voters decide. They recommended that the following guidelines be considered before placing the levy lid-lift on the ballot:
  - a. Given the current economic recession they advised that the levy lid lift not be placed on a ballot until 2010 or later.
  - b. Additional polling research should be completed to determine the level of support amongst Shoreline voters for dollar amount and purposes.
  - c. The levy amount should be adequate to address needs over several years to avoid repeated returns to the voters.
  - d. The impact to businesses as well as residential property owners should be considered.
  - e. The levy increase should be linked to the preservation of specific services.
  - f. Not place the City levy lid lift on the ballot at the same time as the anticipated Shoreline School District levy ballot measure in 2010.

### **Expenditure Reductions**

The CAC did not make specific recommendations on program or expenditure reductions, as they felt that this was beyond their scope of responsibility. At the same time they did recommend that the City maintain current services as they believe that these services have helped develop the quality of life that Shoreline residents and businesses want. Their final recommendation also included an

emphasis on the City maintaining a commitment to pursuing efficiencies, although the committee recognized that this would not in itself be a solution to the long-term projected budget gaps. The CAC did develop some guidelines if program cuts became necessary which is included in their final report.

Since 2005 the City has made nearly \$1 million in base budget reductions. This includes reductions in temporary help, travel and training, and contingency, supply and service budgets. The 2010 budget eliminated three vacant staff positions: Customer Response Team (CRT) lead position, an Administrative Assistant in Planning and Development Services, and a Capital Project Manager.

Staff does not believe that additional expenditure reductions can be made without the elimination or reduction of programs. Although staff believes that the services the City currently provides have helped create the quality of life and the type of community where our residents want to live and our businesses want to thrive and as such the City should continue to strive to provide these services at a quality level, if additional revenue sources are not implemented then program reductions and/or elimination will be necessary. Across the board reductions reduce the ability to provide quality service in all areas, and it would be staff's recommendation to provide a narrower set of high quality priority services rather than a broad set of low quality or inadequate services.

In 2005 the City held a number of public meetings in which participants were asked to provide feedback on the priority of City services. The following table summarizes that information:

<b>Programs in Priority Buckets</b>				
<b>#1 = \$12.9 M</b>	<b>#2 = \$5.5 M</b>	<b>#3 = \$2.8 M</b>	<b>#4 = \$0.4 M</b>	<b>Have To = \$4.7 M</b>
Police – Patrol, Investigation, Traffic Enforcement	24 Hr - Customer Response Team	School Resource Officer	Celebrate Shoreline	Jail & Court Services
Economic Development	Emergency Management	Police Storefronts	Museum	Liability Insurance
Street Operations & Maintenance	Park & Facility Maintenance	Current Planning	Arts	City-wide Equipment & Supplies
Human Services	Recreation Programs	Community Information	Intergovt. Participation	City Hall Mortgage
Land Use/Building Permits	Traffic Services	Neighborhood Programs		
	Long Term Planning	Pool		

The dollars that have been assigned reflect the 2010 budget less any dedicated revenue for the services listed. For example fees generated from the pool or recreation programs have been netted against the cost. Also staff has allocated support department costs (i.e., Finance and Information Services, Human Resources, City Manager, City Clerk, City Attorney, City Council) proportionally to each of these priority buckets.

Reviewing the dollar amount of projected gaps and the cost of each of these priority buckets are an indication of the type of program reductions that would be needed to close the projected gaps. For example in 2011 we have a projected gap of nearly \$1 million. To close that gap with expenditure reductions alone means that we would need to consider cuts to programs in both priority 4 and priority 3 programs. As the gaps get larger the program cuts get deeper and include even higher priority programs.

#### Property Tax Levy Lid Lift

Current State law limits the increase in the City's property tax levy from one year to the next to 1% unless voters approve a larger increase. To date, the City has not requested that voters approve a larger increase. Asking for a larger increase is called a "levy lid lift." RCW 84.55.050, Attachment C, outlines the requirements for a property tax levy lid lift.

The current City of Shoreline property tax levy rate is \$1.12 per \$1,000 assessed valuation (AV). The legal limit for the City is \$1.60, so we are significantly below this threshold. Without a levy lid lift, the projected levy rate for 2011 is \$1.10/\$1,000 AV assuming that property values have stabilized and we do not see additional declines in assessed valuation. This leaves capacity for up to an additional \$0.50/\$1,000 assessed valuation.

To close the projected budget gaps the City Council will need to consider a levy rate increase of 20 to 30 cents. The following chart compares the projected budget gaps to the anticipated increased levy collections assuming a 20, 25, and 30 cent increase and the impact to a homeowner for an average priced home. The chart also assumes that the levy in years 2 through 6 increase by the projected Seattle/Bremerton/Tacoma Consumer Price Index (CPI).

### Six Year Projected Budget Gaps and Potential Property Tax Levy Collections

	2011	2012	2013	2014	2015	2016	Total	
<b>Projected Budget Gap</b>	(995,238)	(1,531,626)	(1,678,638)	(2,392,478)	(3,349,172)	(4,076,682)	(14,023,834)	
<b>Projected Revenue from Levy Lift:</b>								
\$0.20 Cent Increase	1,393,501	1,505,660	1,644,579	1,810,458	1,987,862	2,169,003	10,511,063	
\$0.25 Cent Increase	1,741,877	1,861,274	2,008,468	2,183,653	2,370,809	2,561,849	12,727,930	
\$0.30 Cent Increase	2,090,252	2,216,889	2,372,356	2,556,849	2,753,756	2,954,694	14,944,797	
<b>Excess/Remaining Gap:</b>								
\$0.20 Cent Increase	398,263	(25,966)	(34,059)	(582,020)	(1,361,310)	(1,907,679)	(3,512,771)	
\$0.25 Cent Increase	746,638	329,649	329,830	(208,824)	(978,363)	(1,514,833)	(1,295,904)	
\$0.30 Cent Increase	1,095,013	685,263	693,718	164,371	(595,416)	(1,121,988)	920,963	
<b>Impact to Home Value of \$360,000</b>							<b>Six Year Average</b>	<b>Average Monthly Impact</b>
\$0.20 Cent Increase	71.73	77.09	83.77	91.76	100.26	108.88	88.91	7.41
\$0.25 Cent Increase	89.66	95.30	102.30	110.67	119.57	128.60	107.68	8.97
\$0.30 Cent Increase	107.59	113.51	120.84	129.59	138.89	148.32	126.45	10.54

The City can do a one-year or multi-year levy. Staff is recommending that the City Council consider a multi-year levy, as the cost of doing a levy is approximately \$100,000 and a multi-year levy is in line with the CAC recommendations and allows for long term planning and stability.

In order to do a multi-year levy, the ballot proposition must appear on the primary or general election. The deadline for submitting a resolution to King County for an item to appear on the August 17<sup>th</sup> election is May 25<sup>th</sup> and the deadline for the November 2<sup>nd</sup> election is August 10<sup>th</sup>.

A multi-year levy requires that the City identify the specific purpose for the use of funds in the ballot measure. Currently staff is recommending that the Council consider focusing on public safety and park maintenance and operations. Public safety costs represent over 1/3 of the City's operating budget (\$11.5 million in 2010) and increase 4% to 5% every year (approximately \$400,000 to \$550,000). This increase far exceeds the additional revenue generated by a 1% property tax increase (approximately \$70,000).

The following chart shows the change in public safety related costs from one year to the next for 2005 through 2010.

	2005	2006	2007	2008	2009	2010
Jail	\$228,603	\$202,189	-\$164,525	-\$29,155	-\$7,428	\$128,971
Municipal Court	\$0	\$21,968	-\$21,968	\$88,252	\$39,588	\$22,160
Prosecuting Attorney	\$10,086	\$38,164	-\$250	\$0	\$7,830	\$6,313
Public Defender*	-\$6,657	-\$24,857	\$17,277	\$9,321	\$6,552	\$2,828
Police	\$258,922	\$526,155	\$634,243	\$357,641	\$461,374	\$401,596
<b>Total \$\$ Variance From Previous Year</b>	<b>\$490,954</b>	<b>\$763,619</b>	<b>\$464,777</b>	<b>\$426,059</b>	<b>\$507,916</b>	<b>\$561,868</b>

Park and recreation service costs do not grow at the same rate as public safety costs and are not a mandated service, but are certainly a service that enhances the quality of life for Shoreline residents and is one that is very important to the community. Currently the City spends nearly \$2.9 million on park and recreation services net of direct fees. Of this amount approximately \$1.2 million is for

maintenance of parks and open space and \$500,000 is the net general fund support for the Shoreline pool.

Multi-year levies usually may not supplant "existing funds" used for the purpose stated in the ballot measure, but in 2009 the State Legislature removed the non-supplanting requirements for levies passed between July 26, 2009 and December 31, 2011.

A levy lid lift is considered an extension of the City's regular property tax levy, as opposed to an "excess" levy such as that assessed for repayment of the 2006 Park Bonds. State law allows for senior citizens and disabled individuals who have total annual household income of \$35,000 or less to be exempt from excess levies, therefore these individuals are exempt from the Parks Bond levy and even the school district levy which is considered an "excess" levy. Although the levy lid lift is not considered an excess levy, these same individuals may qualify for reduced property tax assessments based on an exemption of a portion of the valuation of their residence.

A levy lid lift requires simple majority approval in order to pass.

### Polling

In order to get a sense of the level of support for a property tax levy increase and an amount that may be supported by the Shoreline community the City engaged the services of EMC Research, Inc. to conduct a poll in March. EMC Research presented the results of the polling to the City Council on March 22, 2010. Below is a summary of the results of the poll:

- The polling consisted of 501 telephone interviews. The overall margin of error of the survey is +/- 4.4 points at the 95% confidence interval. The polling was conducted from March 10-15, 2010.
- Residents are very optimistic about the overall direction of the City (67% right direction), but most (65%) do not think that the economy is going to improve over the next year.
- Most residents (65%) agree that they trust the City to spend their tax dollars responsibly. About a quarter (27%) do not trust the City to spend their tax dollars responsibly.
- A strong majority (59%) disagree that there is room to cut back public safety funding while maintaining adequate police protection and safe neighborhoods. One third (32%) agree.
- About half (48%) disagree that there is room to cut back on maintenance and operations funding for parks and still have safe and well-maintained parks. Just over a third (37%) agree.
- "Safety" is a key theme in residents' top priorities for City spending. This applies to both to police services and to maintaining safe playgrounds, parks and trails.



- Based on the demographics of those responding to the survey, there is a slightly higher level of support at a General (November) election versus a Primary (August) election.
- Initial support for a 20 cent property tax rate increase at a General election (57%) is higher than that of a 30 cent increase (49%).
  - Support for both options increases when respondents were told the average cost of the levy and received more information about City services.

A copy of the survey and results are included as Attachment D.

### Public Outreach

At Council's direction, staff has been engaged in a long-term effort to provide information to the public about the City's long-term financial challenges. This has included a number of mediums such as:

1. *Currents* – Since the Winter edition in 2007 the City has had 10 articles in *Currents* that specifically addressed issues related to the City's long-term financial challenges. Attachment E includes a copy of these articles.
2. *Community Meetings* –
  - a. *2004-2005*: Several community meetings were held to get feedback from citizens on their priorities for City services.
  - b. *2007-2009*: Citizen Advisory Committee formation and work. The CAC held 20 committee meetings during their tenure to develop their recommendations. In February 2009 they held three community forums to specifically get feedback from the community on the CAC draft recommendations.
  - c. *Property Tax Forum (May 2009)*: The City sponsored a community forum on property taxes which included representatives from the City, King County Assessor's Office, Shoreline School District, and the Shoreline Fire District.
  - d. *2010*: Since January 2010, staff has met with 36 community groups to present information on the City's long-term financial challenges and a potential property tax levy lid lift. Attachment F includes a listing of these meetings.
3. *Service Videos* – A question often asked by the community – "What does the City do?" In order for taxpayers to really be able to determine if they are getting value for their tax dollars, they need to know what services are being provided by the City. Currently staff has completed both the parks and recreation and the police videos. We have used these at our community meetings, they are posted on the City's web site and You Tube, and they run on the City's government access channel. An operational video (public works and development services functions) and a Quality of Life partners video are being developed.

4. *Budget Process* – The City's budget process always includes several Council meetings for budget review in which the public can comment on the proposed budget. There are also at least two formal public hearings during the budget adoption process. The City makes its budget available on the City's website, at various locations throughout the City including libraries and police storefronts, and at City Hall.
5. *City Web-Site* – The City has several financial documents available on the City's website including: quarterly financial reports, materials reviewed by the long-range financial CAC, and audited financial statements, budgets. We also have a page on the City's Financial Challenges with information and links to a number of documents about our long-term challenges.

## **SUMMARY**

As was stated earlier in the staff report, the City is required to have a balanced budget, and therefore must address the projected budget gaps with either additional revenue, expenditure (service) reductions or a combination of both.

Staff recognizes the challenging financial times that we are in. At the same time, City Councils have been very prudent in their financial planning and have worked very hard to constrain costs for City services. Our residents have a very high level of satisfaction with the quality of life in Shoreline and have indicated that they would like to maintain this quality of life. City Council's have been addressing the long-term financial challenges by strategically implementing efficiencies, cost reductions, revenue enhancements and involving a Citizen Committee. The City Council will need to determine if they would like to move forward with a levy lid lift, implement other revenue changes, or make program reductions to keep future City budgets in balance.

