

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	2000 Fourth Quarter Financial Report
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Debbie Tarry, Finance Director Patti Rader, Senior Budget Analyst Steve Oleson, Budget Analyst

EXECUTIVE / COUNCIL SUMMARY

The following financial report provides an overview of the final expenditure and revenue activity for the 2000 fiscal year. The purpose of the report is to provide your Council with an update on the City's financial position since it was last discussed during the 2001 budget process. This report will also provide an initial look at the requested 2000 budget carryovers that will be presented to your Council on May 14 in the form of a reappropriation ordinance. Also, attached to this report is the 2000 Fourth Quarter Financial Report. This report analyzes in detail the revenue and expenditure history experienced by the City during 2000.

General Fund

General Fund 2000 revenues of \$23,540,605 exceeded projections of \$22,927,608 by \$612,997 or 2.7%, while expenditures of \$23,318,563 were \$812,948 or 3.5% below projections of \$24,131,511, resulting in a 2000 General Fund ending fund balance that is \$1,425,945 higher than the 2001 budgeted beginning balance. Of this amount, approximately \$495,023 will be requested to be carried over into 2001 in a reappropriation ordinance to complete projects initiated in 2000, but not completed resulting in payment being delayed to 2001.

Development Services Fund

The Development Services Fund 2000 revenues of \$1,679,481 were below the projected revenues of \$1,713,740 by \$34,259 or 2.0%. Building activity during 2000 was slower than expected. Expenditures of \$1,639,140 exceeded projections of \$1,608,661 by \$30,479. This was due to a large payment to the Shoreline Fire Protection District for their share of fees collected for underground tank and permit fees for the years 1995 – 2000. Overall, the Ending Fund Balance of \$614,966 is \$64,738 below the projected balance of \$679,704.

Street Fund

The Street Fund had revenues of \$3,103,697 that were \$41,424 over projected revenues of \$3,062,273. Most of this came from additional Fuel Tax collections of

\$23,973 and miscellaneous revenue of \$9,359. Street Fund expenditures were \$3,276,284 or \$404,140 below projections of \$3,680,424. Public Works will request that \$208,848 of this savings be reappropriated into 2001 to be used to complete the 2000 Sidewalk Repair Program, a tree inventory, and the tree trimming program.

Surface Water Management Fund

Revenues in this fund equaled \$2,177,970, \$19,932 below budgeted revenues of \$2,197,902. Expenditures equaled \$2,759,038 or \$101,503 under projected expenditures of \$2,860,541 and \$688,893 below budget. Public Works will request a reappropriation of \$7,622 from 2000 into 2001 to continue work on the Endangered Species Act (ESA).

Capital Funds

Revenues in the *General Capital Fund* of \$2,602,056 were \$82,058 over projections of \$2,519,998 and came mostly from Real Estate Excise Tax collections that totaled \$683,055. Expenditures in the *General Capital Fund* were \$1,329,874 or \$270,423 above projections of \$1,600,297, but under the budget of \$4,648,339. When the 2001 budget was being developed, the status of all capital projects was reviewed. At that time, 2000 total project expenditures were estimated. If it was determined, that a project would not be completed in 2000 for various reasons, some or all of the budget was included in the 2001 capital budget, assuming that the project would occur in the following year.

Public Works has requested to reappropriate approximately \$207,525 of this under-expenditure. This carryover into 2001 will be used to complete work that was scheduled to occur during 2000 on the following projects: City Hall Needs, Additional Space Renovations, Richmond Highland Community Center, Shoreview Park, Richmond Beach Saltwater Park, Skate Park, Neighborhood Park Repairs, Paramount School Park, and Swimming Pool Improvements.

Revenues in the *Roads Capital Fund* totaled \$6,601,411 and were \$331,326 over projected revenue of \$6,270,085. This additional revenue came mostly from Real Estate Excise Tax and interest earnings. *Roads Capital* expenditures of \$1,739,485 were \$1,331,948 below projections of \$3,071,433. Of this amount, Public Works has requested to carry forward approximately \$1,311,756 into 2001 to be used to complete work begun in 2000. This reappropriation will be used for the following projects: Interurban Trail, Curb Ramp Program, Pedestrian Crossing – 15th NE., 15th Ave./N.E. 165th Traffic Signal, 15th Ave. N.E. Left Turn Lane, North 185th Rechannelization, Aurora Ave. North Corridor, Slope Erosion – 1st Ave. N.W, and the North City Business District.

The *Surface Water Capital Fund* had revenues of \$1,284,589, which were \$179,589 under projected revenues of \$1,105,000 and \$1,265,012 below a budget of \$2,549,601. A major source of revenue for this fund is a transfer from the Surface Water Management Fund. In preparation for the 2001 budget, the status of the 2000 projects was reviewed and a projection of anticipated 2000 expenditures was made. Since the projected level of expenditures was below the adopted budget, a corresponding reduction was made in the amount of the transfer from the Surface Water Management Fund, therefore the fund's revenues were well below the adopted revenue budget.

Expenditures in the Surface Water Capital Fund of \$522,630 were \$563,001 below projected expenditures of \$1,085,631 and \$2,614,418 below a budget of \$3,137,048. From this 2000 underexpenditure, Public Works has requested to carryover into 2001 \$443,333 to be used for the following projects: Surface Water Improvement-Small Projects, Surface Water Project Formulation, Ronald Bog Drainage Improvement, and Drainage Improvement – 3rd Ave.

RECOMMENDATION

No action is required. Staff recommends that the City Council review the 2000 Fourth Quarter Financial Report.

Approved By: City Manager KTB City Attorney ____

BACKGROUND / ANALYSIS

General Fund

The General Fund ended 2000 in a healthy fiscal position. Total revenues of \$23,540,605 exceeded projections of \$22,927,608 by \$612,997 or 2.7%, while expenditures of \$23,318,563 were \$812,948 or 3.5% below projections of \$24,131,511, resulting in a 2000 General Fund ending fund balance that is \$1,425,945 higher than the 2001 budgeted beginning balance. A reappropriation ordinance will be presented to your Council on May 14 requesting that approximately \$512,443 of the available fund balance be carried over into 2001 to complete projects initiated in 2000, to allow the work to continue in 2001. Leaving an approximate net increase in fund balance of just over \$913,502.

The chart below outlines the City's 2000 activity. It compares the amended 2000 Budget, the Year-end Projections, and the Actual revenues and expenditures. The chart also includes anticipated 2000 carryovers that will be re-appropriated into the 2001 budget.

	2000 Budget	2000 Projections	2000 Actuals*	Variance between Actuals and Projections	%
Beginning Fund Balance	\$3,489,102	\$5,021,669	\$5,021,669	\$0	0%
Revenues	19,853,583	20,467,876	21,080,873	612,997	2.7%
Transfers-In	2,459,732	2,459,732	2,459,732	0	0%
Total Resources	25,802,418	27,949,277	28,562,274	612,997	2.2
Expenditures	18,578,467	17,596,610	16,650,866	(945,744)	(5.4%)
Transfers-Out	6,296,559	6,534,900	6,667,697	132,797	2.0%
Total Expenditures	24,875,027	24,131,511	23,318,563	(812,948)	(3.4%)
Ending Fund Balance	927,391	3,817,767	5,243,711	1,425,944	37.4%
2000 Carryover Request			495,023	495,023	
Unappropriated Ending Fund Balance	927,391	3,817,767	4,748,688	930,921	24.3%

*The 2000 actuals represent those recorded at the time that this report was prepared. The State Auditor's Office is currently conducting their annual audit of the City's financial statements.

General Fund Revenues

General Fund 2000 revenues exceeded projections by \$612,997 or 2.7%. The higher General Fund revenues came from a variety of sources including Property Tax, Sales Tax, Local Criminal Justice Sales Tax, State Shared Revenues, Utility Taxes and Franchise Fees, Gambling Taxes, and Parks and Recreation Fees.

Property tax collections of \$5,902,336 exceeded projections of \$5,820,044 by \$82,292. The budget for this tax is based upon the property tax levy adopted by Council. Only 98% of the levy is expected to be collected due to an anticipated 2% rate of delinquencies.

Sales tax collections were \$4,555,052 for 2000. This was \$198,889 below projections of \$4,753,941. This is somewhat misleading though, as collections only represent eleven months of tax. Sales tax revenue is received by the City two months after it has been collected by the State. For example, December sales tax is received at the end of February in the following year. In an effort to improve the timeliness of closing year end books and providing financial information, the City has opted to make the November sales tax (received in January) the final sales tax posted to a fiscal year. In future years, this will result in a constant 12 months of sales tax revenue, but in year 2000 only, eleven months are reported. December sales tax, received in February, exceeded the \$500,000 mark, setting a new high for monthly collections. Including December, collections for the entire year would have exceeded \$5 million for the first time and would have exceeded projections by \$303,059. This indicates an excellent 2000 holiday season. The December revenue will be reflected in the 2001 First Quarter Financial Report.

Local Criminal Justice Sales Tax of \$1,120,941 exceeded projections of \$1,043,910 by \$77,031 or 7.3%. The source of this funding is a .01% sales tax collected within King County. The total County collections are distributed to cities on a per capita basis. Therefore, if sales tax collections drop within our City limits, we may still see an increase in this category if there is growth in the overall County sales. If our proportion of the overall county population decreases, however, we may experience a decrease in sales tax distribution for criminal justice.

State Revenue of \$1,919,219 exceeded projections of \$1,856,203 by \$63,016 or 3.4%. Funding for various Criminal justice programs was \$25,208 over projections. Revenues from liquor excise tax and liquor board profits exceeded projections by \$37,808.

Utility Taxes and Franchise Fees revenue was \$2,997,039, \$518,484 below the adopted budget of \$3,515,523. As your Council is aware, utility taxes and new franchise fees began in January of 2000. When enacted, these new taxes and fees were expected to generate \$2.8 million during 2000. After the first six months of collections were received, projections for this revenue category were reduced at mid-year to an expected total for this category of \$2,559,770. Final collections for utility taxes and franchise fees were \$437,269 above the revised projection.

Natural Gas tax of \$544,026 exceeded projections of \$525,459 by \$18,567, due to a rate increase imposed by Puget Sound Energy. Telephone and cellular taxes of \$923,502 exceeded revised projections of \$591,848 by \$331,654 as a result of an auditing effort to ensure that telephone and cellular utilities were remitting utility taxes to the City for all customers residing within Shoreline's borders. Contract payments collected from Seattle City Light of \$577,618 exceeded projections of \$500,000 by \$77,618. Cable TV Utility tax and franchise fee revenue of \$407,621 exceeded projections of \$308,500 by \$99,071. While quarterly collections for the 1% cable utility tax grew slightly each quarter for most of the year, they averaged about \$15,000 per

quarter. Revenues from the Cable TV franchise fee, on the other hand, fluctuated greatly over the year. Year-end projections were based upon revenues received through the first half of the year averaging around \$63,000 per quarter. In the fall, the City received nearly \$43,000 in franchise fees for the first and second quarter from areas that had been annexed. Apparently the cable utilities had not been including them in the Shoreline customer base. These annexed areas represented approximately \$86,000 annually, accounting for the majority of the under-projection. 2000 Sanitation revenues of \$205,535 were \$4,790 or 2.4% over projections of \$200,745. Franchise fees from Seattle City Water and Sewer of \$338,737 fell \$94,305 below projections of \$433,042. This was due to the fact that the fourth quarter franchise fees were not received before the closing of 2000. The fourth quarter franchise fees equaled \$74,157 and will be included in the 2001 revenue total. This revenue category was extremely difficult to forecast during 2000 due to the irregularity of payments and the fact that only two quarters of payments had been received at the time that the projections were made. Staff has been working with the utilities to improve the payment process.