If the City Council directs staff to bring forward an ordinance in July for Council's consideration to place a levy lid lift on the November ballot, then Council will also need to authorize, in July, the following to be included in ballot measure:

1. Estimated levy rate for 2011 and 2011 levy amount. Staff is recommending that Council consider a \$0.24 or \$0.25 cent increase in the projected levy rate for 2011, which would result in a total estimated levy rate of \$1.35 for 2011. A \$0.25 increase is projected to generate \$1.7 million of additional property tax in 2011.
2. The purpose of the levy lid lift. Staff is recommending that the levy be earmarked for keeping current service levels of basic public safety including neighborhood police patrols and crime prevention programs, and funding for essential maintenance, operations and safety at local parks, trails, and recreation facilities.
3. The change in levy from one year to the next if it is to be different than 1%. Staff is recommending that the City use the CPI-U for Seattle/Tacoma/Bremerton for June over June. This index is usually published in August of each year, which makes it available for budget planning. It is also the index that Council has adopted for determining changes in City fees.
4. Determine the basis for the levy at the end of the six years (2017). Staff would recommend that the basis for future levies be the levy adopted for 2016. If this is

not identified in the ballot language then the basis for the levy in 2017 would be the City's 2010 levy.

### **RECOMMENDATION**

Staff recommends that Council direct staff to prepare a an ordinance, in July 2010, for Council's consideration to place a property tax levy lid on the November 2, 2010, general election ballot.

### **ATTACHMENTS**

- Attachment A – Long-Range Financial Planning CAC Final Report
- Attachment B – Optional Revenue Sources
- Attachment C - RCW 84.55.050
- Attachment D – Polling Survey and Results
- Attachment E – *Currents* Articles
- Attachment F – Stakeholder Meetings

## ATTACHMENT A

### Community Priorities/Long-Range Financial Planning Citizens Advisory Committee

Final Report  
April 2009

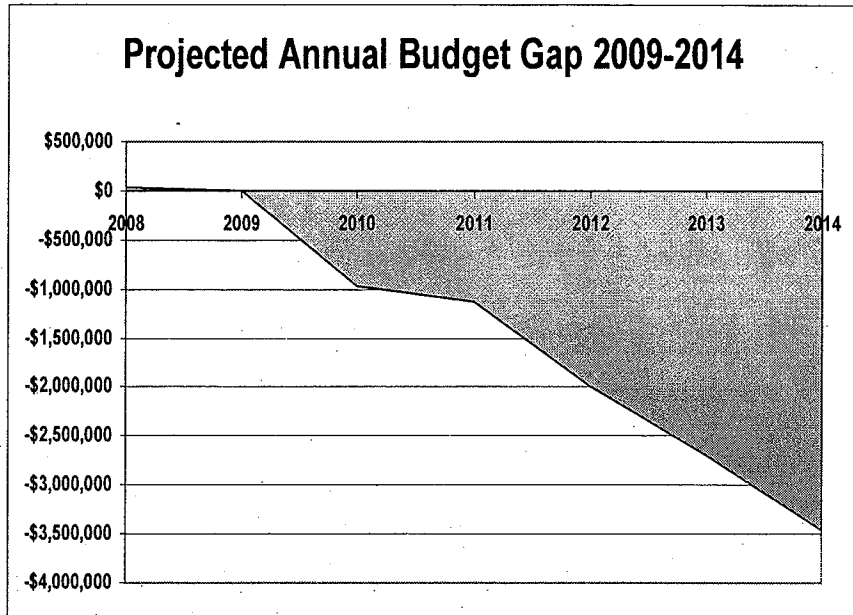
#### Committee Members

Gary Batch	William Bear	Gloria Bryce
Keirdwyn Cataldo	Bill Clements	Kathie Crozier
Walt Hagen	Paul Herrick	Bill Hickey
Carolyn Hope	Dick Pahre	Rebecca Partman
Renee Pitra	Mary Lynn Potter	Rick Stephens
Paul Sutphen	Shari Tracey	Hiller West

## ATTACHMENT A

### Executive Summary

In March 2008, the City Council appointed 18 citizens to the Citizens Advisory Committee (CAC) on Long-Range Financial Planning. This committee was appointed to develop a long-term financial strategy to address projected long-term structural operating budget gaps. The City's long-term financial projections show a \$1 million budget gap for 2010 growing to \$3.5 million by 2014. This is primarily the result of the 1% property tax levy limitation, sales tax growth below inflationary levels, and declining gambling and fuel taxes. These resources represent approximately 60% of the City's operating revenues.



Over the last 14 months the CAC has met numerous times to review the City's budget, citizen surveys (2006 and 2008), City services, comparisons to other jurisdictions, and other materials in order to provide an informed recommendation to the City Council. In September 2008 the CAC provided their preliminary recommendations to the City Council. In the months following this presentation the CAC reviewed the City's financial policies, sponsored one of the many "Visioning Workshops", received information on the City's 2009 budget, and heard a presentation by Stan Finkelstein from the Association of Washington Cities on the financial environment and challenges being faced by cities throughout the State of Washington.

In February 2009 the CAC sponsored three community forums to present the committee's initial recommendations and receive feedback from those in attendance. In addition to the community forums, feedback opportunities were provided via the City's website. The feedback received from these community forums provided validation that the CAC's recommendations were generally moving in the right direction, and allowed the CAC to refine its recommendations.

A summary of the CAC's final recommendations is provided as part of this executive summary. More detailed information about each recommendation may be found later in this report.

The CAC's final recommendations to the City Council are:

## **ATTACHMENT A**

1. Sustain the City's commitment to efficiencies.
2. Maintain services that preserve the quality of life that Shoreline residents and businesses value.
3. Recommend adoption of the Transportation Benefit District (\$20 vehicle license fee) in 2009 and place a tax levy lid lift on the ballot in 2010 (or later) to address projected operating budget gaps.
4. Implement the Guiding Principles for Service Reductions if needed in the future.
5. Expand communication and outreach to better inform residents and taxpayers about the City's services, resources and needs.

## ATTACHMENT A

### **Situation Statement**

The City Council is implementing the community's vision of a City that includes safe neighborhoods, active partnerships, diverse culture, quality businesses, natural resources, responsive government, and a good quality of life. This can be accomplished if the City provides services that promote the following:

- Safe and attractive neighborhoods and business districts
- Quality services, facilities, and infrastructure
- Safe, healthy and sustainable environment
- Government excellence
- Economic vitality and financial stability
- Human services
- Effective citizen communication and engagement

The City's long-term financial forecasts indicate that by 2010 the City's current resources will not be adequate to continue the same level of services currently provided to, and expected by, the Shoreline community. As of September 2008 the projected future operating budget gaps were:

Year	Projected Budget Gap
2010	\$1 Million
2011	\$1.1 Million
2012	\$2 Million
2013	\$2.7 Million
2014	\$3.5 Million

These gaps are created by a long-term structural budget imbalance between resource and expenditure growth. The current economic recession is compounding the level of budget gaps and as a result the recession will make the projected budget gaps listed above greater. Although this is the case, the CAC focused on future long-range finances and the underlying structural budget issues, not the current challenges created by the economic recession.

### **The Citizen Advisory Committee**

In March 2008 the City Council appointed 18 citizens to the Long Range Financial Planning Citizen Advisory Committee (CAC). These citizens were asked to develop a recommendation to the City Council for a long-term financial strategy to provide community services and the funding mechanisms to provide those services in light of the projected operating budget gaps.

The focus of the committee's review and analysis is the operating fund, and its budget. Specifically this is the General and City Street funds. The committee was not asked to analyze the capital budget for the following reasons:

## ATTACHMENT A

- The primary revenue sources in the City's capital budget are legally restricted to be used for capital purposes.
- The capital budget is developed annually through the update to the City's six year capital improvement plan.
- The services that the City provides on a daily basis are accounted for in the operating budget.

The CAC recognizes that there is a connection between the operating and the capital budget in that the City allocates approximately \$1 million of general operating revenues to the capital budget annually. This is primarily a result of the Council policy that allocates an amount equal to the gambling taxes in excess of a 7% tax rate to capital. In years prior to 2005 this annual amount would have been \$750,000, but given the recent decline in gambling activity the amount currently is approximately \$540,000. In addition to the gambling tax allocation the City allocates the following from operating revenues to capital:

- \$80,000 for major facility and park system repair and maintenance. These funds are for major facility upkeep such as roof replacement, heating and ventilation system improvements, or other major system improvements.
- \$145,000 for sidewalk and curb ramp repair.
- \$130,000 of soccer field rental fees for future replacement of soccer field turf. This practice was implemented after the soccer field turf upgrades which allowed rental fees to be increased to market rates.

As identified in the CAC's recommended guiding principles for expenditure reductions, the City Council may need to consider reducing this allocation to capital in the future if funding is needed to support operating services. The CAC recognizes the need to find a funding source for major maintenance of City facilities.

The committee recognizes that historically the City has experienced annual savings in operating funds as a result of either actual revenue collections exceeding projections and/or actual expenditures being less than projections. As per the City's financial policies these "savings" were considered one-time and therefore were allocated to help fund "one-time" projects. The CAC does not recommend a change in allocating savings to "one-time" projects.

### **The Process**

The CAC has been meeting since March 2008. During this time period the Committee has reviewed the following information:

- Citizen Survey Results for 2006 and 2008
- City Budgets including comparisons for 2004 through 2008
- City Services
  - Police Service Effort and Accomplishments Annual Report
- Performance Measures
- Comparisons to Other Cities



## ATTACHMENT A

- City Revenues
- City's Six Year Financial Forecast
- All Alternative Revenue Sources including:
  - Increased gambling tax rates, business & occupation taxes, revenue generating business licenses, business registration fees, impact fees, property tax levy lid-lift, transportation benefit district, and increased utility tax rates
- City's Financial Policies

Based on the CAC's review of these materials and committee discussions and debates, the CAC developed an interim report that was presented to the City Council on September 10, 2008. The Interim Report is attached to this final report as Appendix A.

The CAC sponsored one of the "Visioning" workshops in October 2008 and participated in a workshop with Stan Finkelstein, former Executive Director of the Association of Washington Cities, on the Long-Term Financial Outlook for Washington Cities.

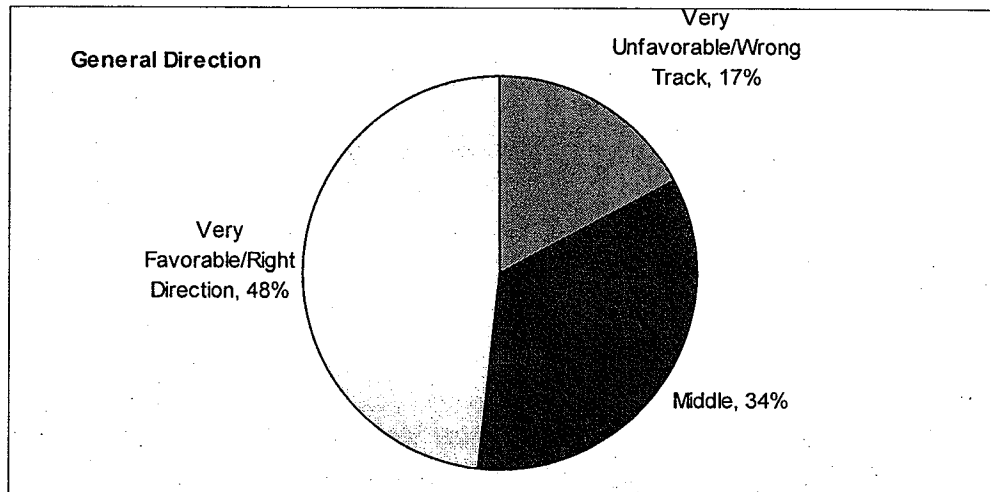
In February 2009 the CAC sponsored three Community Forums. The purpose of these forums was to provide the public with basic education on City finances, present the CAC's preliminary recommendations, and receive feedback from the community.

Approximately 60 individuals attended the three forums. The CAC provided a questionnaire at the forums to quantify the feedback that was received from those in attendance. Additionally the forums included breakout sessions that allowed participants to share their thoughts and comments. The questionnaire along with a power point presentation summarizing the feedback received at the forums is attached to this as Appendix B. A complete listing of the comments received at the forums is attached as Appendix C.

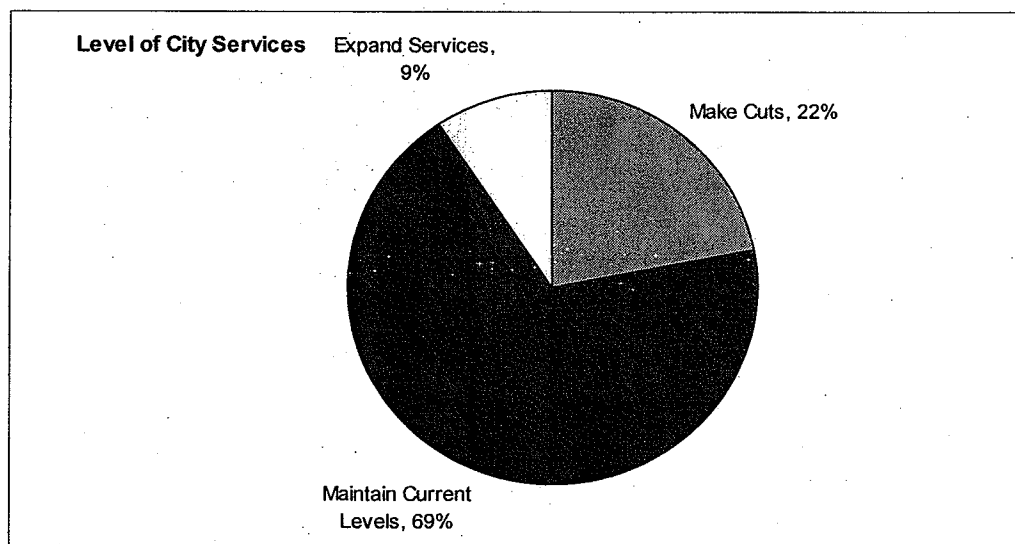
## ATTACHMENT A

The following is a summary of the feedback received at the Community Forums:

1. **General Direction of Recommendations:** 48% of those responding said the CAC recommendations were very favorable and heading in the right direction. 17% said the recommendations were very unfavorable and were on the wrong track, with the remaining 34% being in the middle. On a scale of 1 (Very Unfavorable/Wrong Track) to 10 (Very Favorable/Right Direction) the *weighted average score of all respondents was 6.52.*

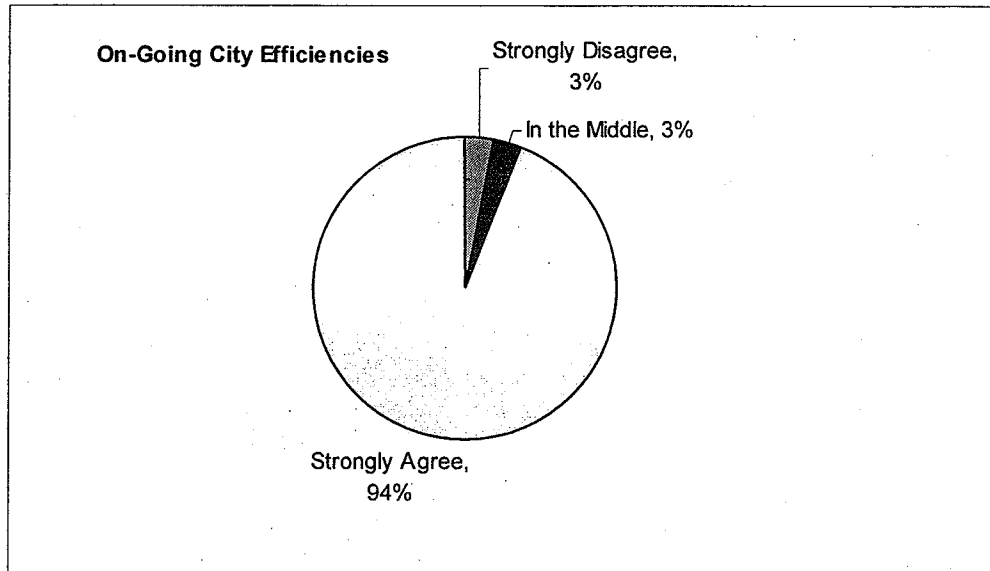


2. **Levels of Service:** 69% of those responding recommended that the City maintain current services levels, while 22% recommended service reductions and 9% recommended expanding services. On a scale of 1 (Make Cuts In Services) to 10 (Expand Levels of City Services) the *weighted average score was 5.22.* The range of 4 to 7 was labeled as "Maintain Current Levels of City Services."

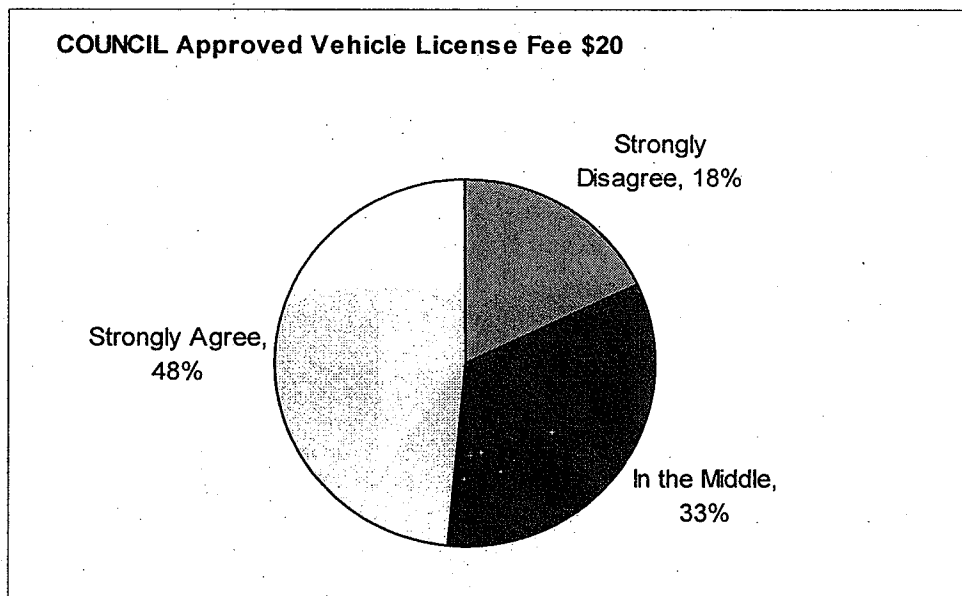


## ATTACHMENT A

3. **On-Going City Efficiencies:** 94% of respondents strongly agreed that the City should continue to seek on-going City efficiencies. 3% strongly disagreed and 3% were in the middle.

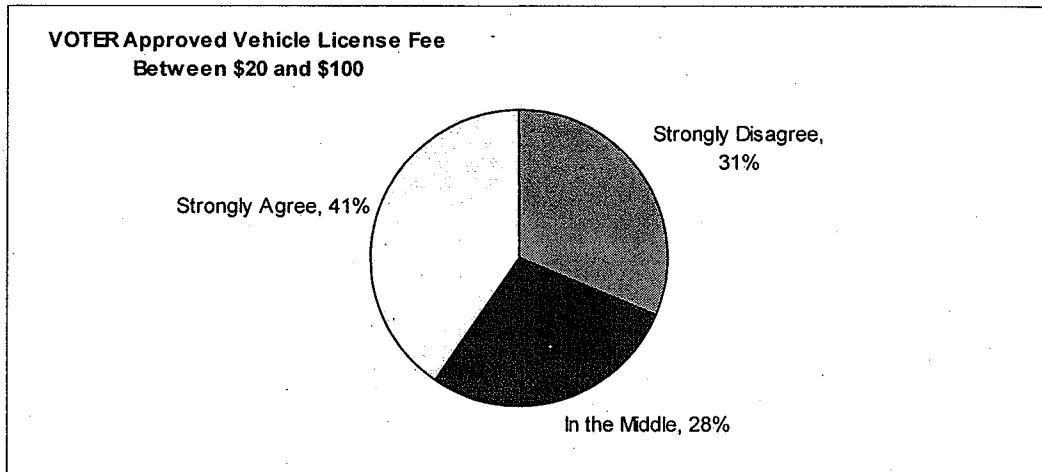


4. **Implement \$20 Council Approved Vehicle License Fee:** 48% of respondents strongly agreed with this recommendation, while 18% strongly disagreed and 33% were in the middle. On a scale of 1 (Strongly Disagree) to 10 (Strongly Agree) the *weighted average score was 6.48*.

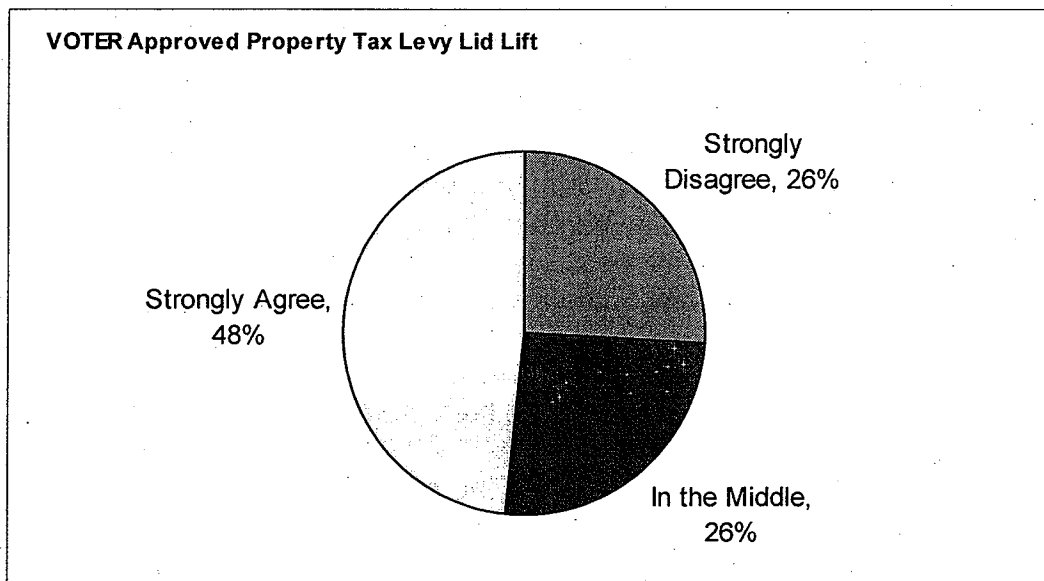


## ATTACHMENT A

5. **Seek Voter Approval of a vehicle license fee in excess of \$20:** 41% of respondents strongly agreed with this recommendation, while 31% strongly disagreed and the remaining 28% were in the middle. On a scale of 1 (Strongly Disagree) to 10 (Strongly Agree) the *weighted average score* was 5.59. Among those attending, the CAC noted less consensus on this recommendation versus the Council approved \$20 vehicle license fee.

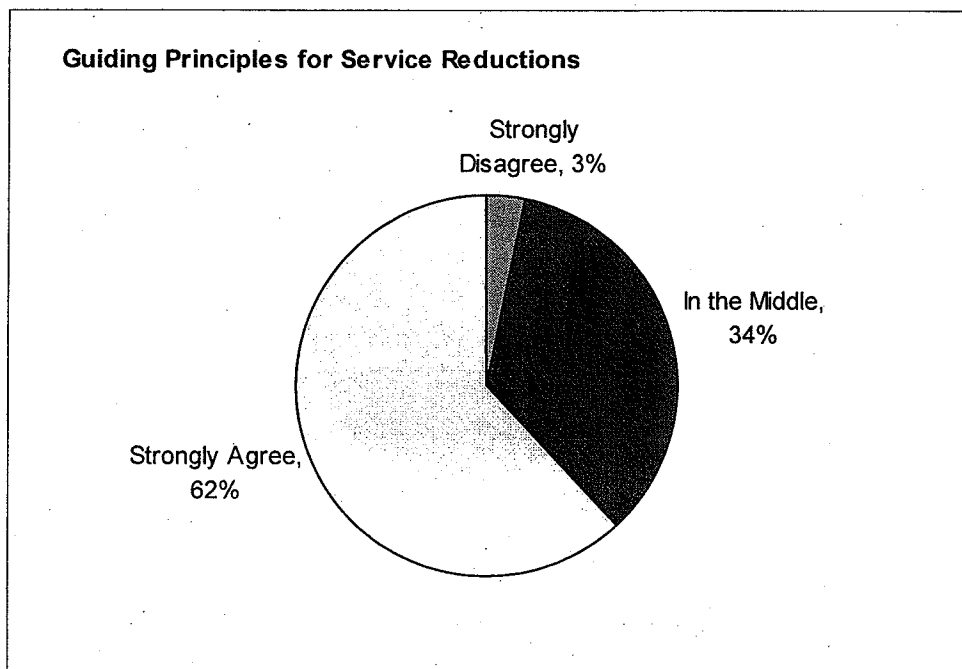


6. **Seek Voter Approval of a property tax levy lid lift:** 48% of respondents strongly agreed with this recommendation, while 26% strongly disagreed and 26% were in the middle. On a scale of 1 (Strongly Disagree) to 10 (Strongly Agree) the *weighted average score* was 6.19.



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- 7. Guiding Principles for Service Reductions:** 62% of respondents strongly agreed with the guiding principles that the CAC drafted while 3% strongly disagreed and 34% remained in the middle. On a scale of 1 (Strongly Disagree) to 10 (Strongly Agree) the *weighted average score* was 7.52.



Some of the general findings from the Community Forums include:

- Those attending appreciated that the City was providing opportunities to educate the community on City services and opportunities to hear from community members.
- The current economic recession overshadowed the “long-term” focus that was the charge given to the committee.
- Community members were being negatively impacted by the economic recession and community members thought that the recession would require that voted tax increases be delayed to 2010 or beyond.
- When implementing any of the revenue enhancement recommendations it will be essential for the City to communicate which programs and purposes will be supported by the revenue.
- The City must continue to educate the community on the services that it provides.
- The City must continue to educate the community on how property taxes work and the tax level collected by the City versus other taxing jurisdictions.
- The City must communicate the impact of tax increases on both residential and business property owners.

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The CAC presented the results of the Community Forums to the City Council on March 9, 2009, during the Council Dinner Meeting. The feedback received from the Community Forums helped shape many modifications to the preliminary recommendations of the CAC.

### **Final Recommendations**

1. **The City must sustain its commitment to efficiencies.** The City must continue to identify and pursue on-going efficiencies. Areas that the committee believes will provide the most financial benefits include:
  - a. *Maximizing On-Going Budget Savings and Efficiencies* – The City's budget culture must continue to incorporate opportunities to identify efficiencies and opportunities to reduce the cost of providing services.
  - b. *Investing and Partnering in Economic Development Opportunities* – Invest in opportunities that will help develop future revenue streams that helps distribute the tax burden amongst property owners, consumers, and businesses.
  - c. *Exploring Opportunities to Reduce/Limit Criminal Justice Costs* – Continue to explore opportunities to limit or reduce future expenditure growth. Criminal Justice represents nearly 40% of the operating budget costs and is projected to take an increasing percentage of future budgets. As such, the CAC recognizes that these costs have a significant impact on the ability of the City to allocate resources to other services.
  - d. *Value from Other Taxing Districts* – Recognizing that a significant amount of taxes paid by Shoreline property owners and consumers goes to other taxing jurisdictions, the City should be active in seeking value for Shoreline tax payers from these districts.

The CAC recommends that the City communicate efficiencies that are made. It is imperative that the citizens believe their tax dollars are most efficiently used in the delivery of City services.

Although the CAC focus has been on the long-term anticipated budget gaps, the CAC recognizes that the current economic recession is impacting the City's revenue collections for 2009. The CAC believes that the \$730,000 in budget reductions that the City Council adopted on April 13, 2009, reflects that the City is willing to make tough choices and continue to look for opportunities to reduce costs when required, rather than relying strictly on resources from savings or enhancing revenue streams. The CAC also strongly supports the use of an employee committee and incentives to help identify future budget efficiencies.