Gambling tax revenue continued to grow during 2000, but at a reduced rate. Collections equaled \$2,674,099, which exceeded projections of \$2,443,354 by \$230,745 or 9.4%. The City experienced a growth rate of 90% in 1998, which was the first full year of mini-casinos operations in Shoreline. The rate of growth cooled somewhat the following year, but was still at a healthy rate of 12%.

While we continued to see growth in overall collections, we are beginning to see some reductions in collections from individual mini-casinos for the first time. This may be evidence that the market has reached the "saturation" point. Most of the growth came from cardroom activity. Cardroom revenue exceeded projections by \$241,228 or 12%, while Bingo and Pull tab revenue fell \$12,134 below projections.

Parks and Recreation Fee revenue of \$531,499 was slightly below projections of \$546,544 by \$15,045 or 2.8%. The lower revenues were due in part to CIP projects that disrupted programs. Also some popular instructors left resulting in lower participation levels. Overall, 44 fewer programs were offered in 2000 than the previous year.

General Fund Expenditures

General Fund expenditures of \$23,318,563 were \$812,948 or 3.5% below projections of \$24,131,511. Most departments spent below projections. The bulk of the under-expenditure was from the City's Tech Plan, which was \$516,294 below projections. An estimated \$411,084 has been requested to be carried forward into the 2001 budget to allow the completion of projects contained within the Tech Plan. One of the main projects was the Hansen software implemented during 2000, but the final payment will be made in 2001.

Several vacant positions throughout 2000 accounted for overall savings in Salary and Benefits of \$119,595 from the projected amount. The remaining under-expenditure of \$177,059 is less than 1% of the total General Fund budget. The jail contract expenditures were \$800,253, or \$29,747 under projections of \$830,000. However, it is important to note that only \$717,308 was budgeted for this contract. Rising jail costs continue to warrant staff's attention. City staff is involved with representatives from both

the King County Adult Detention and the District Court to investigate methods to reduce costs where possible.

The Neighborhood Mini-Grant program in Community & Government Relations had an unspent balance of \$28,911. The department has requested to carry over \$17,420 of this balance to 2001 to complete Council approved Neighborhood Mini-Grants including Braircrest Trees on 25th N.E., Richmond Beach Community Park Sprinkler System, Richmond Highlands Historic Markers, and Ridgecrest Neighborhood Trees.

Expenditures in the City Attorney program were \$334,312 and exceeded projections by \$48,955. The volume and complexity of cases during 2000 required additional spending on professional services. Expenditures for legal services exceeded the budget during 1998 and 1999 by similar amounts. The appropriate level of funding will be reviewed again when the 2002 budget is prepared.

Development Services Fund

The Development Services Fund 2000 revenues of \$1,679,481 were below the projected revenues of \$1,713,740 by \$34,259 or 2.0%. Building activity during 2000 was slower than expected, especially for residential single family and new commercial projects. Some of the large commercial projects that were expected to begin in 2000 did not apply for permits. During the last few years, collections exceeded projections, so for 2000, projections were raised in anticipation of the same pattern.

Expenditures of \$1,639,140 exceeded projections of \$1,608,661 by \$30,479. This was due to a large payment of \$85,373 to the Shoreline Fire Protection District for their share of fees collected for underground tank and permit fees for the years 1995 – 2000.

Overall, the Ending Fund Balance of \$614,966 is \$64,738 below the projected balance of \$679,704.

Street Fund

The Street Fund had revenues of \$3,103,697 that were \$41,424 over projected revenues of \$3,062,273. Most of this came from additional Fuel Tax collections of \$23,973 and miscellaneous revenue of \$9,359.

Street Fund expenditures were \$3,276,284 or \$404,140 below projections of \$3,680,424. Public Works has requested that \$208,848 of this savings be reappropriated into 2001 to be used to complete the 2000 Sidewalk Repair Program, a tree inventory, and the tree trimming program. During 2000, an additional appropriation was made in Street Operations to fund the "Early Hire" of several street maintenance positions. Some of these positions were not filled until late in the year, thus savings in salary and benefits were experienced. Also, since most of the City's Engineering staff were working on various CIP projects, less of their time was charged to Street Engineering, therefore, a substantial savings in salary and benefits was experienced. Additionally, \$75,000 was budgeted in Street Operations for an anticipated annual payment to Seattle City Light for Street Lighting. The City is still negotiating with Seattle City Light and therefore payment has not yet been made. As a result, we will be reserving a portion of the fund balance for this payment.

Surface Water Management Fund

Revenues in this fund equaled \$2,177,970, \$19,932 below projections of \$2,197,902. This was due to interest earnings of \$144,597 being \$24,183 below projections. Expenditures equaled \$2,759,038 or \$101,503 under projected expenditures of \$2,860,541. Public Works has also requested to reappropriate \$7,622 from 2000 into 2001 to continue work on the Endangered Species Act (ESA).

Capital Funds

General Capital Fund revenue of \$2,602,056, which were \$82,058 over projections of \$2,519,998, came mostly from real estate excise tax collections that totaled \$683,055 compared with projections of \$601,596. This is yet another sign of the strength of the local real estate market during 2000. The real estate excise tax is collected when a sale of real estate occurs. The City collects a 0.5% tax on the total purchase price of the property. One half of the tax collected is distributed to the General Capital Fund and the other half to the Roads Capital Fund.

Expenditures in the General Capital Fund were \$1,329,874 or \$270,423 below projections of \$1,600,297, but under the budget of \$4,648,339. When the 2001 budget was being developed, the status of all capital projects was reviewed. At that time, 2000 total project expenditures were estimated. If it was determined that a project would not be completed in 2000 for various reasons, some or all of the budget was included in the 2001 capital budget, assuming that the project would occur in the following year.

Public Works has requested to reappropriate approximately \$207,525 of this under-expenditure. This carryover into 2001 will be used to complete work that was scheduled to occur during 2000 on the following projects: City Hall Needs, Additional Space Renovations, Richmond Highland Community Center, Shoreview Park, Richmond Beach Saltwater Park, Skate Park, Neighborhood Park Repairs, Paramount School Park, and Swimming Pool Improvements.

Roads Capital Fund revenues totaled \$6,601,411. This is \$331,326 over the projected revenue of \$6,270,085. This additional revenue came mostly from two sources. Again, real estate excise tax, as in the General Capital Fund, was at \$683,576 or \$63,932 over the projection of \$619,644. Also, interest earnings of \$559,388 were much higher than the projected interest of \$322,000, accounting for an additional \$237,388.

Roads Capital expenditures of \$1,739,485 were \$1,331,948 below projections of \$3,071,433. Of this amount, Public Works has requested to carry forward approximately \$1,311,756 into 2001 to be used to complete work begun in 2000. This reappropriation will be used for the following projects: Interurban Trail, Curb Ramp Program, Pedestrian Crossing – 15th NE., 15th Ave./N.E. 165th Traffic Signal, 15th Ave. N.E. Left Turn Lane, North 185th Rechannelization, Aurora Ave. North Corridor, Slope Erosion – 1st Ave. N.W., and the North City Business District.

Surface Water Capital Fund total revenues were \$1,284,589, which were \$179,589 over projected revenues of \$1,105,000. Interest earnings of \$129,017 were \$109,017 over projected interest of \$20,000. The City also received a payment of \$70,291 from the Federal Emergency Management Agency (FEMA) reimbursing the City for restoration of the Boeing Creek Dam and retention pond damaged during the 1996-97 winter storms.

Expenditures in the Surface Water Capital Fund of \$522,630 were \$563,001 below projected expenditures of \$1,085,631. Of this amount, Public Works has requested to carryover into 2001 \$443,333 to be used for the following projects: Surface Water Improvement-Small Projects, Surface Water Project Formulation, Ronald Bog Drainage Improvement, and Drainage Improvement – 3rd Ave.

Other Funds

The General Reserve Fund did not receive any revenues during 2000. Budgeted revenues from interest earnings were \$71,928. A change in the interest calculation methodology was made during 2000. Due to this change, the General Reserve Fund did not receive any interest earnings during 2000. A transfer of \$395,000 was made to the General Capital Fund to be utilized for capital projects. The ending fund balance of \$1,205,089 is \$71,928 less than projected since no revenues were received. This should not have a negative impact on City operations.

The *Arterial Street Fund* revenues equaled \$375,248 exactly as projected. Expenditures were also exactly as projected at \$391,548, since the only expenditure within this fund was a transfer to the Street Fund.

The *Code Abatement Fund* had minimal activity during its first year. After the initial transfer of \$100,000 from the General Fund, the fund had expenditures of only \$1,368.

The *Equipment Replacement Fund* revenue of \$188,826 exceeded projections of \$164,978 by \$23,848 due to increased interest earnings. Expenditures of \$140,411 were under budget by \$134,589, therefore, the ending fund balance is \$158,437 higher than expected.

The *Vehicle Operations and Maintenance Fund* had revenues of \$60,925 slightly over projections due to higher interest earnings. Expenditures were \$34,137 under projections of \$75,000. The ending fund balance was \$63,682 above the expected balance.

Revenues in the *Unemployment Fund* of \$30,000 were just under projections of \$30,753. Expenditures of \$4,731 were also under projections, therefore, the ending fund balance was higher than expected.

SUMMARY

The City ended 2000 in a fairly healthy position. The General Fund ended the year with an additional \$1,425,945, allowing \$512,443 to be available to carry forward into 2001 to complete work started in 2000 on the Tech Plan, Neighborhood Mini-Grants, the analysis of the assumption of the Shoreline Water District, and the Shoreline Pool Drainage Project.

The three Capital Funds all experienced revenues above and expenditures below projections. Fund balance is available to carry forward into 2001 to be used to complete numerous projects that began in 2000.

Staff will return on May 14th with a reappropriation ordinance to carry forward funds from these higher fund balances to be used as outlined earlier.

RECOMMENDATION

No action is required. Staff recommends that the City Council review the 2000 Fourth Quarter Financial Report.