2. **Continue to deliver services that maintain the quality of life that Shoreline residents and businesses value.** The services that the City provides have helped the City of Shoreline be named twice in the last four

## ATTACHMENT A

years as one of the most desirable, if not the most desirable, communities in the greater Seattle area in which to live. Based on the information that we have reviewed from the Citizen's survey and the feedback we received from the Community Forums we believe that Shoreline residents desire that the City continue to provide the level and quality of current City services.

3. **Need for future revenue enhancements.** In order to continue to provide the level of services that make Shoreline a desirable place to live it is apparent that additional revenue sources will be needed in the future. The CAC recommends that the City Council pursue the following three revenue sources in priority order.

- a. **Establish a Transportation Benefit District and Adopt the Council Approved \$20 Vehicle License Fee** (*Estimated Revenue Generated \$600,000*). The maintenance and upgrade to the City's transportation system (roads, sidewalks, street lights, signals, etc.) has been identified as a priority by Shoreline tax payers. The nexus between vehicle license fee and the costs related to maintaining the City's transportation system is a rare opportunity to provide a linkage between a tax source and planned expenditures. The City should provide information to the taxpayers on the services paid for by the vehicle license fee.

Transportation system related costs have taken a growing amount of City general tax dollars since 2001. This has happened as a result of the repeal of the local \$15 license fee by I-776 and declining fuel tax revenues. I-776 resulted in Shoreline losing approximately \$500,000 in revenues dedicated to maintaining the City's transportation system. Shoreline voters did not approve I-776.

The CAC recommends proceeding with the formation of the transportation benefit district and adoption of the \$20 vehicle license fee in 2009. It is likely that the actual fee will not start being collected until 2010.

- b. **Place a property tax levy lid lift on a future ballot for voter approval** (*Based on the City's current assessed valuation information, each \$0.10 of levy = \$722,000. The impact on an averaged price home (\$375,000) = \$37 annually; each \$100,000 of assessed valuation impact = \$10*). The CAC believes that in order to address the long-term structural issues surrounding the City's budget an increase in property tax, beyond the 1% limitation that the City Council may approve, will be necessary. Initiative 747,

## ATTACHMENT A

which limited property tax levy increases to 1% without voter approval, promoted the idea that if additional taxes are necessary then let the voters decide. We believe that the following guidelines should be considered before placing the levy lid-lift on the ballot:

- i. Given the current economic recession we advise that the levy lid lift not be placed on a ballot until 2010 or later.
- ii. Additional polling research should be completed to determine the level of support amongst Shoreline voters for dollar amount and purposes.
  1. The levy amount should be adequate to address needs over several years to avoid repeated returns to the voters.
  2. The impact to businesses as well as residential property owners should be considered.
- iii. The levy increase should be linked to the preservation of specific services.
- iv. Not place the City levy lid lift on the ballot at the same time as the anticipated Shoreline School District levy ballot measure in 2010.

- c. **Voter Approved Increase to the Vehicle License Fee Beyond \$20** (Each \$10 = \$300,000). This would be an expansion of the Transportation Benefit District vehicle license fee. The CAC recommends that the Council consider this as a future revenue source with reservations.

- i. This revenue stream could be used for enhanced or new transportation programs. As the CAC believes that the current focus should be on preserving current transportation system programs, it is likely that this revenue source would not come into play for a few years.
- ii. The City may want to pursue additional polling research to determine if there is a preference amongst Shoreline voters for additional vehicle license fee or property taxes.
- iii. The CAC does recognize that once approved by voters this revenue stream does not require repeated ballot measures to maintain the revenue stream like a property tax levy lid lift.

#### 4. **Guiding Principles for Service Reductions if Needed in the Future.**

Although the general consensus of the CAC is that the City should seek ways to maintain the current level of City services, it recognizes that voters may ultimately reject a property tax increase or that the current economic recession may last longer than anticipated and delay placement of a voted property tax increase on the ballot. As such, the committee is recommending eight guiding principles that the City Council follow if reductions in service levels become necessary. Appendix D has the full narrative of the Guiding Principles. The themes of those principles are:



## ATTACHMENT A

- a. *Preserve services that reflect the community's priorities – core services.*
  - b. *Maintain the quality of core services.*
  - c. *Use tax dollars to help off-set the cost of services that provide the greatest public benefit.*
  - d. *Consider cost saving measures that will preserve the financial resources to maintain core services.*
  - e. *Resources that are not legally constrained should be used first for providing operating services then for capital needs.*
  - f. *Reductions in support and administrative functions should be in proportion to reductions in operating programs.*
  - g. *Continue to use technology to increase efficiencies or delay the need for additional staff.*
  - h. *Seek ways to enhance the opportunities to utilize volunteers or provide volunteer opportunities for the community*
5. **Provide on-going education regarding City services and finances to the Shoreline community.**

The CAC would recommend that the City pursue a two phased communication/education process:

Phase I - Community Building and Education. Topics may include;

- ◆ City Services – what are they, what services do other districts provide, what is the responsibility of the City.
- ◆ Property Taxes – 1% limitation, assessments, why taxes have increased beyond 1% from year to year, other jurisdictions
- ◆ Finances
  - How the financial picture for cities has changed over the last few years
  - City's budget and long-term forecasts
  - Budget/Service efficiencies
  - Comparisons to other jurisdictions
- ◆ Community Priorities

Phase II – This phase would be associated with preliminary communications and education more closely aligned with the timing of the polling research that the CAC has recommended. The CAC recognizes that the City may not “campaign” for a voted revenue option, so this phase would be to continue to provide more education and factual information about City services and finances.

Methodology: The CAC would recommend that the City take advantage of a variety of communication mediums. This should include:

- ◆ Establishing a speakers bureau of staff and willing CAC members to go to organizational meetings. Going to where people are

## ATTACHMENT A

already meeting will result in reaching a broader audience than strictly holding special meetings sponsored by the City. The City should look for opportunities to present information to neighborhood associations, school PTAs, service organizations and clubs, business organizations, and non-profit groups.

- ◆ Use the Shoreline Enterprise and the City's Currents on a regular basis to communicate budget/financial information about the City.
- ◆ Sponsor meetings on specific topics that are important to people. One example is the planned "Property Tax" meeting.
- ◆ Use creative technology on the web. Consider using methods like blogs, Facebook, and other social networking opportunities to reach a broader audience.
- ◆ Consider sponsoring "Open Houses" in conjunction with the opening of the new City Hall. Give the public an opportunity to see where staff works and find out how the work they are doing translates into the services being delivered to the community.

### **Minority Opinion**

Three members of the CAC chose to submit a *Minority Opinion*. It is attached as Appendix E to this report. Of the three members submitting the minority report, two members specifically requested to dissent from the recommendations provided by the CAC. Specifically they did not think the CAC should provide a recommendation to the Council, but rather should present the thoughts in this report as concepts that the City Council could consider. One of these members felt that the CAC did not receive enough information on past capital expenditures to make a fully informed decision.

### **Next Steps**

The CAC believes that the City will need to provide additional educational opportunities to the community regarding City services and the City's budget. The City should establish a speakers bureau and seek opportunities to speak with neighborhood groups, service organizations, businesses and business organizations, and community members over the next year. Members of the CAC would be willing to participate with staff in the speakers bureau.

The City should allocate some resources to complete polling research regarding the voter approved revenue enhancements. Given the current recession, the CAC is recommending that voter approved revenue options not be considered until 2010 or later, and polling research should be completed in the spring of 2010 if the economy has stabilized.

## ATTACHMENT A

### Long Range Financial Planning Citizens Advisory Committee Minority Opinion April 2009

By: Walt Hagen and Bill Bear

The CAC did a great job with the parameters we were given to work with. We feel that under this constraint the final report of the committee does not represent the desires of the Citizens of Shoreline.

The following was provided by Debbie Tarry, Director of Finance.

The original charter for the committee that the Council approved asked the committee to develop a recommendation. Here is the original language.

#### Project Goal

*The overall goal of the Community Advisory Committee (SCAC) will be to develop a recommendation to the City Council on the long-term strategy to provide community services and the funding mechanisms to provide those services.*

The committee was formed to address the projected 2010 short-fall in the Operating Budget that may require reduction or even cancellation of services now being provided to Shoreline citizens. However the solution requires looking at a wider range of issues and options.

There are three possibilities: increase taxes, reduce services or provide the same services with less taxes. The only concrete action recommended by the CAC is to increase the property tax and the vehicle excise tax. Improving the efficiencies as a general statement does not translate into solving the problem. This leads to the third solution which is to reduce services.

The Minority opinion believes that City should concentrate on working smarter and spending the available dollars smarter. Instead the CAC recommendations are for increasing revenue streams when it should be in a mode for reducing City spending.

We disagree with the CAC recommendation to continue the use of any one-time non-restricted revenue monies for capital budget.

In the presentation of the information to the committee it has become apparent that the budgeting policies of the City do not protect the ability of the City to provide services. It appears to be common practice to take away funds from the Operating Budget to support capital projects rather than services to the citizens.

Any recommended solutions for the short-fall must include consideration for the amount of un-constrained General Funds monies spent in support of the Capital projects.

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Without the full budget, Capital and Operating Fund picture the recommendations of the committee limit financial reduction options to only city services.

We recommend the following:

- Citizens be given information about the potential loss of small business and sales tax revenue that can occur by raising property taxes.
- We disagree that citizens do not want to see a reduction in services. The question is too broad to be meaningful. We recommend an objective survey: "Do you want to see property taxes increased?" If the answer is "No,": "What services do you want to see reduced to cover the short fall?" The survey should present a list of departments and services for selection.
- Adopt financial policies that give priority to retention of services when overall budget: Capital and General Funds reductions are necessary.
- Adopt financial policies that put to a vote of the citizens any significant increase in indebtedness or cost to the citizen.
- Adopt information policies that support complete disclosure of projected project and City department costs inclusive of their revenue sources.
- Adopt firmer policies on regional issues making sure Shoreline receives value for their citizens.
- Adopt policies that protect Shoreline businesses from unfair and unequal tax assessments.

This report is a sincere effort to present a forthright overview and insight into the City financial workings. Recommendation of additional levies on the Citizens of Shoreline is un-realistic in this period of chaotic economy. The Bottom line is that the short-fall will only increase as additional residential units are added to the City. The City's efforts need to concentrate on the addition of retail sales tax generating business.

Walt Hagen

Rick Stephens

Bill Bear

Minority Opinion:

The scope of the CAC was too narrow to make recommendations on which services to reduce and what efficiencies to be done prior to implementing tax increases as a last resort.

## ATTACHMENT B

<b>REVENUE OPTIONS</b>			
<b>Revenue Source</b>	<b>Process to Implement</b>	<b>Revenue Potential</b>	<b>Annual Revenue Range</b>
Property Tax Levy Lid Lift	Election – Majority Approval Required	Each \$.10 in levy lid lift equates to approximately \$700,000 in additional revenue.	Capacity of up to \$3.5 million
Business License/Registration Fee (Non-Revenue Generating)	City Ordinance – City Council Adoption	This is a revenue neutral fee. Revenues set to recover cost of the program.	Revenue Neutral
Revenue Generating Business Licenses	City Ordinance – City Council Adoption	Fee may be assessed in different ways: Per employee, square footage, flat amount	Dependent on the structure used to generate the fee.
Gambling Tax - Current City tax rate is 10%, State Law allows up to 20%	City Ordinance – City Council Adoption	For each 1% increase approximately \$160,000 (Assuming current level of card room activity is maintained)	\$160,000 to \$1.6 million
Business & Occupation Tax – Applies to gross revenue of businesses, rate dependent on business class	City Ordinance – City Council Adoption	For each .1% approximately \$460,000	\$0 to \$1 million
Utility Tax above 6% on natural gas or telephone (Existing City rate is 6%)	Election – Majority Approval Required	For each 1% on natural gas - \$140,000 and for each 1% on telephone - \$300,000	Each 1% increase for both would be \$440,000
Utility tax above 6% on surface water utility fee (Existing City rate is 6%)	City Ordinance – City Council Adoption	For each 1% approximately \$30,000	Each 1% increase \$30,000
Transportation Benefit District – revenue restricted for transportation improvements (maintenance or capital)	City Ordinance – City Council Adoption <ul style="list-style-type: none"> <li>• Annual vehicle fee up to \$20</li> <li>• Transportation impact fees on commercial and industrial buildings</li> </ul> Election – Majority Approval Required <ul style="list-style-type: none"> <li>• Property Tax – 1 year excess levy</li> <li>• Up to 0.2% sales and use tax</li> <li>• Up to \$100 annual vehicle fee per vehicle registered</li> </ul>	Non-Voted: <ul style="list-style-type: none"> <li>• \$20 per vehicle fee – estimate is \$600,000</li> </ul> Voter Approved: <ul style="list-style-type: none"> <li>• Vehicle Fee – Each \$10 increase is \$300,000</li> <li>• Sales Tax @ 0.1% = \$700,000</li> </ul>	Non Voted: \$600,000  Voted: <ul style="list-style-type: none"> <li>• Vehicle License Fee \$300,000 to \$2.4 Million</li> <li>• Sales Tax - \$0 to \$1.4 Million</li> </ul>

## ATTACHMENT B

CAPITAL RESTRICTED RESOURCE OPTIONS			
Revenue Source	Process to Implement	Revenue Potential	Annual Revenue Range
General Obligation Bonds – Increase in property tax to repay bonds	Voter Approval - Majority	Depends on Voter Approval	
Development Mitigation Fee under SEPA	Project by Project	Assess mitigation to off-set the capital impact (Parks or Transportation) of the development on existing service levels. Can only be for the incremental difference	

**RCW 84.55.050**

**Election to authorize increase in regular property tax levy -- Limited propositions -- Procedure.**

(1) Subject to any otherwise applicable statutory dollar rate limitations, regular property taxes may be levied by or for a taxing district in an amount exceeding the limitations provided for in this chapter if such levy is authorized by a proposition approved by a majority of the voters of the taxing district voting on the proposition at a general election held within the district or at a special election within the taxing district called by the district for the purpose of submitting such proposition to the voters. Any election held pursuant to this section shall be held not more than twelve months prior to the date on which the proposed levy is to be made, except as provided in subsection (2) of this section. The ballot of the proposition shall state the dollar rate proposed and shall clearly state the conditions, if any, which are applicable under subsection (4) of this section.

(2)(a) Subject to statutory dollar limitations, a proposition placed before the voters under this section may authorize annual increases in levies for multiple consecutive years, up to six consecutive years, during which period each year's authorized maximum legal levy shall be used as the base upon which an increased levy limit for the succeeding year is computed, but the ballot proposition must state the dollar rate proposed only for the first year of the consecutive years and must state the limit factor, or a specified index to be used for determining a limit factor, such as the consumer price index, which need not be the same for all years, by which the regular tax levy for the district may be increased in each of the subsequent consecutive years. Elections for this purpose must be held at a primary or general election. The title of each ballot measure must state the limited purposes for which the proposed annual increases during the specified period of up to six consecutive years shall be used.

(b)(i) Except as otherwise provided in this subsection (2)(b), funds raised by a levy under this subsection may not supplant existing funds used for the limited purpose specified in the ballot title. For purposes of this subsection, existing funds means the actual operating expenditures for the calendar year in which the ballot measure is approved by voters. Actual operating expenditures excludes lost federal funds, lost or expired state grants or loans, extraordinary events not likely to reoccur, changes in contract provisions beyond the control of the taxing district receiving the services, and major nonrecurring capital expenditures.

(ii) The supplanting limitations in (b)(i) of this subsection do not apply to levies approved by the voters in calendar years 2009, 2010, and 2011, in any county with a population of one million five hundred thousand or more. This subsection (2)(b)(ii) only applies to levies approved by the voters after July 26, 2009.

(iii) The supplanting limitations in (b)(i) of this subsection do not apply to levies approved by the voters in calendar year 2009 and thereafter in any county with a population less than one million five hundred thousand. This subsection (2)(b)(iii) only applies to levies approved by the voters after July 26, 2009.

## ATTACHMENT C

(3) After a levy authorized pursuant to this section is made, the dollar amount of such levy may not be used for the purpose of computing the limitations for subsequent levies provided for in this chapter, unless the ballot proposition expressly states that the levy made under this section will be used for this purpose.

(4) If expressly stated, a proposition placed before the voters under subsection (1) or (2) of this section may:

(a) Use the dollar amount of a levy under subsection (1) of this section, or the dollar amount of the final levy under subsection (2) of this section, for the purpose of computing the limitations for subsequent levies provided for in this chapter;

(b) Limit the period for which the increased levy is to be made under (a) of this subsection;

(c) Limit the purpose for which the increased levy is to be made under (a) of this subsection, but if the limited purpose includes making redemption payments on bonds, the period for which the increased levies are made shall not exceed nine years;

(d) Set the levy or levies at a rate less than the maximum rate allowed for the district; or

(e) Include any combination of the conditions in this subsection.

(5) Except as otherwise expressly stated in an approved ballot measure under this section, subsequent levies shall be computed as if:

(a) The proposition under this section had not been approved; and

(b) The taxing district had made levies at the maximum rates which would otherwise have been allowed under this chapter during the years levies were made under the proposition.

[2009 c 551 § 3; 2008 c 319 § 1; 2007 c 380 § 2; 2003 1st sp.s. c 24 § 4; 1989 c 287 § 1; 1986 c 169 § 1; 1979 ex.s. c 218 § 3; 1973 1st ex.s. c 195 § 109; 1971 ex.s. c 288 § 24.]

### NOTES:

**Application -- 2008 c 319:** "This act applies prospectively only to levy lid lift ballot propositions under RCW 84.55.050 that receive voter approval on or after April 1, 2008." [2008 c 319 § 2.]

**Effective date -- 2008 c 319:** "This act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect immediately [April 1, 2008]." [2008 c 319 § 3.]



## ATTACHMENT C

**Finding -- Intent -- Effective date -- Severability -- 2003 1st sp.s. c 24:** See notes following RCW 82.14.450.

**Severability -- Effective dates and termination dates -- Construction -- 1973 1st ex.s. c 195:** See notes following RCW 84.52.043.

**Savings -- Severability -- 1971 ex.s. c 288:** See notes following RCW 84.40.030.



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ATTACHMENT D

## City of Shoreline Survey

N=500; MOE =  $\pm$  4.4 points

March 10th- 15th, 2010

EMC #10-4234

*All numbers are reported as percentages unless otherwise noted.  
Some questions may add up to more/less than 100% due to rounding*

Hello, my name is \_\_\_\_\_. May I speak to **(NAME ON LIST)**. Did I pronounce that correctly?

Hello, my name is \_\_\_\_\_ and I'm taking a survey for EMC Research. This is not a sales or telemarketing call, it is a research study of how Shoreline residents feel about some of the issues facing them. Your answers are strictly confidential and will be used for research purposes only.

### SAMPLE:

A	50%
B	50%

### GENDER

Male	46%
Female	54%

1. For statistical purposes only, what year were you born? **(RECORD YEAR)** IF "Refused" ==> "Would you say you are age..." **(READ RESPONSES)**

18 to 24	3%
25 to 34	9%
35 to 44	14%
45 to 59	39%
60+	36%

3. Do you feel things in the City of Shoreline are generally going in the right direction, or do you feel things have gotten pretty seriously off on the wrong track?

Right direction	67%
Wrong track	19%
(DNR: Don't know)	14%

4. A City of Shoreline measure may be on the ballot sometime this year. This proposition would provide funds for to maintain basic public safety including neighborhood police patrols and crime prevention programs, and funds for essential maintenance, operations and safety at local parks, trails, and recreation facilities by increasing the regular property tax levy to a total authorized rate of [A: \$1.40 / B: \$1.30] per \$1,000 of assessed valuation, for collection starting in 2011 and authorize annual increases by the percentage change in the consumer price index for each of the five succeeding years. This levy amount would be used to calculate subsequent levy limits. In general, do you strongly support, somewhat support, somewhat oppose or strongly oppose this ballot measure?

		Option A				Option B			
		Primary		General		Primary		General	
	Strongly Support	15%		15%		18%		18%	
	Somewhat Support	32%	= >47	34%	= >49	35%	= >53	39%	= >57
	Somewhat Oppose	17%	= >45	17%	= >40	18%	= >44	18%	= >40
	Strongly Oppose	28%		23%		26%		23%	
	(Don't Know/Refused)	9%		10%		3%		3%	

5. This Public Safety and Parks measure would cost homeowners an additional [A: 30 / B: 20] cents per one thousand dollars of assessed value, which is an increase of about [A: \$129 / B: \$90] a year for the average homeowner. Knowing this, would you strongly support, somewhat support, somewhat oppose or strongly oppose this measure?

		Option A				Option B			
		Primary		General		Primary		General	
	Strongly Support	16%		18%		21%		22%	
	Somewhat Support	34%	= >50	35%	= >53	33%	= >54	34%	= >56
	Somewhat Oppose	17%	= >44	18%	= >42	17%	= >41	18%	= >39
	Strongly Oppose	27%		24%		24%		21%	
	(Don't Know/Refused)	6%		6%		5%		5%	

6. This is an increase of less than [A: \$11 / B: \$8] a month, or about [A: 35 / B: 25] cents a day for the average homeowner. Knowing this, would you strongly support, somewhat support, somewhat oppose or strongly oppose this measure?

		Option A				Option B			
		Primary		General		Primary		General	
	Strongly Support	17%		19%		23%		23%	
	Somewhat Support	35%	= >52	36%	= >55	34%	= >57	36%	= >59
	Somewhat Oppose	16%	= >43	17%	= >40	15%	= >39	17%	= >38
	Strongly Oppose	27%		23%		24%		21%	
	(Don't Know/Refused)	6%		6%		3%		3%	

Please tell me if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements. If you do not have an opinion one way or the other, please just say so.

[REPEAT AFTER EACH UNTIL UNDERSTOOD: Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with this statement – or do you not have an opinion one way or the other?]

**SCALE:**

1. Strongly Agree	2. Somewhat Agree
3. Somewhat Disagree	4. Strongly Disagree
5. No Opinion/(DNR: Don't Know)	6. (DNR: Refused)

7. I trust the City of Shoreline to spend my tax dollars responsibly.

Strongly Agree	16%	
Somewhat Agree	49%	= >65
Somewhat Disagree	13%	= >27
Strongly Disagree	14%	
No Opinion/(Don't Know)	8%	

[RANDOMIZE]

8. There's plenty of room to cut back on public safety funding and still have adequate police protection and safe neighborhoods.

Strongly Agree	10%	
Somewhat Agree	22%	= >32
Somewhat Disagree	34%	= >59
Strongly Disagree	25%	
No Opinion/(Don't Know)	7%	
(Refused)	2%	

9. There's plenty of room to cut back maintenance and operations funding for parks and still have safe and adequately maintained parks and recreation areas.

Strongly Agree	11%	
Somewhat Agree	26%	= >37
Somewhat Disagree	28%	= >48
Strongly Disagree	20%	
No Opinion/(Don't Know)	12%	
(Refused)	1%	

[END RANDOMIZE]

10. Thinking about the economy, over the next year do you think things will get better, get worse, or stay about the same?

Get better	35%
Get worse	17%
Stay about the same	45%
(Don't Know/Refused)	2%

I'm going to read you a list of items that the City of Shoreline could spend your tax dollars on. For each item, please tell me how high a priority for funding that item should be. Use a scale of 1 to 7, where 1 means it is a very low priority and 7 means it is a very high priority for funding. [BEFORE EACH UNTIL UNDERSTOOD: Using a scale of 1 to 7, where 1 means it is a very low priority for funding and 7 means it is a very high priority for funding, how high of a priority should {INSERT Qxx} be?]

SCALE:	1	2	3	4	5	6	7	8	
	Very low priority			Very high priority				Don't Know	MEAN
(RANDOMIZE)									
11.	Maintaining City parks and walking and biking trails								
	3%	5%	8%	11%	29%	20%	23%	0%	5.09
12.	Preserving neighborhood police patrols								
	3%	1%	4%	12%	24%	24%	32%	0%	5.53
13.	Protecting and preserving open space and environmentally sensitive areas								
	6%	5%	8%	14%	22%	16%	27%	1%	5.01
14.	Enforcement of drug and vice laws								
	4%	7%	9%	11%	18%	18%	34%	0%	5.23
15.	Keeping park restrooms open and clean								
	3%	5%	9%	14%	26%	19%	24%	0%	5.09
16.	Maintaining and operating the Shoreline pool								
	5%	7%	10%	16%	25%	19%	18%	1%	4.81
17.	Supporting business and economic development								
	3%	4%	10%	17%	24%	17%	24%	1%	5.06
18.	Making sure playgrounds and play equipment meet safety requirements								
	3%	3%	6%	9%	21%	18%	39%	0%	5.53
19.	Preserving jail and court services								
	4%	3%	11%	13%	28%	19%	21%	2%	5.11
20.	Making sure local parks and trails are safe								
	3%	4%	8%	11%	25%	20%	30%	0%	5.32
21.	Providing animal control services								
	8%	10%	17%	21%	21%	9%	13%	1%	4.19
22.	Preserving recreation programs for youth, families and seniors								
	3%	3%	8%	13%	26%	20%	26%	1%	5.21
23.	Preserving crime prevention programs								
	3%	2%	7%	14%	27%	22%	23%	1%	5.27
24.	Restoring school resource officers to Shoreline high schools								
	6%	5%	12%	12%	19%	15%	19%	10%	5.06
25.	Keeping police traffic enforcement programs								
	5%	3%	7%	13%	25%	22%	22%	3%	5.16
26.	Preserving human service funding								
	4%	5%	7%	13%	22%	16%	24%	9%	5.31

**(END RANDOMIZE)**

Now I am going to tell you a little more about this potential measure. For each statement, please tell me how important you think that information is. Use a scale of 1 to 7, where 1 means that information is not at all important and 7 means that information is extremely important. You can use any number from 1 to 7. (REPEAT AFTER EACH UNTIL UNDERSTOOD: How important do you think that information is, with 1 being not at all important and 7 being extremely important?)