ATTACHMENTS

2000 Fourth Quarter Financial Report



2000 Fourth Quarter Financial Report

Prepared by the Finance Department

for the

Fiscal Year January 1, 2000 – December 31, 2000

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GENERAL FUND

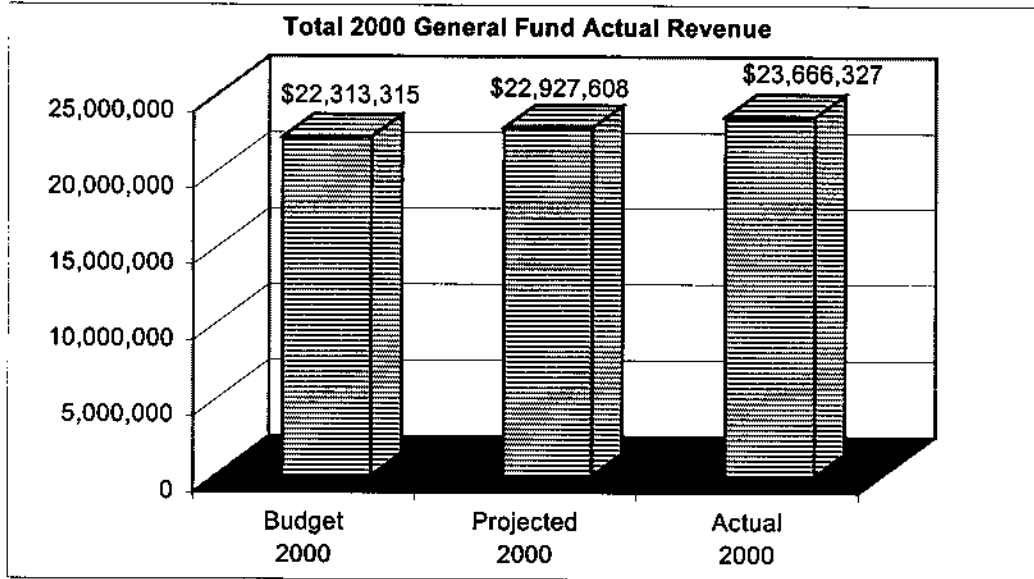
The General Fund ended 2000 in a healthy fiscal position. Total revenues exceeded projections by \$612,997 or 2.7%, while expenditures were \$812,948 or 3.5% below projections, resulting in a 2000 General Fund ending fund balance that is \$1,425,945 higher than the 2001 budgeted beginning balance. A reappropriation ordinance will be presented to your Council on May 14 requesting that approximately \$512,443 of the available fund balance be carried over into 2001 to complete projects initiated in 2000, to allow the work to continue in 2001. Leaving an approximate net increase in fund balance of just over \$913,502.

The chart below outlines the City's 2000 activity. It compares the amended 2000 Budget, the Year-end Projections, and the Actual revenues and expenditures. The chart also included anticipated 2000 carryovers that will be re-appropriated into the 2001 budget.

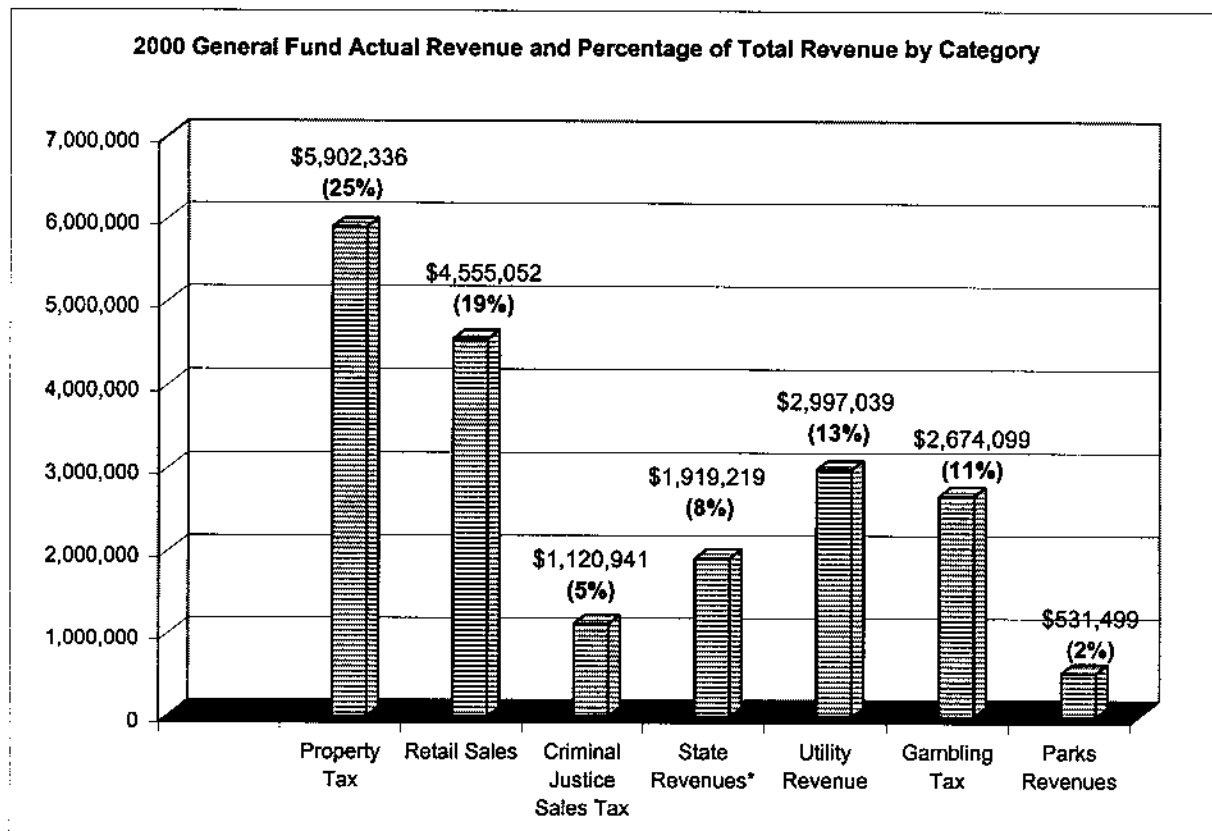
	2000 Budget	2000 Projections	2000 Actuals*	Variance between Actuals and Projections	%
Beginning Fund Balance	\$3,489,102	\$5,021,669	\$5,021,669	\$0	0%
Revenues	19,853,583	20,467,876	21,080,873	612,997	2.7%
Transfers-In	2,459,732	2,459,732	2,459,732	0	0%
Total Resources	\$25,802,418	\$27,949,277	\$28,562,274	612,997	2.7%
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Transfers-Out	6,296,559	6,534,900	6,667,697	132,797	2.0%
Total Expenditures	\$24,875,027	\$24,131,511	\$23,318,563	(\$812,948)	(3.4%)
Ending Fund Balance	927,391	3,817,767	5,243,711	1,425,944	44.3%
2000 Carryover Request			495,023	495,023	
Unappropriated Ending Fund Balance	927,391	3,817,767	4,748,688	930,921	24.3%

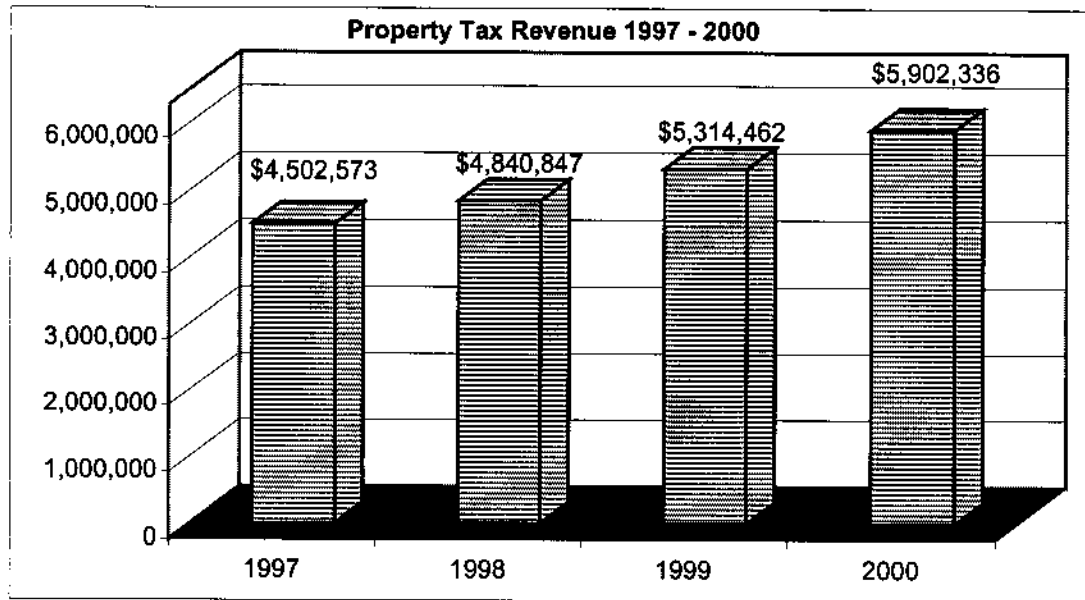
*The 2000 actuals represent those recorded at the time that this report was prepared. The State Auditor's Office is currently conducting their annual audit of the City's financial statements.

2000 REVENUE ANALYSIS



The original budget included total General Fund revenues equal to \$22,313,315. Projections were increased by \$614,293 at mid-year to reflect collection experience over the first six months of 2000 to a total of \$22,927,608. Year-end collections of \$23,540,605 still exceeded projected revenues by \$612,997 or 2.7%. The higher General Fund revenues came from a variety of sources. The following chart breaks down the General Fund Revenue by revenue category.

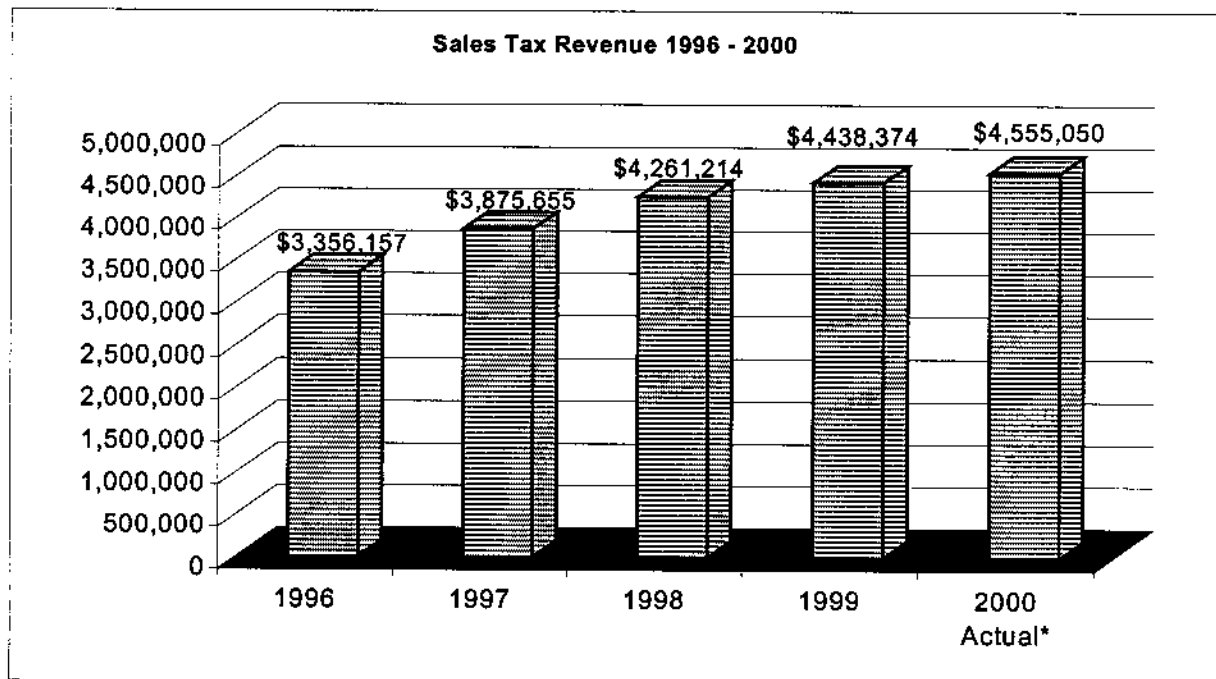




Property Tax

The chart above displays the growth in property tax over the last four years. 1998 collections exceeded 1997 by 7.5%. Subsequently, 1999 collections grew by 9.8% and 2000 property tax was 11% above 1999. Over this period, assessed values including new construction and annexation areas have grown by 8.5%, 11.7% and 10.9% respectively.

Property tax collections for 2000 were 5,902,336, slightly above both the budget of \$5,814,403 by \$87,933 and the projected amount of \$5,820,044 by \$82,292. The budget for this tax is based upon the property tax levy adopted by Council. Only 98% of the levy is expected to be collected due to an anticipated 2% rate of delinquencies.

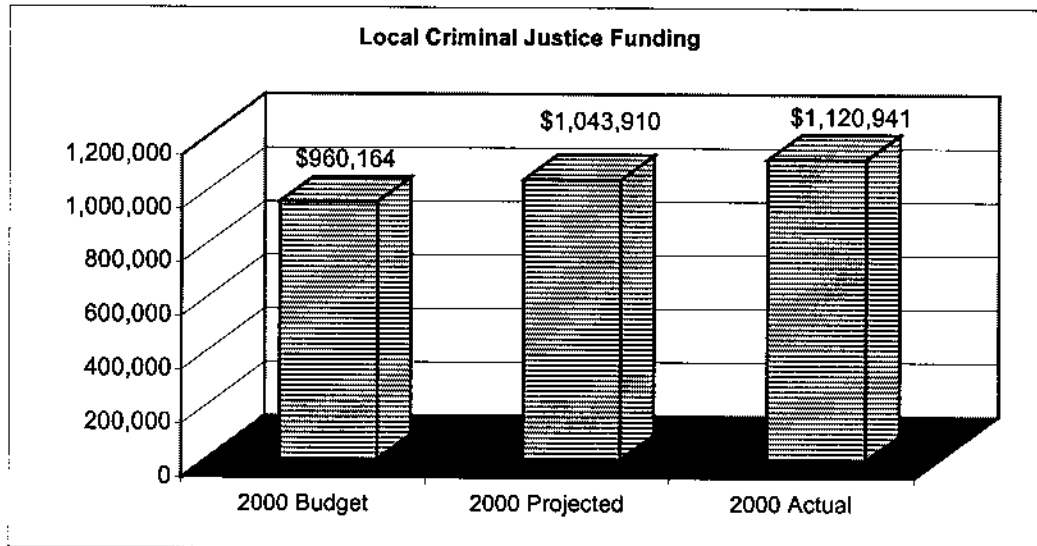


**11 Months of Revenue*

Sales Tax

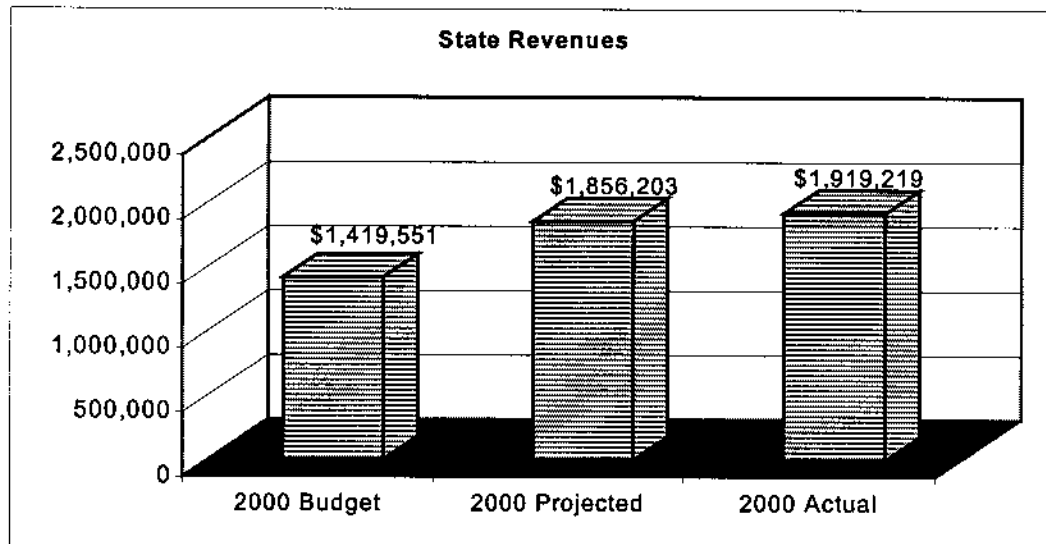
As shown above, sales tax collections have steadily risen over the last five years. Growth in 1997 over 1996 was 15.5%, 9.9% in 1998, 4.5% in 1999 and 2.6% in 2000 for the eleven months reported. If December collections had been included, the 2000 growth rate would have been 14%.

Sales Tax collections for 2000 were \$4,555,052. This was \$198,889 below projections of \$4,753,941 but still exceeded the original budget of \$4,424,807 by \$130,245. This is somewhat misleading though, as collections only represent eleven months of tax. Sales tax is received by the City two months after it has been collected by the State. For example, December sales tax is received at the end of February in the following year. In an effort to improve the timeliness of closing year end books and providing financial information, the City has opted to make the November sales tax (received in January) the final sales tax posted to a fiscal year. In future years, this will result in a constant 12 months of sales tax revenue (December through November), but in year 2000 only, eleven months are reported. December sales tax, received in February, exceeded the \$500,000 mark, setting a new high for monthly collections. Including December, collections for the entire year would have exceeded \$5 million for the first time and would have exceeded projections by \$303,059. This indicates an excellent 2000 holiday season. The December revenue will be reflected in the 2001 First Quarter report. During 2000, 60% of sales tax revenue came from only twenty businesses. We will monitor their activity during 2001 to assess the economic vitality of the City.



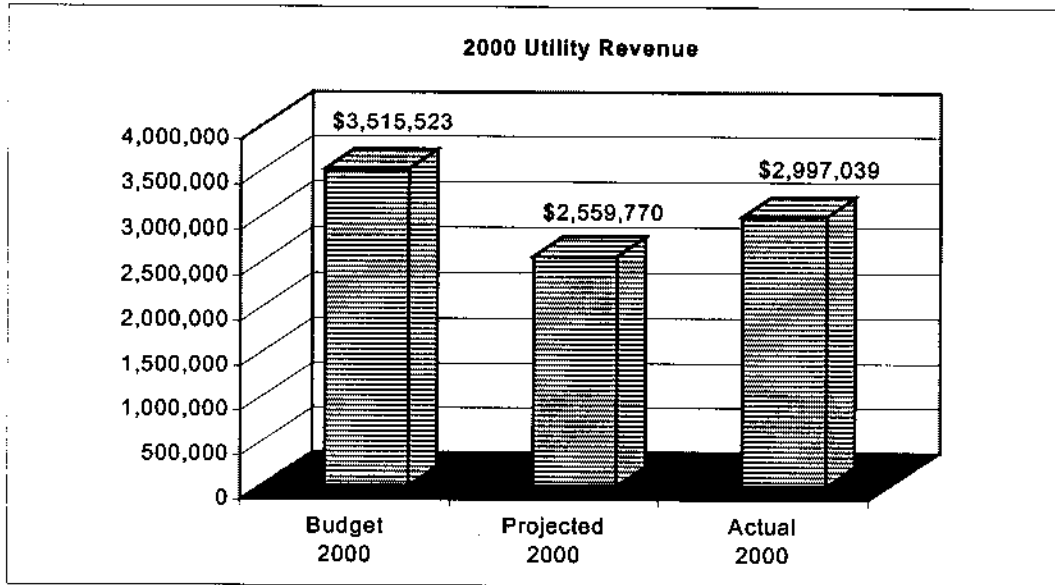
Local Criminal Justice Funding

Local Criminal Justice Sales Tax exceeded projections by \$77,031 or 7.3%. The source of this funding is a .01% sales tax collected within King County. The total County collections are distributed to cities on a per capita basis. Therefore, if sales tax collections drop within our City limits, we may still see an increase in this category if there is growth in the overall County sales. If our proportion of the overall county population decreases, however, we may experience a decrease in sales tax distribution for criminal justice.



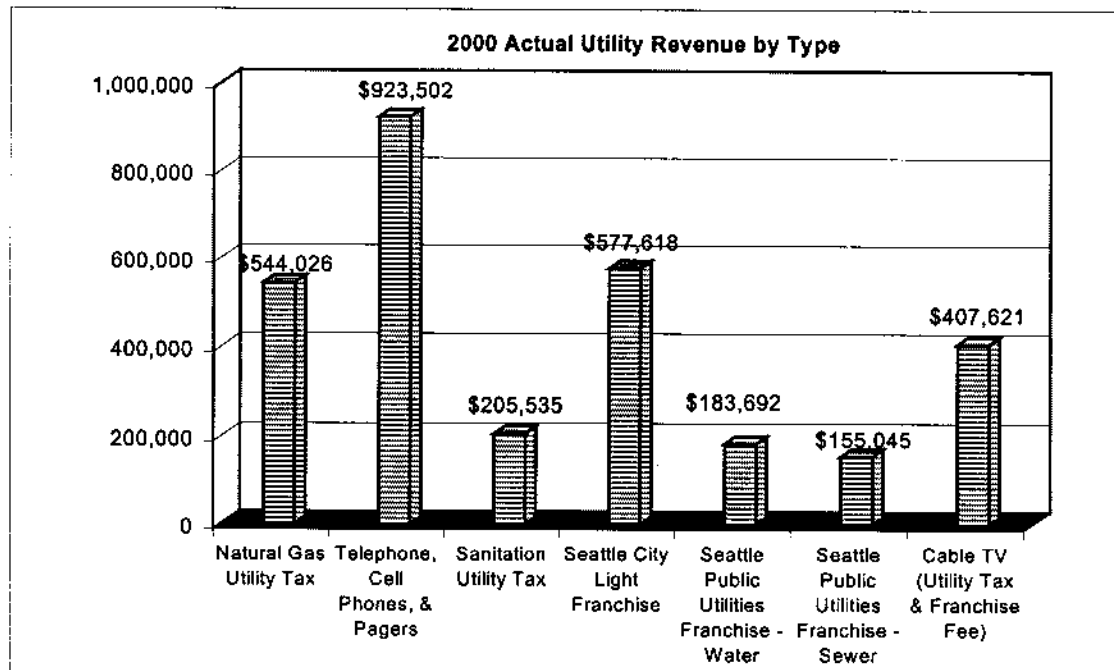
State Revenues

State revenues of \$1,919,219 exceeded the original 2000 budget of \$1,419,551 because of the unanticipated I-695 backfill funding. Projections were revised at mid-year to include the I-695 funding. Actual collections exceeded revised projections by \$63,016 or 3.4%. Funding for various Criminal justice programs was \$25,208 over projections. Revenues from liquor excise tax and liquor board profits exceeded projections by \$37,808.