SCALE:	1	2	3	4	5	6	7	8	
	Not at all important			Extremely important			Don't Know	MEAN	
(RANDOMIZE)									
27.	Safe and well maintained parks and basic public safety are critical to our quality of life and this measure will make sure these critical needs have dedicated funding .								
	6%	5%	9%	17%	23%	16%	23%	2%	4.91
28.	This proposal will help make sure our streets, neighborhoods, and parks are safe, clean and green for everyone.								
	7%	4%	9%	12%	25%	18%	23%	1%	4.95
29.	Renewing our investments in parks and public safety now will help protect and build on what we've created here in Shoreline over the last 15 years, investments that have made this such a great place to live.								
	7%	5%	8%	13%	25%	19%	21%	1%	4.92
30.	Shoreline has worked hard to have some of the lowest costs in the region for park maintenance and public safety. This means that Shoreline residents will get the most value out of this new revenue.								
	6%	7%	9%	12%	27%	15%	21%	3%	4.93
31.	We need to preserve and protect our parks so they are here for children and grandchildren.								
	6%	6%	7%	12%	19%	21%	29%	0%	5.14
32.	Public safety costs are over a third of the City's operating budget and increase by 4% to 5% every year. This measure will make sure dedicated funding is available to maintain police, jail and court services at levels Shoreline residents expect and deserve.								
	5%	4%	8%	12%	23%	22%	25%	1%	5.17
33.	The City has taken aggressive steps to reduce costs and assure efficiency, including more than one million dollars in budget cuts, staff reductions and the elimination of vacant positions.								
	6%	4%	7%	9%	25%	19%	25%	5%	5.25
34.	Since 2001, Shoreline's property tax levy has increased by 1% a year, while inflation has gone up nearly 3 times as fast. Without this levy, the City won't have enough money to maintain City service levels and significant cutbacks will have to be made.								
	8%	4%	6%	13%	25%	17%	24%	3%	5.03
35.	Safe, well maintained and accessible parks are an essential part of a healthy community and this levy will make sure our parks continue to be a vital part of our communities.								
	6%	4%	9%	14%	25%	16%	25%	1%	5.0
36.	The City underwent an extensive year and a half long budget review led by an 18-member citizen advisory committee to determine how best to meet the City's long-term financial challenges. This citizen panel recommended that the City proceed with a property tax levy measure to preserve vital services.								
	8%	6%	9%	13%	23%	20%	20%	2%	4.87

**(END RANDOMIZE)**

37. I'd like to ask you again about a City measure that may be on the ballot. This proposition would provide funds to maintain basic public safety including neighborhood police patrols and crime prevention programs, and funds for essential maintenance, operations and safety at local parks, trails, and recreation facilities by increasing the regular property tax levy to a total authorized rate of [A: \$1.40 / B: \$1.30] per \$1,000 of assessed valuation, for collection starting in 2011 and authorize annual increases by the percentage change in the consumer price index for each of the five succeeding years. This levy amount would be used to calculate subsequent levy limits. In general, do you strongly support, somewhat support, somewhat oppose or strongly oppose this ballot measure?

		Option A				Option B			
		Primary		General		Primary		General	
	Strongly Support	16%		18%		23%		23%	
	Somewhat Support	39%	= >55	41%	= >59	35%	= >58	39%	= >62
	Somewhat Oppose	14%	= >39	13%	= >35	15%	= >39	14%	= >35
	Strongly Oppose	25%		22%		24%		21%	
	(Don't Know/Refused)	6%		7%		3%		3%	

38. There may also be a King County tax measure on the ballot in the near future. This measure would increase the sales tax by three-tenths of one percent to fund King County sheriffs deputies and prosecutors and protect human services and public health services. Would you strongly support, somewhat support, somewhat oppose or strongly oppose this King County sales tax measure?

Strongly Support	18%	
Somewhat Support	40%	= >58
Somewhat Oppose	18%	= >38
Strongly Oppose	20%	
(Don't Know/Refused)	4%	

39. And having heard that this other measure may be on the ballot, would you strongly support, somewhat support, somewhat oppose or strongly oppose an increase to the City of Shoreline's property tax levy for public safety and parks?

		Option A				Option B			
		Primary		General		Primary		General	
	Strongly Support	14%		15%		20%		20%	
	Somewhat Support	39%	= >53	41%	= >56	37%	= >57	40%	= >60
	Somewhat Oppose	15%	= >42	14%	= >39	14%	= >41	14%	= >37
	Strongly Oppose	27%		25%		27%		23%	
	(Don't Know/Refused)	4%		5%		2%		2%	

40. Some people have suggested that this measure should fund just public safety and not parks, because public safety is the most critical priority. If this levy was the same amount but all the funds were dedicated to public safety, would you be more or less likely to support the measure, or would it make no difference? (IF MORE/LESS) Would that be much (MORE/LESS) likely or only somewhat (MORE/LESS) likely?

Much more likely	9%	
Somewhat more likely	16%	= >25
Much less likely	19%	= >34
Somewhat less likely	15%	
No difference/(Don't know)	40%	

Finally, I'd like to ask you a few questions for statistical purposes only.

41. Do you own or rent your apartment or home?

Own/buying	85%
Rent	11%
(Don't know/Refused)	4%

42. How many years have you lived in the City of Shoreline?

<5 yrs	13%
5-10 yrs	17%
10+ yrs	69%

43. Next, which of the following categories includes your annual household income before taxes?

less than \$30,000	14%
\$30,000 - \$49,999	15%
\$50,000 - \$74,999	18%
\$75,000 - \$99,999	15%
\$100,000 or more	20%
(Don't Know/Refused)	18%

**THANK YOU!**



## Committee to help develop long-range strategies

The City of Shoreline's long-term financial forecasts indicate that by 2010 the City's current resources will not be adequate to continue to provide the current level of basic services to the Shoreline community. Although the City has implemented budgetary reductions and service efficiencies for the last several years, inflationary costs for fuel, asphalt, jail, the police contract and other items are growing faster than the City's primary revenue sources such as the property tax (capped at 1%) and sales tax.

The City Council will be forming a community advisory committee to recommend long-term strategies on service reductions, efficiencies and funding options.

The goal is to form a group

of about 24 to 28 volunteers representing a broad range of Shoreline residents and interests.

The first phase of the group's process will be to learn more about current City services and finances and to identify unmet community needs.

The second phase will involve refining the list of City services and list of unmet needs and look at financing options for those services to present as a recommendation to the City Council.

This may include identifying services that the committee recommends be maintained at current service levels, increased to meet community needs, reduced to shift funding to more critical services, or eliminated as the service is a lower priority and pro-

jected funding is not adequate. Staff will provide information on revenue sources available to provide services, analyze potential impacts of reduced service levels and information on service delivery alternatives.

The goal is for the City Council to review recommendations and make a decision on next steps during summer 2008.

For more details about applying for the committee, visit the City's website at [www.cityofshoreline.com](http://www.cityofshoreline.com) or call the Shoreline City Clerk's Office at (206) 546-5042. For more information about Shoreline's long-range financial projections, contact Finance Director Debbie Tarry at (206) 546-0787.

## Community Priorities/ Long-Range Financial Planning Advisory Committee

In March 2008 the City Council appointed 18 people to a Citizens Advisory Committee to develop recommendations on the long-term provision of City services. Examples of these services include police protection, park and right-of-way maintenance, land zoning and planning, recreation, neighborhood programs and communications.

### Members appointed to the committee are:

Gary Batch	Carolyn Hope
William Bear	Richard (Dick) Pahre
Gloria Bryce	Rebecca Partman
Keirdwyn Cataldo	Renee Pitra
William (Bill) Clements	Mary Lynn Potter
Kathie Crozier	Rick Stephens
Walter Hagen	Paul Sutphen
Paul Herrick	Shari Tracey
William Hickey	Hiller West

During its eight meetings, the committee has discussed information from the most recent citizen survey (2006) and the cost and current staffing levels of services provided by the City to the community.

A major purpose of the committee is to understand the resources the City has available to provide services and the cost of the services, as well as why the City projects budget gaps starting in 2010.

The bottom line is that one of the City's major revenue streams (property tax) is limited to one percent annual growth, significantly below inflation levels, and other revenue streams such as sales tax are not keeping pace with inflation. At the same time, costs over the next six years are anticipated to increase at slightly higher rates than inflation.

### The committee is focusing on three options:

1. Continuing to review service delivery methods to find efficiencies that may help reduce future cost escalation.
2. Maintaining current service levels and reviewing what revenue options may be available to the City to close projected future budget gaps.
3. Exploring additional service needs and priorities for the next five to 10 years and how the City would fund any of these additional services.

The Committee is now preparing initial recommendations for the City Council.

Materials provided to the Advisory Committee are available on the Finance Department page at [www.cityofshoreline.com](http://www.cityofshoreline.com). For more information, contact Finance Director Debbie Tarry at (206) 801-2301.

# Committee explores long-range financial options

## ***The City's financial planning includes reviewing financial trends, community priorities and developing recommendations to the City Council on a long-term financial strategy to provide City services.***

As the City looks to the future it is apparent that it will not be able to continue to provide the current level of services with the projected revenue streams. The City's current financial forecast shows significant budget gaps starting in 2010 and continuing into the future. These forecasts are developed using information from regional economists, State forecasts, historical trends and analysis of retail sales and development activity within Shoreline. Although assumptions can change, the City believes the forecasts are a fair indication of what the future may bring.

## **Revenues growing slower than expenditures**

- ♦ Nearly 25% of the City's operating revenues (property tax) are limited to 1% annual growth. This is far below inflation and lower than the cost increases the City experiences from year to year for utilities, fuel, contracted services and employee compensation.
- ♦ The City has seen a significant drop in gambling tax revenues since 2004 when they totaled \$3.3 million. In 2009 these revenues will total just over \$2 million.
- ♦ Investment interest on the City's reserves is used to help supplement tax resources in providing the funds necessary to pay for services. We have seen rates fall by over 3% since 2007, resulting in a \$300,000 drop in annual revenue.

- ♦ Inflation averaged 2.8% until 2007, but inflation is more than twice that in 2008. The cost of fuel and other materials the City uses to maintain roads and parks have gone up significantly.
- ♦ The economy has been tough on all levels of government. As a result, the City has seen impacts from program reductions at the County level in areas such as criminal justice and human services. Consequently, human service providers ask the City for more money to replace the County's cutback. In addition, the City anticipates an additional \$72,000 in jail costs because of changes that King County is making to reduce its prosecution costs.

Just as individuals do with personal budgets, the City has had to find ways to cut costs to keep the budget in balance. Although the City has been successful at finding cost savings and efficiencies over the last several years, it will soon reach the point where it is no longer possible to make expenditure cuts without reducing services.

Because of this the City Council appointed an 18-member citizen advisory committee to help make a recommendation on how the City should fund its services for the long-term. This committee began meeting in March 2008 and plans on making final recommendations to the City Council in April 2009. In September 2008 the Committee presented an interim report to the City Council.

## **Committee's key recommendations**

- ♦ They believe that the Shoreline community would like to maintain its current service levels. In some

areas such as transportation, economic development, senior services and human services the community may even want enhanced services.

- ♦ The City must always look for opportunities to become more efficient and take advantage of cost saving measures. However, the committee does not anticipate that efficiencies can close the projected budget gaps.
- ♦ When looking at possible revenue options the City must evaluate the impact to residents and businesses and link the revenue sources to the priorities of the community.

For more information about the committee visit the Finance Department page on Shoreline's website.

# CITY OF SHORELINE CURRENTS

**INSIDE • 3** Green Team • **4** City Hall Art • **5** Board Volunteers Needed • **6** Dale Turner YMCA

## *Dedicated street operations team helps Shoreline weather severe snowstorms*

One of the most challenging weather events on record hit the Puget Sound region in December. More than 13 inches of snow fell over a 14-day period, presenting tough challenges to Shoreline's Roads Crew.



Some Shoreline residents, however, found fun ways to endure two weeks of snow. Parks filled with sledding parties looking for that one perfect hill.

Page 2

## We want to hear from you about **Securing Shoreline's Future**

**Community Priorities/Long-Range Financial Planning  
Citizen Advisory Committee**

Join your Shoreline neighbors to talk about the kind of community you would like to see over the next 10 years, the kinds of investments and City services needed, and how to reconcile costs with economic realities - and still balance the budget.

These are big questions with no easy answers. The Community Advisory Committee will share what they've learned and offer their preliminary recommendations, but want to hear your thoughts and feedback before final recommendations are made to the City Council.

Share your ideas at one of the following meetings, all of which begin at 6:30 p.m.

- **Thursday, Feb. 5:** Spartan Room, Shoreline Conference Center  
18560 1<sup>st</sup> Avenue NE
- **Wednesday, Feb. 11:** Spartan Room, Shoreline Conference Center
- **Tuesday, Feb. 24:** Shoreline Fire Department Headquarters  
17525 Aurora Avenue N

Early last year the City Council appointed the Community Priorities/Long-Range Financial Planning Citizen Advisory Committee to recommend long-term strategies to address forecasts that indicated that by 2010 the City's resources will not be adequate to provide the current level of basic services to the Shoreline community. The Committee provided an interim report to the City Council in September which included the following findings:

- According to the results of the 2006 and 2008 Citizen Satisfaction Surveys and other resident feedback, the Shoreline community does not want a significant reduction in City services.
- The City's budget strategy must include a commitment to work efficiently. The Committee recommended that the City do a better job of informing the community of efficiencies that have been implemented and of demonstrating its responsible financial

Continued on page 2

**"Committee"** continued from page 1

stewardship of taxpayer dollars. The City should explore opportunities to limit or reduce future expenditures in contracts for police and jail services and use technology to limit or reduce costs of communication.

Expansion of service levels should only be addressed once a strategy

the community. Areas that the Committee has identified for service level enhancements include:

- Transportation system improvements such as additional sidewalks, signal coordination and road maintenance.
- Economic development—supporting local businesses and attracting new businesses.
- Senior and volunteer services and coordination.

Final recommendations will be presented to the City Council in April. If you are unable to attend one of the forums, visit [www.shorelinewa.com](http://www.shorelinewa.com) after February 5 to review the recommendations and share your ideas. For more information, contact Finance Director Debbie Tarry at (206) 801-2301, [dtarry@shorelinewa.gov](mailto:dtarry@shorelinewa.gov).



# Weathering the economic crisis

## *A message from Shoreline City Manager Bob Olander*



**M**ANY OF YOU MAY BE feeling the impact of the current economic crisis through a layoff, a mortgage that has become unaffordable or losses to your retirement savings. As your City government we are concerned about the negative impacts that this crisis is having on our residents and businesses. During these times it is even more critical that we deliver services to our community such as police protection, aid to human service agencies, low-cost recreational opportunities and efficient transportation systems. I want to take this opportunity to let you know how this crisis is affecting the City and how we are working to protect and sustain our operations.

The economic situation affects us in several ways. We see evidence of the crisis in state and King County budget shortfalls that often impact the City's budget. Revenues that the state has historically shared with the City are reduced or county reductions in human services result in increased demands on City resources. These are critical services at any time, but even

more important in tough economic times. Just like the state and the county, the City is seeing declining revenues as a result of the current economic crisis, making it more challenging to deliver these critical services. Our revenue is declining in building and development permits, sales tax and investment interest.