Utility Taxes and Franchise Fees

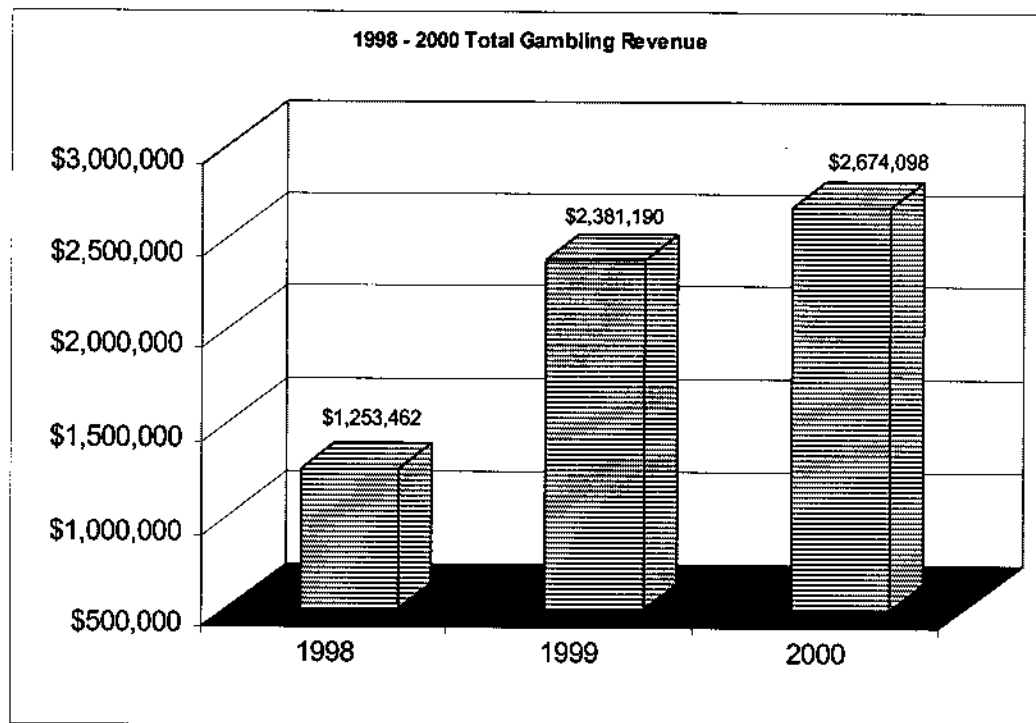
Utility Taxes and Franchise Fees revenue was \$2,997,039, \$518,484 below the adopted budget of \$3,515,523. As your Council is aware, utility taxes and new franchise fees began in January of 2000. When enacted, these new taxes and fees were expected to generate \$2.8 million during 2000. After the first six months of collections were received, projections for this revenue category were reduced at mid-year to an expected total for this category of \$2,559,770. Final collections for utility taxes and franchise fees were \$437,269 above the revised projection.



Natural Gas estimates exceeded projections by \$18,567, due to a rate increase imposed by Puget Sound Energy. Telephone and cellular taxes exceeded revised projections by \$331,654 as a result of an auditing effort to ensure that telephone and cellular utilities were remitting utility taxes to the City for all customers residing within Shoreline's borders. 2000 Sanitation revenues were \$4,790 or 2.4% over projections. Contract payments collected from Seattle City Light exceeded projections by \$77,618. Franchise Fees from Seattle City Water and Sewer fell \$94,305

City of Shoreline – 2000 Fourth Quarter Financial Report

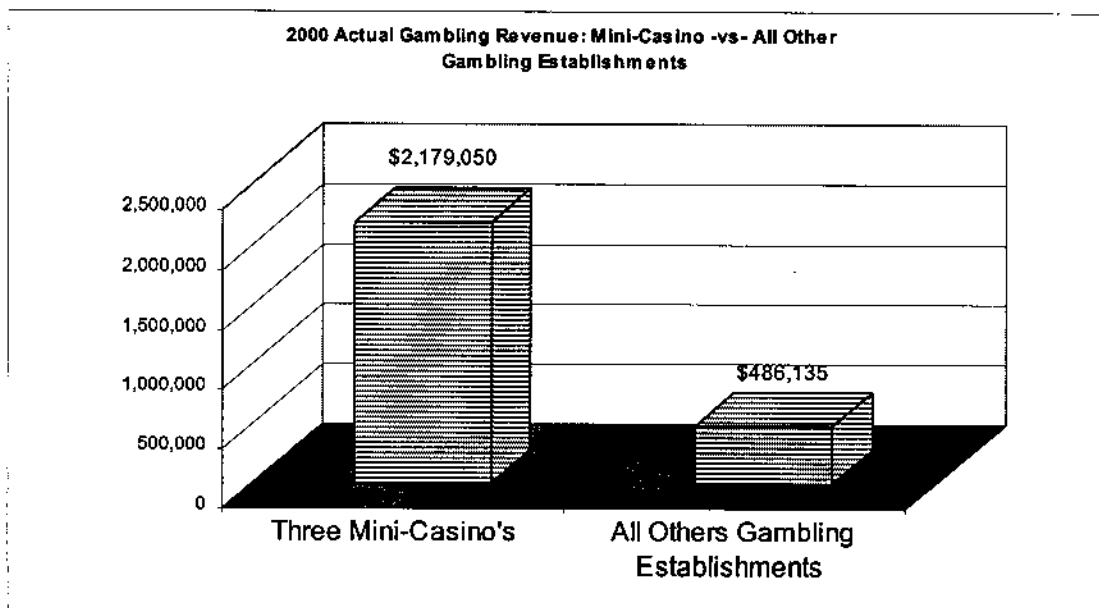
below projections. This was due to the fact that the fourth quarter franchise fees were not received before the closing of 2000. The fourth quarter franchise fees equaled \$74,157 and will be included in the 2001 revenue total. Cable TV Utility tax and franchise fee revenue exceeded projections by \$99,071. While quarterly collections for the 1% cable utility tax grew slightly each quarter for most of the year, they averaged nearly \$15,000 per quarter. Revenues from the Cable TV franchise fee, on the other hand, fluctuated greatly over the year. Year-end projections were based upon revenues received through the first half of the year averaging around \$63,000 per quarter. In the fall, the City received nearly \$43,000 in franchise fees for the first and second quarter from areas that had been annexed. Apparently the cable utilities had not been including them in the Shoreline customer base. These annexed areas represented approximately \$86,000 annually, accounting for the majority of the under-projection. This revenue category was extremely difficult to forecast during 2000 due to the irregularity of payments and the fact that only two quarters of payments had been received at the time that the projections were made. Staff has been working with the utilities to improve the payment process.

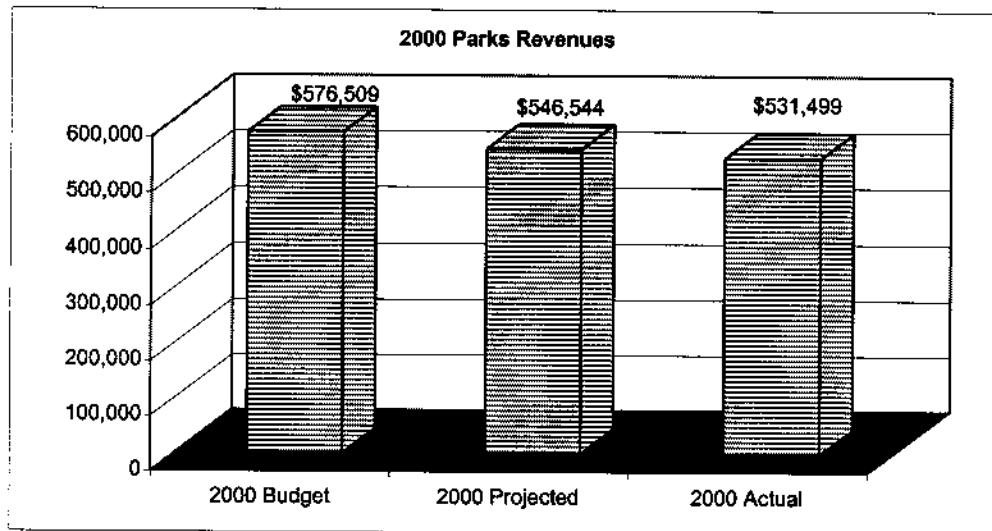


Gambling Taxes

Gambling tax revenue continued to grow during 2000, but at a reduced rate. Collections equaled \$2,674,099, which exceeded projections by \$230,745 or 9.4%. The City experienced a growth rate of 90% in 1999, which was the first full year of mini-casinos operations in Shoreline. The rate of growth cooled somewhat this year, but was still at a healthy rate of 12%.

While we continued to see growth in overall collections, we are beginning to see some reductions in collections from individual mini-casinos for the first time. This may be evidence that the market has reached the “saturation” point. Most of the growth came from cardroom activity. Cardroom revenue exceeded projections by \$241,228 or 12%, while Bingo and Pull tab revenue fell \$12,134 below projections.

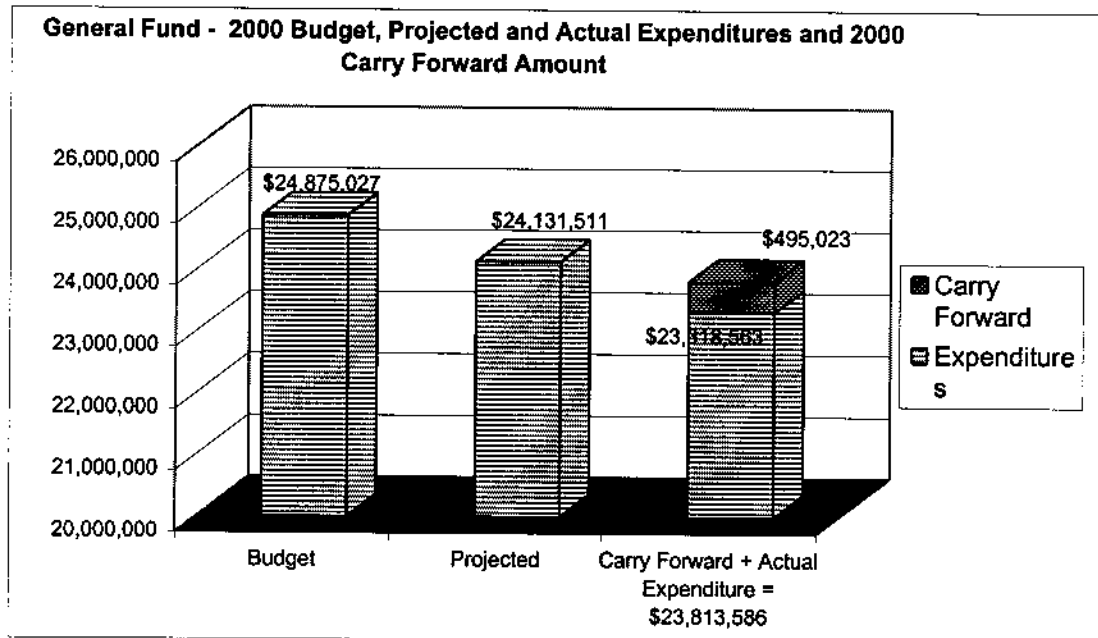




Parks and Recreation Fees

Parks and Recreation Fee revenue was slightly below projections by \$15,045 or 2.8%. The lower revenues were due in part to CIP projects that disrupted programs. Also some popular instructors left resulting in lower participation levels. Overall, 44 fewer programs were offered in 2000 than the previous year.