Like our residents and businesses, the City must have a strategy to address these declining revenues. A

central component of our strategy is an emergency reserve specifically designated to help bridge revenue gaps during a recession. This reserve was established by the City Council to provide adequate funds during periodic short-term recessions to allow the City to continue providing essential services. We have also implemented a modified hiring freeze, limited ex-

penditures for non-critical items for 2009 and delayed purchases and projects where feasible.

The City has implemented many cost-saving measures over the last few years that are paying off in these tough times. Our new phone system is saving us \$100,000 a year in ongoing costs. We now pay for the use of canine services in our police department on an as-needed basis instead of paying for a full-time dedicated canine unit, saving us \$100,000 a year. Our employees willingly modified the City's health benefit policy five

years ago resulting in an estimated \$200,000 savings this year alone.

Even with these actions, we know that there are challenging times ahead. Our financial planning already assumed budget gaps in the long-term before the recent economic crisis. Assuming that there may be a long, slow recovery to the current crisis — some are saying it may take several years — we may face even more difficult decisions in the future

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**Our City Council has provided solid financial planning and policies that recently resulted in an upgrade in our bond rating by Standard & Poor's from "AA-" to "AA+." In addition, we were rated "Strong" in their financial management assessment. These ratings provide financial strength and stability to help us get through this period of economic turmoil. We are also working aggressively to promote economic development in Shoreline.**

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as we strive to provide key services to our community with the financial resources we have available. We are already working with a Citizens Advisory Committee to provide recommendations to the City Council on long-term financial strategies. Through this process we may find that there are certain services we cannot continue to provide or we may

need to seek additional tax support from the community to maintain key services.

I remain confident that the economy will improve. Whatever happens, I am grateful for the community members who remain actively involved in the City and to our employees who are committed to serving the Shoreline community. We will rely more than ever on our ability to work together to weather the current challenges and build new strengths for the future.

# CITY OF SHORELINE CURRENTS

INSIDE • 2 Shoreline Volunteers • 4 Aurora Corridor Project • 6 Surface Water and Environmental Services

## Shoreline tightens its belt to maintain critical City services

In last month's *Currents*, City Manager Robert Olander shared that the City may be faced with financial challenges as the national recession has grown worse and impacts are being felt throughout the state. On March 23, staff recommended to the City Council that the 2009 budgeted operating revenues be reduced by 5.4% or \$1.7 million. Reductions were made in the areas of sales tax, gambling tax and development revenues, which have all seen downturns as a result of the recession.

To keep the 2009 budget in balance and provide essential services, staff recommended a three-pronged approach for the City Council to discuss at its April 13 meeting:

1. \$730,000 – Budget reductions including:

- \$237,500 from shifting some personnel to the capital budget from the operational budget. The City is using staff resources currently available due to the slowdown in development activity to do capital project work normally contracted out.
- \$131,000 by extending the replacement life of City vehicles and major equipment by four months and not funding 2009 major repair and replacement accounts for City facilities and parks.
- \$128,000 in reductions by all departments in areas such as supplies, advertising and contracted services.
- \$75,400 by eliminating services that were backed by development revenues that will not materialize in 2009.
- \$73,000 by eliminating non-benefited, temporary wages for some "extra-help" employees who assist during busy times.
- \$60,500 from reducing budgeted travel and training by 20%.
- \$15,000 of neighborhood/environmental mini-grant funding.

Continued on page 2

## **Balanced 2009 City Budget**

**continued from page 1**

- \$11,000 in police overtime.
- 2. \$376,000 – Budgeted Contingency that was reserved in case revenue estimates needed to be reduced in 2009.
- 3. \$595,000 – Use of 10% of the City's Revenue Stabilization Fund. This fund was created to address revenue shortfalls during short-term economic downturns. This is the first time that the City must use a portion of the fund; the monies will be repaid.

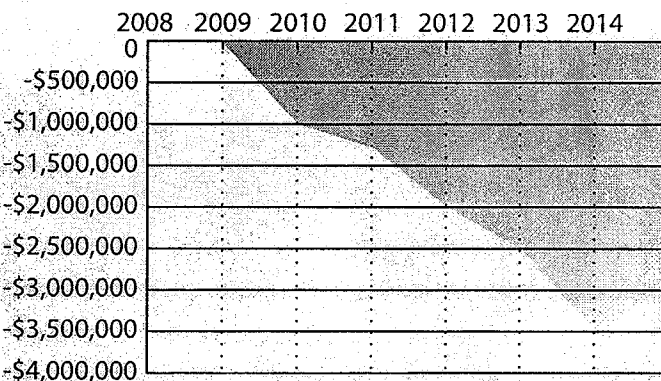
The City will continue to monitor the impacts of the current recession on revenues and its ability to provide the most crucial services to the Shoreline community. For more information, contact Finance Director Debbie Tarry at (206) 801-2301 or [dtarry@shorelinewa.gov](mailto:dtarry@shorelinewa.gov).



# CITY OF SHORELINE CURRENTS

**INSIDE • 3** Shoreline's Champion Trees • **4** Bike to Work Month • **5** Clean Sweep Event May 30 • **7** Shoreline's New Park

**Annual Budget Gap 2008-2014**



## **SECURING SHORELINE'S FUTURE: Financial Committee presents final recommendations to Council**

The 18-member Citizens Advisory Committee (CAC) on Long-Range Financial Planning presented its final recommendations to the City Council on April 27. The process took over a year and included input from three public meetings in February.

The committee was appointed to address an estimated \$1 million budget gap in the City's operating revenues for 2010 which is projected to grow to a \$3.5 million gap by 2014. The City had projected these gaps in 2007 as part of its six-year financial planning process – several years before the current recession. The projected gaps are primarily a result of the 1% property tax limitation. Over the past 14 months, the CAC reviewed the City's budget, services and resident satisfaction surveys, and compared Shoreline with other cities to provide an informed recommendation to the Council. Feedback was also gathered from community forums and the City website.

### **The CAC's five recommendations are:**

- 1. Sustain the City's commitment to efficiencies. Maximize ongoing budget savings, invest and partner in economic development opportunities, explore opportunities to reduce/limit criminal justice costs and seek value for Shoreline taxpayers from other taxing districts.**
- 2. Maintain services that preserve the quality of life that Shoreline residents and businesses value.**

**Do you understand each line of  
your property tax bill?**

**Do you know what services  
it pays for?**

**Do you know how much each  
agency is charging you?**

## **Community Forum: Property Tax 101**

To make sure you can answer "yes" to all of these questions with confidence, the City of Shoreline, King County Assessor's Office, Shoreline School District and the Shoreline Fire District are sponsoring a community forum about property taxes and assessments on Tuesday, May 19, Mt. Rainer Room, Shoreline Conference Center from 6:30 to 9:00 p.m.

A panel of representatives from each of these agencies will help explain:

- How property tax levies are determined
- The relationship between property tax levies, property tax rates, property values (assessments) and your property tax bills
- Impact of voter approved levies
- Differences between operating and capital levies

For more information, go to [www.shorelinewa.gov](http://www.shorelinewa.gov) or contact Finance Director Debbie Tarry at (206) 801-2301, [dtarry@shorelinewa.gov](mailto:dtarry@shorelinewa.gov).

## Securing Shoreline's Future

continued from page 1

3. **Adopt the Transportation Benefit District (\$20 vehicle license fee) in 2009 and place a tax levy lid lift on the ballot in 2010 (or later) to address projected operating budget gaps.**
4. **Implement the following Guiding Principles for service reductions if revenues cannot grow at a pace to fund the projected cost of current services:**
  - Preserve priority services (Police; maintenance of City streets, roads and projects that improve traffic flow; Human Services; Economic Development; Code Enforcement)
  - Maintain the quality of priority services
  - Allocate tax resources to services that provide the greatest "community" benefit and charge fees for services that primarily benefit individuals
  - Implement cost-saving measures that preserve funding for priority services

- When possible, revenue should be allocated to providing services first and then to capital projects
- Implement proportional administrative reductions
- Continue to use technology to gain efficiencies
- Enhance opportunities for volunteerism

5. **Expand communication and outreach to better inform residents and taxpayers about the City's services, resources and needs.**

The Council will review and consider whether to implement any of the committee's recommendations as they prepare for the 2010 budget process.

To review the final CAC recommendations, visit the City's website or contact Finance Director Debbie Tarry at (206) 801-2301, dtarry@shorelinewa.gov.

## Shoreline tightens budget further to manage recession

Like many individuals in our community the City has had to find ways to reduce expenditures as a result of declining resources.

This all comes at a time when demands continue to rise for City services such as:

- Providing a safe community with well-maintained streets, sidewalks, streetlights and traffic signals and adequate police protection;
- Providing recreational opportunities and safe and enjoyable parks and open spaces;
- Exploring economic development opportunities to provide for the long-term livability and viability of our community; and
- Establishing land use zoning policies and enforce codes that provide safe development and

guides development to meet the Community's long-term vision.

To continue providing these critical services, the City has had to find ways to cut costs as well as use some of its savings to make ends meet. Some of the cost cutting measures that the City has taken in the last year include:

- Hiring freeze – Currently the City has two vacant positions that will remain unfilled.
- Implemented a new phone system that eliminated nearly \$100,000 in annual line fees.
- Reduced projected 2009 operating expenditures by \$1 million:
  - » Shifted in-house personnel to assist with capital projects in capacities that the City would have normally had to hire outside services.
  - » Eliminated seasonal and temporary administrative positions.
  - » Reduced funding for travel and training by 20%.
  - » Temporarily suspended funding for long-term repair and replacement of equipment and facilities.
  - » Reduced expenses in the areas of contracted services, supplies and advertising by nearly \$200,000.

2010 promises to be another tight financial year. The City will continue the hiring freeze into 2010 and there will not be a cost of living adjustment (COLA) for staff in the 2010 proposed budget. All departments are trying to identify budget reductions that total nearly \$270,000.

The City's goal is to continue providing quality services to the community even though it has to find ways to do this with fewer resources.

# CITY OF SHORELINE CURRENTS

INSIDE • 3 How Does Shoreline Compare? • 4 Shoreline Property Taxes • 6 How Shoreline Spends Its Money

## Investing in Shoreline's future: 2010 balanced budget continues essential programs and services

by Robert Olander  
Shoreline City Manager

Shoreline's 2010 Proposed Budget is balanced and allocates \$84 million to invest in services that make our community a great place to live. We had to make some tough choices, but we are proud of our work in balancing the budget and setting a course to keep our community one that our residents and businesses expect and deserve.

Our ability to keep essential services intact is due to the solid financial policies that have been adopted by the Council in years past. Our City leaders had the foresight to create a "rainy day" reserve, which sets aside money in a savings account to be used during economic downturns to keep operations going. The balance of the fund was 30% of our economically-sensitive revenues (e.g., sales tax, development revenue, investment interests) or about \$6.2 million. Staff has recommended that we use \$1.6 million of that reserve during 2009 and 2010. When the economy recovers, we will restore the reserve funds spent.

The 2010 Budget is 32% (\$38.7 million) less than the current 2009 Budget. The reduction is largely the result of the completion of major capital projects. Even so, our 2010 operating budget totals \$34.4 million and is 3.4% lower than the 2009 Budget.

### Operating budget highlights:

**Property Tax Levy:** The City Council will maintain the same property tax levy in 2010 as in 2009—a 0% increase—other than any new taxes collected as a result of new construction. Taxpayers pay approximately 10% of their total property tax bill to the City and should not see a major change in taxes paid for 2010 (see story on page 4).

**Personnel Costs:** The City's personnel costs will decrease by 3.6%, \$517,865, from 2009 to 2010. We're controlling costs by eliminating three positions and reducing seasonal and temporary positions. The City's required contribution to the State of Washington retirement system for employees was also reduced and City employees will not receive a cost of living adjustment (COLA) for 2010.

**Police Contract:** The 2010 King County contract for police services is expected to increase by 4.5% to a total of \$9.7 million.

**Expenditure Reductions:** Every department had to make reductions to balance the budget. Departments reduced their budgets by nearly \$500,000 in 2009. This included the elimination of seasonal and temporary staffing, a 20% reduction in training, eliminating funding for major facility maintenance, and reductions in contracted services

continued on page 2

## SPECIAL BUDGET ISSUE

### Budget Summary

Operating Budget	\$34,420,223
Surface Water Utility	\$4,893,489
Capital Budget	\$41,507,105
Bond Debt Service	\$2,955,496

### Adoption of Budget and Property Tax Levy

Monday, Nov. 23, 7:30 p.m.

Shoreline City Council Meeting  
Mt. Rainier Room, Shoreline Center  
18560 1st Avenue NE

Call the Agenda Line at (206) 801-2236  
or check online for more details.



continued from page 1

and operating supplies. In 2010 departments reduced their base budgets by another \$250,000. Information technology improvements, contracted services, overtime and advertising were reduced, the Sister City Program was suspended and the planned replacement of major equipment and vehicles was delayed.

While Shoreline's 2010 Proposed Budget is balanced through cuts and savings from the "rainy day" reserve, we cannot continue to fund ongoing operations this way and put off long-term maintenance and replacement. Even after recovery from the current recession, our long-term financial projections have indicated that the declining revenues cannot continue to support the services that make Shoreline a great community.

The primary cause of the gap is that while property tax increases are limited to 1% a year (in 2010 this is 0%), the costs of necessary resources such as fuel, police services, asphalt and labor are rising at a much faster rate.

To address this, starting in 2003 we focused on service and budget efficiencies. In 2007 the City Council adopted phased-in revenue increases from the cable utility tax and the Seattle City Light contract payment. In 2008, the Council appointed an 18-member Citizen Advisory Committee (CAC) to help

develop a long-term financial strategy.

After working for more than a year, the Committee presented its final recommendations to the Council in April. Their recommendations were considered in planning the 2010 Proposed Budget.

#### Committee recommendations :

1. Sustain the commitment to efficiencies. Maximize budget savings and technology efficiencies and invest and partner in economic development opportunities.
2. Keep services that preserve the quality of life that Shoreline residents and businesses value and deserve.
3. Adopt the Transportation Benefit District (\$20 vehicle license fee) in 2009 and in 2010 (or later) ask the voters to reaffirm their investments in Shoreline.
4. If service reductions are necessary, preserve the quality of core services such as public safety and keep services that provide the greatest benefits to the community as a whole.
5. Expand communication and outreach to better inform residents and taxpayers about Shoreline services, resources and needs.

For more information about the committee, visit the Finance Department on Shoreline's website.

## City Council Goals 2009-2010

### Goal No. 1

Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses

### Goal No. 2

Provide safe, efficient and effective infrastructure to support our land use, transportation and surface water plans

### Goal No. 3

Implement the Economic Development Strategic Plan

### Goal No. 4

Create an "environmentally sustainable community"

### Goal No. 5

Complete the projects approved with the 2006 Parks Bond

### Goal No. 6

Construct the Civic Center/City Hall project

### Goal No. 7

Construct the Aurora Improvements from 165<sup>th</sup> to 205<sup>th</sup> Streets

### Goal No. 8

Develop a Fircrest Master Plan in partnership with the State

### Goal No. 9

Develop a "healthy city" strategy to ensure the community's access to needed human services

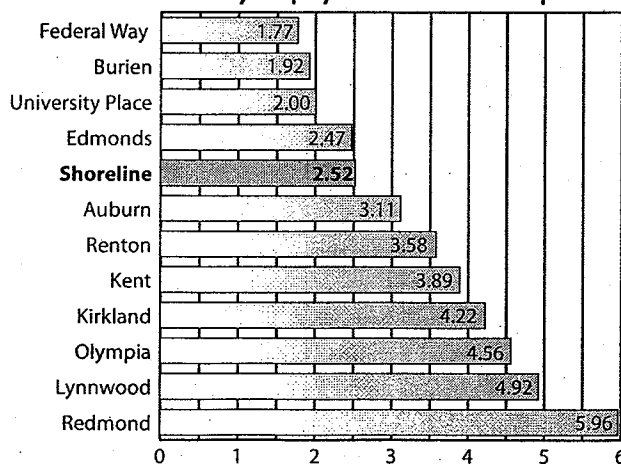
### Goal No. 10

Provide enhanced opportunities for effective citizen communication and engagement

## Controlling costs: Comparing city staffing

The 2010 Budget provides funding for 137 regular full-time equivalent (FTE) positions, excluding City Councilmembers. This reflects a net drop of three (3) FTE positions when compared to 2009. As the chart depicts, a comparison of staffing to population shows Shoreline's staffing levels below the median of comparable cities. These ratios exclude fire, police, utilities and special program personnel from the comparable cities to provide a more accurate comparison with Shoreline.

Number of City Employees Per Thousand Population



# Keeping services that make Shoreline a great community

## *It may be time to ask the voters how to proceed*

### 1% Property Tax Limitation

In 2001 Washington voters approved an initiative that limited property tax revenue increases to 1% per year, unless a higher rate is authorized by a vote of the people. Although Shoreline voters rejected the measure, it now presents serious challenges to continuing to provide essential community services.

Since 2002 the City has only increased its regular property tax levy by 1% annually, with the exception of 2010 when the City took a 0% increase as a result of the economic recession. The City's property tax levy has increased by less than 10% over the last decade (excluding new construction), while inflation has grown by 27%.

Although the City has implemented efficiencies, budget cuts, and eliminated positions, costs continue to increase by more than inflation. For example, in the last 10 years the cost of natural gas has increased by 49%; the cost per gallon of gasoline has increased by 65%; and the cost per ton of asphalt has more than doubled. The City will not be able to continue to fund current services with a 1% property tax increase. The 1% property tax increase equates to approximately \$70,000 in new revenue annually, while the City's contract for police services increases by nearly \$500,000 annually.

### Financial Challenges

For a number of years, the City Council has recognized that the City's resources would not be adequate to maintain current service levels. Using a six-year projection, starting in 2011 through 2016, the City's budget shortfall is estimated to be nearly \$15

million (see graph at right).

Anticipating this, the Council appointed an 18-member Citizen Advisory Committee to make recommendations on how to fund City services over the long-term.

The Committee recognized that their tax dollars are used to invest in services that make Shoreline a place where people want to live and do business. They recommended that the City continue to provide services and that the City Council consider asking voters if they would be willing to approve a property tax increase larger than 1%.

### Polling Results for a Potential Property Tax Increase

It costs approximately \$100,000 to put a measure on the ballot, so it is important to know if there is community support to approve a potential property tax increase. The City contracted with EMC Research, Inc. to conduct a statistically valid phone survey polling 500 households from March 10 to 15, 2010. Key findings of the polling include:

- Residents are optimistic about the overall direction of the City—67% said the City is headed in the right direction.
- Most residents (65%) agreed that they trust the City to spend their tax dollars responsibly.
- Only about a 1/4 to 1/3 of re-

spondents felt that there was room to cut funding for public safety or parks.

Polling questions asked participants whether they would support an \$8 or \$11 a month (equates to a \$0.20 to \$0.30 property tax rate increase). Over half of respondents supported an \$11 a month increase, and there was higher support (58%) for an \$8 a month increase. Residents felt that it was most important to spend any increase in property taxes on the following:

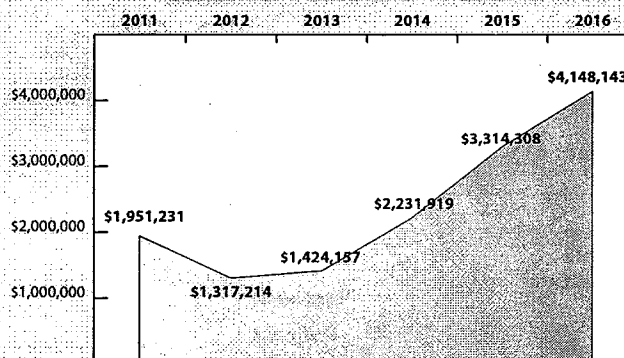
- Preserving neighborhood police patrols.
- Making sure that local parks, trails and playground equipment are safe.
- Preserving crime prevention programs.
- Maintaining City parks, trails and recreation programs.

### Next Steps

Since January City staff has met with over 30 community groups to talk about the City's financial challenges and a potential property tax increase. The City Council will use information from the community meetings and from the polling data to help answer the following questions:

- Should the City put a property tax measure on the November 2010 ballot?
  - If so, then: What is the appropriate amount and how should the money be dedicated?
  - If not, then: What service cuts should be made in order to balance future budgets?
- In order to put a property tax measure on the November 2010 ballot the City Council must adopt the ballot measure by August 10, 2010.

**Projected Annual Budget Gaps**



## ATTACHMENT F - Shoreline Stakeholders

### 2010 Scheduled Presentations

<u>Target Group</u>	<u>Date/Time</u>	<u>Location</u>	<u>Speakers</u>
Shoreline-Lake Forest Park Arts Council (12 people)	Wed., Jan. 6 6:00 pm	Shoreline Center	Bob Olander Debbie Tarry
Shoreline Auxiliary Communications Service (28 people)	Sat., Jan. 9 10:00 am	Fire Department	Debbie Tarry Gail Marsh
CERT- Full Membership Meeting (20 people)	Tues., Jan. 12 7:00 pm	Fire Department	Julie Underwood Gail Marsh Dan Pingrey
Shoreline-Lake Forest Park Senior Center (16 people) • Probus-- <a href="http://www.probus.org/">http://www.probus.org/</a>	Tues., Jan. 19 11:00am-12:00 pm	Senior Center	Julie Underwood Debbie Tarry
Rotary - Shoreline Lunch (17 people)	Tues., Jan. 26 12:00-1:30 pm	Shoreline Center	Bob Olander Julie Underwood Debbie Tarry
Center for Human Services (15 people)	Tues., Jan. 26 7:00 pm	CHS Room 240 (upstairs)	Julie Underwood Rob Beem
Rotary - Shoreline Breakfast (35 people)	Wed., Feb 3 7:30-8:30 am	Shoreline Conf. Center Spartan Room	Debbie Tarry
Fire Department Board (20 people)	Thurs., Feb 4 5:00 pm	Fire Department	Bob Olander Debbie Tarry Julie Underwood
Hillwood Neighborhood Assn. (25 people)	Tues., Feb. 9 6:30 pm	Calvin Presbyterian 18826 3 <sup>rd</sup> Ave. NW	Julie Underwood Debbie Tarry

## ATTACHMENT F - Shoreline Stakeholders

<b><u>Target Group</u></b>	<b><u>Date/Time</u></b>	<b><u>Location</u></b>	<b><u>Speakers</u></b>
Ronald Wastewater District (5 people)	Tues., Feb. 9 6:00 to 6:30 pm	Ronald Wastewater offices – 175 <sup>th</sup> & Linden	Mark Relph Debbie Tarry
Shoreline-Lake Forest Park Senior Center Board (15 people)	Wed., Feb. 10 9:45 am	Senior Center	Julie Underwood Debbie Tarry Rob Beem
North City Neighborhood (11 people)	Wed., Feb. 10 7:00 pm	Bethel Lutheran at 175 <sup>th</sup>	Dick Deal Joe Tovar
Briarcrest Neighborhood Assn. (5 people)	Thurs., Feb. 11 7:00 pm	Seattle Congregational Church, 15518 27 <sup>th</sup> Ave. NE	Julie Underwood Debbie Tarry
Shoreline Historical Museum Board (15 people)	Wed., Feb. 17 7:00 pm	Museum	Debbie Tarry Dick Deal
Shoreline Water District (8 people)	Tues., March 2 3:00 pm	District Office	Mark Relph Debbie Tarry
Sunset School Steering Committee (12 people)	Tues., March 2 6:00 p.m.	First Lutheran Church in Richmond Beach, 18354 8 <sup>th</sup> Avenue NW	Debbie Tarry Julie Underwood Dick Deal
Richmond Highlands Neighborhood Assn. (12 people)	Tues., March 2 7:00 pm	Richmond Highlands Recreation Center	Debbie Tarry Julie Underwood
Richmond Beach Community Association (20 people)	Tues., March 9 7:30 pm	Richmond Beach Congregational Church, 1512 NW 195th	Bob Olander Debbie Tarry

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## ATTACHMENT F - Shoreline Stakeholders

<u>Target Group</u>	<u>Date/Time</u>	<u>Location</u>	<u>Speakers</u>
Shoreline Chamber of Commerce • Monthly Membership Luncheon (60 people)	Wed., March 10 11:30 am-1:30 pm	City Hall	Bob Olander Debbie Tarry
Library Board (8 people)	Thurs., March 11 6:30 pm	Shoreline Library	Julie Underwood Debbie Tarry
Meridian Park Neighborhood Association (10 people)	Thurs., March 11 6:30 pm	Meridian Park Elementary Library	Julie Underwood Debbie Tarry
Echo Lake Neighborhood Association (20 people)	Tues., March 16 7:00 pm	City Hall	Dick Deal Julie Underwood
Ridgecrest Neighborhood Association (10)	Tues., March 23 8:00 pm (Mtg. starts at 7:00, but touring CH first with Paul Garlock from Opus)	City Hall	Julie Underwood Patti Rader
Police Storefront Volunteers (25)	Mon., March 29 12:00-12:45 pm	City Hall	Julie Underwood Debbie Tarry
Pro Shoreline (25) ○ Quarterly Membership Meeting	Wed., March 31 7:00 pm	Shoreline Historical Museum	Bob Olander Debbie Tarry
Council of Neighborhoods (20)	Wed., April 7 7:00 pm	City Hall	Debbie Tarry Dick Deal
Rotary - Shoreline Dinner (Rain City Club) (20)	Thurs., April 8 6:15 pm	Shoreline Community College, Pub	Julie Underwood Marci Wright

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## ATTACHMENT F - Shoreline Stakeholders

<u>Target Group</u>	<u>Date/Time</u>	<u>Location</u>	<u>Speakers</u>
Economic Development Advisory Committee (12)	Tues., April 13 7:30-9:00 am	City Hall	Bob Olander Debbie Tarry
Community Resource Team (9) (school, human services, city)	Wed., April 14 7:00 am	Shoreline Center	Rob Beem
Ballinger Neighborhood Assn. (2)	Wed., April 14 7:00 pm	Lake Forest Park Montessori School 19935 19 <sup>th</sup> Ave. NE	Debbie Tarry Joe Tovar
Kruckeberg Botanic Garden Foundation (15)	Tues., April 20 7:00 pm	City Hall, 3 <sup>rd</sup> Floor	Dick Deal
Cascade Swim Club Board Meeting (7)	Tues., April 20 7:00 pm	Shoreline Pool	Debbie Tarry
Shoreline Planning Commission & PRCS Board Joint Meeting (16)	Thurs., April 22 7:00 pm	City Hall	Bob Olander Debbie Tarry Dick Deal
Sustainable Shoreline – they expect 20 to 30 people	Friday, April 23 7:00 p.m.	14555 25th Ave NE the First Christian Reformed Church room 202	Bob Olander Debbie Tarry
Shore Dog	Saturday, April 24		Dick Deal
Cascade Swim Club General Meeting	Saturday, May 1 6 p.m.	Meridian Park Elementary School	Bob Olander Debbie Tarry

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## ATTACHMENT F - Shoreline Stakeholders

<b><u>Target Group</u></b>	<b><u>Date/Time</u></b>	<b><u>Location</u></b>	<b><u>Speakers</u></b>
Long-Range Financial Planning Citizen Advisory Committee Reunion Meeting	Wed., May 19 6:00 p.m.	City Hall, Council Chambers	Bob Olander Julie Underwood Debbie Tarry
Community-wide Summit	TBD		

4/19/2010