2000 EXPENDITURE ANALYSIS



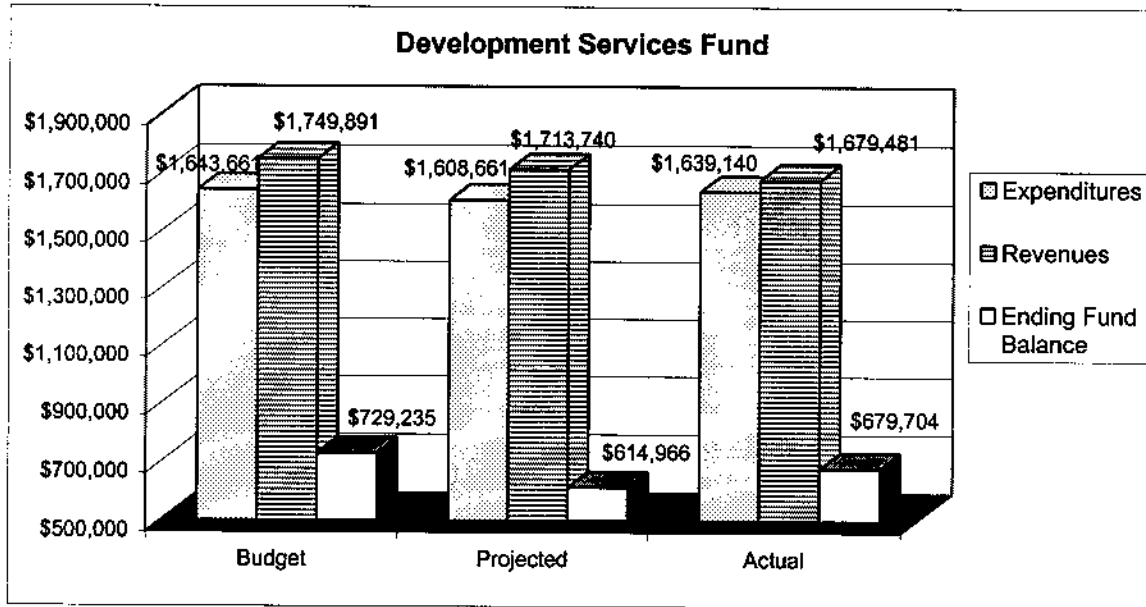
General Fund expenditures of \$23,318,563 were \$812,948 or 3.5% below projections of \$24,131,511. Most departments spent below projections. The bulk of the under-expenditure was from the City's Tech Plan, which was \$516,294 below projections. An estimated \$411,084 has been requested to be carried forward into the 2001 budget to allow the completion of projects contained within the Tech Plan. One of the main projects was the Hansen software implemented during 2000, but the final payment will be made in 2001.

Several vacant positions throughout 2000 accounted for overall savings in Salary and Benefits of \$119,595 from the projected amount. The remaining under-expenditure of \$177,059 is less than 1% of the total General Fund budget. The jail contract expenditures were \$800,253, or \$29,747 under projections of \$830,000. However, it is important to note that only \$717,308 was budgeted for this contract. Rising jail costs continue to warrant staff's attention. City staff is involved with representatives from both the King County Adult Detention and the District Court to investigate methods to reduce costs where possible.

The Neighborhood Mini-Grant program in Community & Government Relations had an unspent balance of \$28,911. The department has requested to carry over \$17,420 of this balance to 2001 to complete Council approved Neighborhood Mini-Grants including Braircrest Trees on 25th N.E., Richmond Beach Community Park Sprinkler System, Richmond Highlands Historic Markers, and Ridgecrest Neighborhood Trees.

Expenditures in the City Attorney program were \$334,312 and exceeded projections by \$48,955. The volume and complexity of cases during 2000 required additional spending on professional services. Expenditures for legal services exceeded the budget during 1998 and 1999 by similar amounts. The appropriate level of funding will be reviewed again when the 2002 budget is prepared.

DEVELOPMENT SERVICES FUND

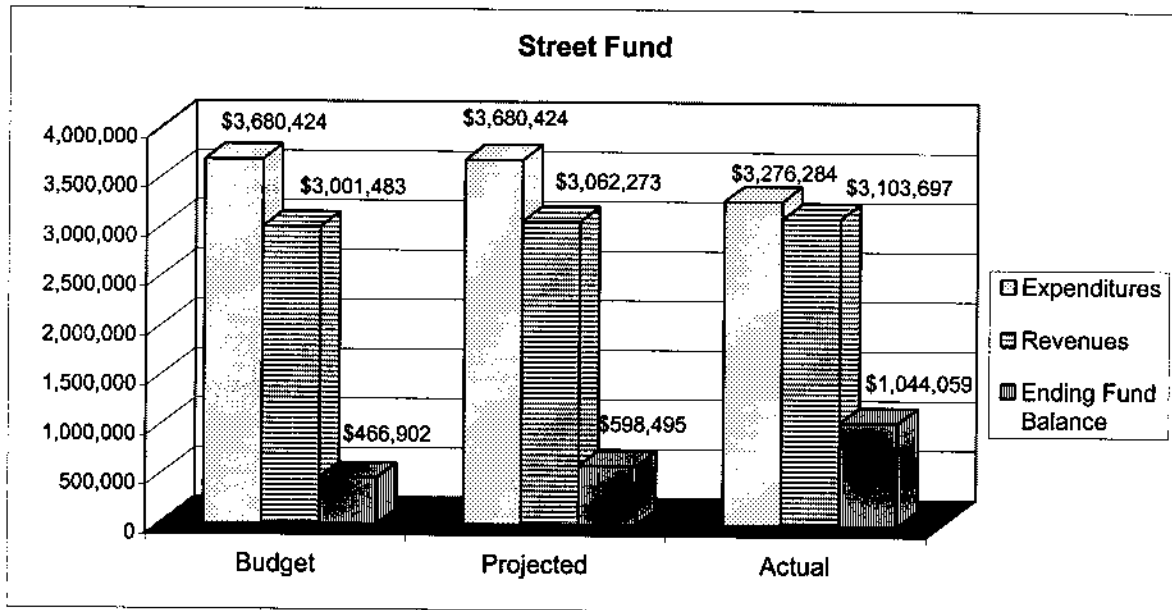


The Development Services Fund 2000 revenues of \$1,679,481 were below the projected revenues of \$1,713,740 by \$34,259 or 2.0%. Building activity during 2000 was slower than expected, especially for residential single family and new commercial projects. Some of the large commercial projects that were expected to begin in 2000 did not apply for permits. During the last few years, collections exceeded projections, so for 2000, projections were raised in anticipation of the same pattern.

Expenditures of \$1,639,140 exceeded projections of \$1,608,661 by \$30,479. This was due to a large payment of \$85,373 to the Shoreline Fire Protection District for their share of fees collected for underground tank and permit fees for the years 1995 – 2000.

Overall, the Ending Fund Balance of \$614,966 is \$64,738 below the projected balance of \$679,704.

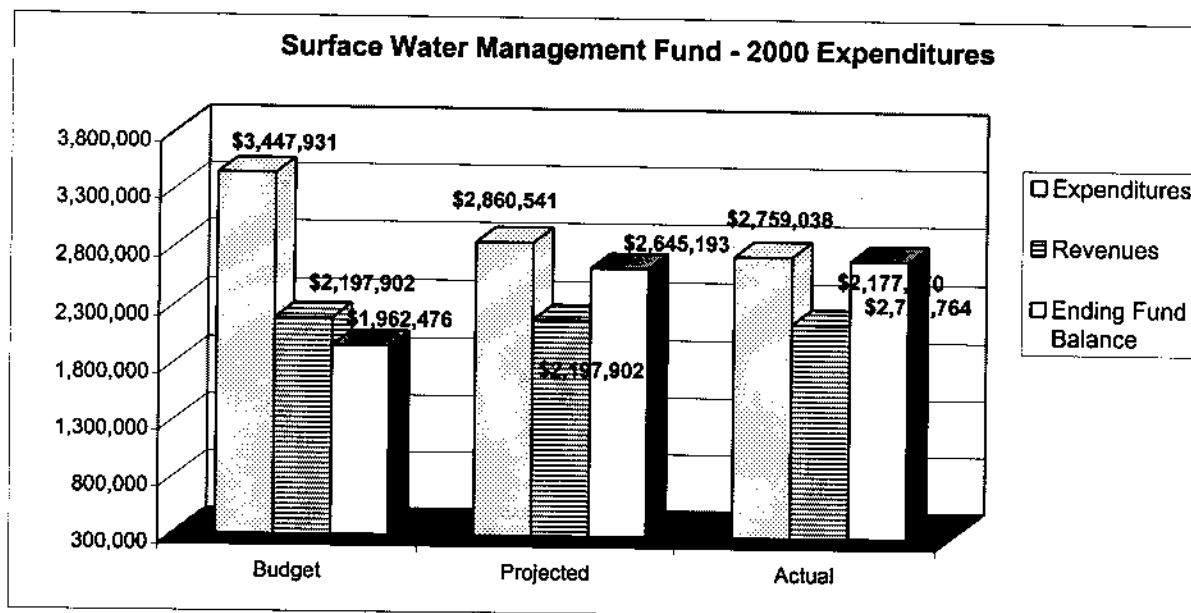
STREET FUND



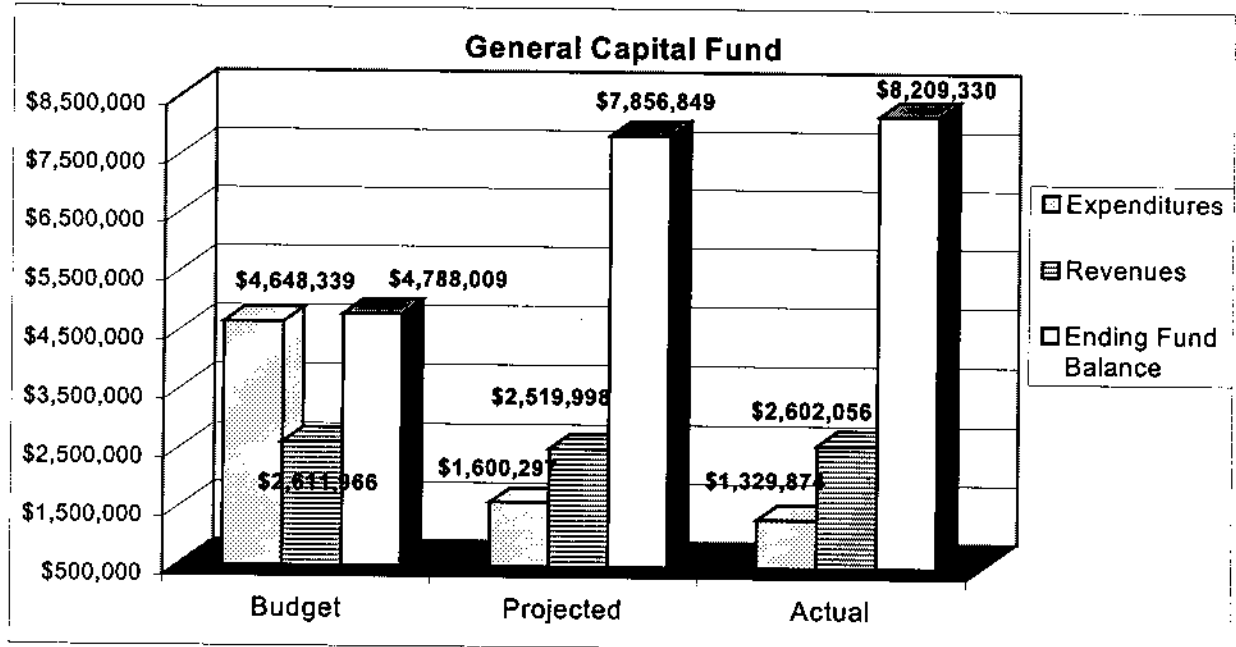
The Street Fund had revenues of \$3,103,697 that were \$41,424 over projected revenues of \$3,062,273. Most of this came from additional Fuel Tax collections of \$23,973 and miscellaneous revenue of \$9,359.

Street Fund expenditures were \$3,276,284 or \$404,140 below projections of \$3,680,424. Public Works has requested that \$208,848 of this savings be reappropriated into 2001 to be used to complete the 2000 Sidewalk Repair Program, a tree inventory, and the tree trimming program. During 2000, an additional appropriation was made in Street Operations to fund the "Early Hire" of several street maintenance positions. Some of these positions were not filled until late in the year, thus savings in salary and benefits were experienced. Also, since most of the City's Engineering staff were working on various CIP projects, less of their time was charged to Street Engineering, therefore, a substantial savings in salary and benefits was experienced. Additionally, \$75,000 was budgeted in Street Operations for an anticipated annual payment to Seattle City Light for Street Lighting. The City is still negotiating with Seattle City Light and therefore payment has not yet been made.

SURFACE WATER MANAGEMENT FUND



Revenues in this fund equaled \$2,177,970, \$19,932 below projections of \$2,197,902. This was due to interest earnings of \$144,597 being \$24,183 below projections. Expenditures equaled \$2,759,038 or \$101,503 under projected expenditures of \$2,860,541 and \$688,893 below budget. Public Works has also requested to reappropriate \$7,622 from 2000 into 2001 to continue work on the Endangered Species Act (ESA).

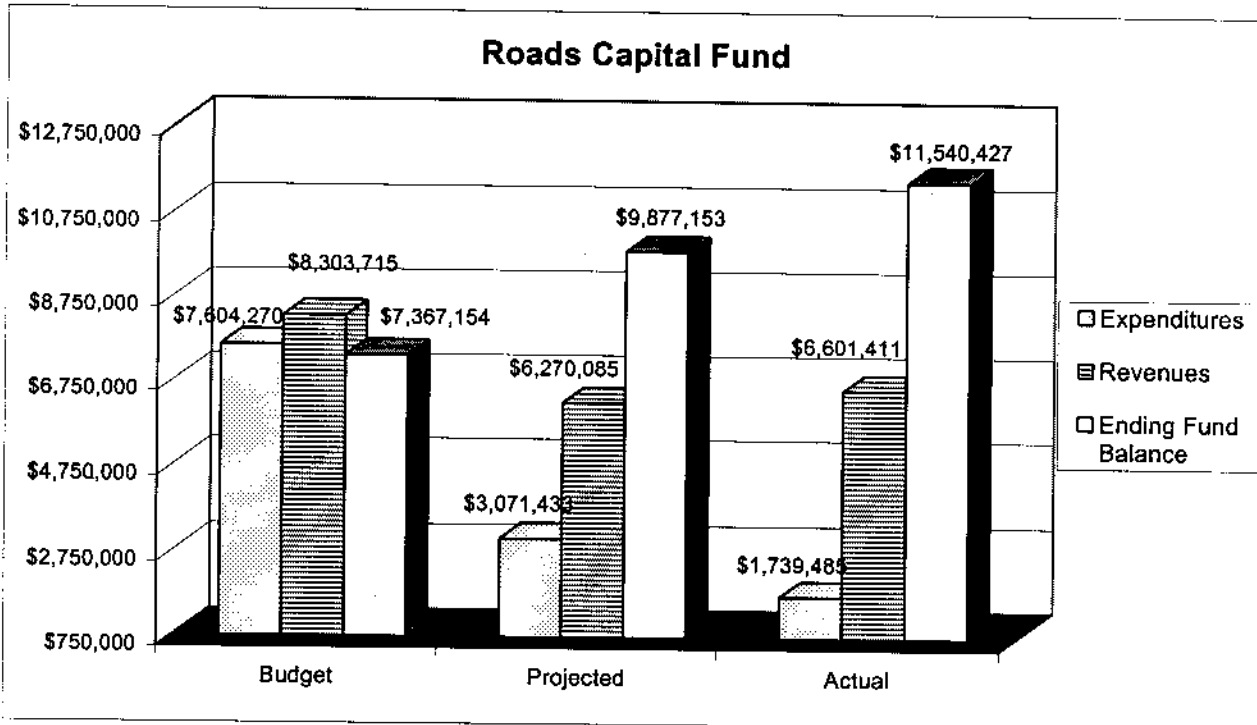
GENERAL CAPITAL FUND

Revenues in the General Capital Fund of \$2,602,056, which were \$ 82,058 over projections of \$2,519,998 and came mostly from real estate excise tax collections that totaled \$683,055 compared with projections of \$601,596. Real estate excise taxes are collected when a sale of real estate occurs. The City collects a 0.5% tax on the total purchase price of the property. This is yet another sign of the strength of the local real estate market during 2000.

Expenditures in the General Capital Fund were \$1,329,874 or \$270,423 below projections of \$1,600,297, but under the budget of \$4,648,339. When the 2001 budget was being developed, the status of all capital projects was reviewed. At that time, 2000 total project expenditures were estimated. If it was determined that a project would not be completed in 2000 for various reasons, some or all of the budget was included in the 2001 capital budget, assuming that the project would occur in the following year.

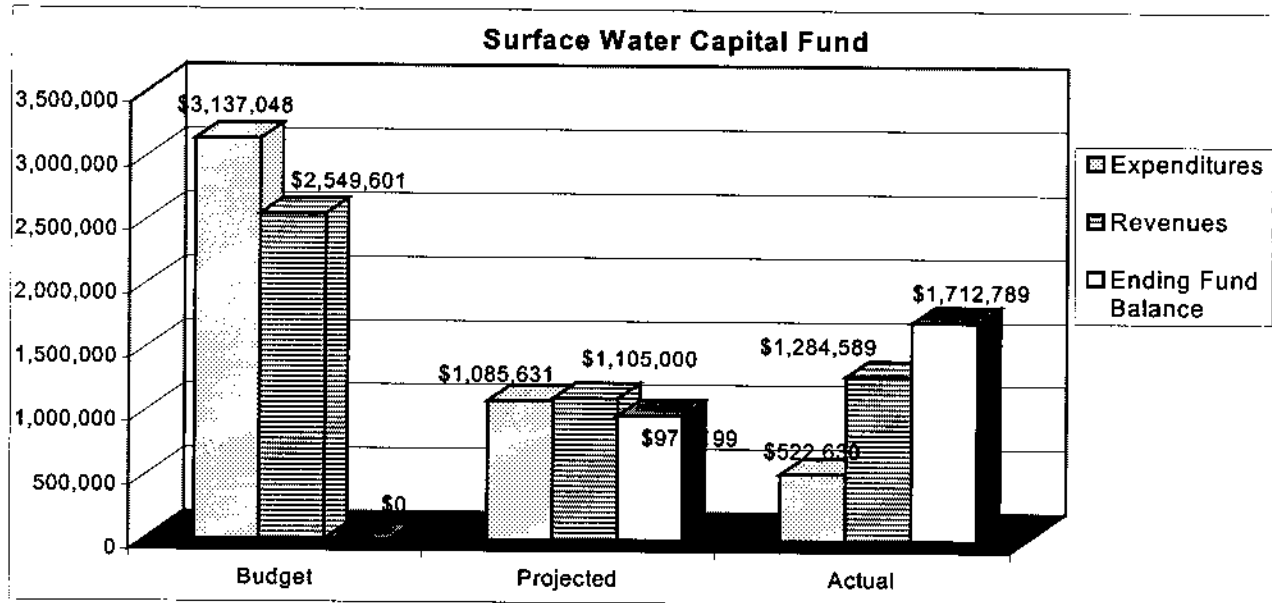
Public Works has requested to reappropriate approximately \$207,525 of this under-expenditure. This carryover into 2001 will be used to complete work that was scheduled to occur during 2000 on the following projects: City Hall Needs, Additional Space Renovations, Richmond Highland Community Center, Shoreview Park, Richmond Beach Saltwater Park, Skate Park, Neighborhood Park Repairs, Paramount School Park, and Swimming Pool Improvements.

ROADS CAPITAL FUND



Revenues in the Roads Capital Fund totaled \$6,601,411. This is \$331,326 over the projected revenue of \$6,270,085. This additional revenue came mostly from two sources. Again, real estate excise tax, as in the General Capital Fund, was at \$683,576 or \$63,932 over the projection of \$619,644. Also, interest earnings of \$559,388 were much higher than the projected interest of \$322,000, accounting for an additional \$237,388.

Roads Capital expenditures of \$1,739,485 were \$1,331,948 below projections of \$3,071,433. Of this amount, Public Works has requested to carry forward approximately \$1,311,756 into 2001 to be used to complete work begun in 2000. This reappropriation will be used for the following projects: Interurban Trail, Curb Ramp Program, Pedestrian Crossing – 15th NE., 15th Ave./N.E. 165th Traffic Signal, 15th Ave. N.E. Left Turn Lane, North 185th Rechannelization, Aurora Ave. North Corridor, Slope Erosion – 1st Ave. N.W, and the North City Business District.

SURFACE WATER CAPITAL FUND

The Surface Water Capital Fund total revenues were \$1,284,589 which were \$179,589 over projected revenues of \$1,105,000 and \$1,265,012 below a budget of \$2,549,601. A major source of revenue for this fund is a transfer from the Surface Water Management Fund. In preparation for the 2001 budget, the status of the 2000 projects was reviewed and a projection of anticipated 2000 expenditures was made. Since the projected level of expenditures was below the adopted budget, a corresponding reduction was made in the amount of the transfer from the Surface Water Management Fund, therefore, the fund's revenues were well below the adopted revenue budget. Interest earnings of \$129,017 were \$109,017 over projected interest of \$20,000. The City also received a payment of \$70,291 from the Federal Emergency Management Agency (FEMA) reimbursing the City for restoration of the Boeing Creek Dam and retention pond damaged during the 1996-97 winter storms.

Expenditures in the Surface Water Capital Fund of \$522,630 were \$563,001 below projected expenditures of \$1,085,631. Of this amount, Public Works has requested to carryover into 2001 \$443,333 to be used for the following projects: Surface Water Improvement-Small Projects, Surface Water Project Formulation, Ronald Bog Drainage Improvement, and Drainage Improvement – 3rd Ave.

Appendix

ALL FUNDS 2000 RESULTS

	Budget	Actual	Budget to Actual Difference	Projected	Projected to Actual Difference
General Fund					
Beginning Fund Balance	\$ 3,489,102	\$ 5,021,669	\$ 1,532,567	\$ 5,021,669	\$ -
Revenues	\$ 22,313,315	\$ 23,540,605	\$ 1,227,290	\$ 22,927,608	\$ 612,997
Expenditures	\$ 24,875,027	\$ 23,318,563	\$ (1,556,464)	\$ 24,131,511	\$ (812,948)
Ending Fund Balance	\$ 927,390	\$ 5,243,711	\$ 4,316,321	\$ 3,817,766	\$ 1,425,945
Estimated Carry Forward to 2001		\$ 512,443			
Ending Fund Balance	\$ 927,390	\$ 4,731,268			
General Reserve Fund					
Beginning Fund Balance	\$ 1,598,402	\$ 1,600,089	\$ 1,687	\$ 1,600,089	\$ -
Revenues	\$ 71,928	\$ -	\$ (71,928)	\$ 88,005	\$ (88,005)
Expenditures	\$ 395,000	\$ 395,000	\$ -	\$ 395,000	\$ -
Ending Fund Balance	\$ 1,275,330	\$ 1,205,089	\$ (70,241)	\$ 1,293,094	\$ (88,005)
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 1,275,330	\$ 1,205,089			
Development Services Fund					
Beginning Fund Balance	\$ 623,005	\$ 574,625	\$ (48,380)	\$ 574,625	\$ -
Revenues	\$ 1,749,891	\$ 1,679,481	\$ (70,410)	\$ 1,713,740	\$ (34,259)
Expenditures	\$ 1,643,661	\$ 1,639,140	\$ (4,521)	\$ 1,608,661	\$ 30,479
Ending Fund Balance	\$ 729,235	\$ 614,966	\$ (114,269)	\$ 679,704	\$ (64,738)
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 729,235	\$ 614,966			
Street Fund					
Beginning Fund Balance	\$ 1,145,843	\$ 1,216,646	\$ 70,803	\$ 1,216,646	\$ -
Revenues	\$ 3,001,483	\$ 3,103,697	\$ 102,214	\$ 3,062,273	\$ 41,424
Expenditures	\$ 3,680,424	\$ 3,276,284	\$ (404,140)	\$ 3,680,424	\$ (404,140)
Ending Fund Balance	\$ 466,902	\$ 1,044,059	\$ 577,157	\$ 598,495	\$ 445,564
Estimated Carry Forward to 2001		\$ 208,848			
Ending Fund Balance	\$ 466,902	\$ 835,211			
Arterial Street Fund					
Beginning Fund Balance	\$ 65,360	\$ 94,429	\$ 29,069	\$ 94,429	\$ -
Revenues	\$ 375,248	\$ 383,470	\$ 8,222	\$ 375,248	\$ 8,222
Expenditures	\$ 391,546	\$ 391,548	\$ 2	\$ 391,548	\$ -
Ending Fund Balance	\$ 49,062	\$ 86,351	\$ 37,289	\$ 78,129	\$ 8,222
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 49,062	\$ 86,351			
Code Abatement Fund					
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 104,000	\$ 100,000	\$ (4,000)	\$ 104,000	\$ (4,000)
Expenditures	\$ 100,000	\$ 1,368	\$ (98,632)	\$ 100,000	\$ (98,632)
Ending Fund Balance	\$ 4,000	\$ 98,632	\$ 94,632	\$ 4,000	\$ 94,632
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 4,000	\$ 98,632			

Appendix

ALL FUNDS 2000 RESULTS

	Budget	Actual	Budget to Actual Difference	Projected	Projected to Actual Difference
Surface Water Management Fund					
Beginning Fund Balance	\$ 3,212,505	\$ 3,307,832	\$ 95,327	\$ 3,307,832	\$ -
Revenues	\$ 2,197,902	\$ 2,177,970	\$ (19,932)	\$ 2,197,902	\$ (19,932)
Expenditures	\$ 3,447,931	\$ 2,759,038	\$ (688,893)	\$ 2,860,541	\$ (101,503)
Ending Fund Balance	\$ 1,962,476	\$ 2,726,764	\$ 764,288	\$ 2,645,193	\$ 81,571
Estimated Carry Forward to 2001		\$ 7,622			
Ending Fund Balance	\$ 1,962,476	\$ 2,719,142			
General Capital Fund					
Beginning Fund Balance	\$ 6,824,382	\$ 6,937,148	\$ 112,766	\$ 6,937,148	\$ -
Revenues	\$ 2,611,966	\$ 2,602,056	\$ (9,910)	\$ 2,519,998	\$ 82,058
Expenditures	\$ 4,648,339	\$ 1,329,874	\$ (3,318,465)	\$ 1,600,297	\$ (270,423)
Ending Fund Balance	\$ 4,788,009	\$ 8,209,330	\$ 3,421,321	\$ 7,856,849	\$ 352,481
Estimated Carry Forward to 2001		\$ 207,525			
Ending Fund Balance	\$ 4,788,009	\$ 8,001,805			
Roads Capital Fund					
Beginning Fund Balance	\$ 6,667,709	\$ 6,678,501	\$ 10,792	\$ 6,678,501	\$ -
Revenues	\$ 8,303,715	\$ 6,601,411	\$ (1,702,304)	\$ 6,270,085	\$ 331,326
Expenditures	\$ 7,604,270	\$ 1,739,485	\$ (5,864,785)	\$ 3,071,433	\$ (1,331,948)
Ending Fund Balance	\$ 7,367,154	\$ 11,540,427	\$ 4,173,273	\$ 9,877,153	\$ 1,663,274
Estimated Carry Forward to 2001		\$ 1,311,756			
Ending Fund Balance	\$ 7,367,154	\$ 10,228,671			
Surface Water Capital Fund					
Beginning Fund Balance	\$ 587,447	\$ 950,830	\$ 363,383	\$ 950,830	\$ -
Revenues	\$ 2,549,601	\$ 1,284,589	\$ (1,265,012)	\$ 1,105,000	\$ 179,589
Expenditures	\$ 3,137,048	\$ 522,630	\$ (2,614,418)	\$ 1,085,631	\$ (563,001)
Ending Fund Balance	\$ -	\$ 1,712,789	\$ 1,712,789	\$ 970,199	\$ 742,590
Estimated Carry Forward to 2001		\$ 86,692			
Ending Fund Balance	\$ -	\$ 1,626,097			
Equipment Replacement Fund					
Beginning Fund Balance	\$ 650,558	\$ 627,930	\$ (22,628)	\$ 627,930	\$ -
Revenues	\$ 164,978	\$ 188,826	\$ 23,848	\$ 164,978	\$ 23,848
Expenditures	\$ 275,000	\$ 140,411	\$ (134,589)	\$ 275,000	\$ (134,589)
Ending Fund Balance	\$ 540,536	\$ 676,345	\$ 135,809	\$ 517,908	\$ 158,437
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 540,536	\$ 676,345			
Vehicle Operations & Maintenance Fund					
Beginning Fund Balance	\$ 79,175	\$ 71,299	\$ (7,876)	\$ 56,790	\$ 14,509
Revenues	\$ 52,615	\$ 60,925	\$ 8,310	\$ 52,615	\$ 8,310
Expenditures	\$ 75,000	\$ 34,137	\$ (40,863)	\$ 75,000	\$ (40,863)
Ending Fund Balance	\$ 56,790	\$ 98,087	\$ 41,297	\$ 34,405	\$ 63,682
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 56,790	\$ 98,087			
Unemployment Fund					
Beginning Fund Balance	\$ 31,868	\$ 34,556	\$ 2,688	\$ 32,621	\$ 1,935
Revenues	\$ 30,753	\$ 30,000	\$ (753)	\$ 30,753	\$ (753)
Expenditures	\$ 30,000	\$ 4,731	\$ (25,269)	\$ 8,259	\$ (3,528)
Ending Fund Balance	\$ 32,621	\$ 59,825	\$ 27,204	\$ 55,115	\$ 4,710
Estimated Carry Forward to 2001		\$ -			
Ending Fund Balance	\$ 32,621	\$ 59,825			

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Shoreline Park and Ride TOD Roles and Responsibilities
DEPARTMENT: Planning and Development Services
PRESENTED BY: Tim Stewart, Director
Kirk McKinley, Planning Manager

EXECUTIVE / COUNCIL SUMMARY

During the City Manager Report at your April 23 meeting, your Council requested an opportunity to spend time reviewing the draft roles and responsibilities, principles, and timeline for the Shoreline Park and Ride Transit Oriented Development (TOD) project. These items were distributed at the April 23 meeting, and are attached again for your review. Any comments that your Council has will be shared with the other partners in this process (King County and Washington State Department of Transportation).

Attachment A lists draft roles and responsibilities for the Technical Advisory Committee (TAC), and Attachment B for the Stakeholders. These were prepared by the TAC. Also included are two draft letters of agreement based on the discussion of the Stakeholders on April 2. Attachment E is the Stakeholder elected official's letter. This letter will include the principles and the Stakeholder roles and responsibilities as attachments. The second letter (Attachment F) is to be signed at the staff level. It will include the TAC roles and responsibilities and schedules. The principles were drafted based on the Stakeholder meeting held on April 2. Attachment D is the draft schedule for the remainder of Phase I; it concludes with a Stakeholder meeting on June 18 with the Stakeholders forwarding "bookend" concepts to the State. "Bookend" concepts were discussed on April 2, and will include site ownership options, and options regarding the amount of parking and land use types. The idea of the "bookends" is to bracket the options for Phase II analysis and ultimately for the final concept. The TAC is currently developing a work program schedule for Phase II, which will focus on the tasks subsequent to the State responding to the "bookend" concepts. This work program schedule will include the community design charrettes, development of alternatives, drafting of codes up to the preparation of a Master Plan.

RECOMMENDATION

Discuss and share any comments on the Draft attachments.

Approved By: City Manager KTB City Attorney NJA

ATTACHMENTS

- Attachment A – Draft Roles and Responsibilities (Technical Advisory Committee)
- Attachment B – Draft Roles and Responsibilities (Stakeholders)
- Attachment C – Draft Principles
- Attachment D – Draft Shoreline TOD Schedule (for Phase I)
- Attachment E – Draft Elected Letter
- Attachment F – Draft Staff Letter
- Attachment G – Shoreline TOD Process Diagram, April 10, 2001

SHORELINE TOD PROJECT ROLES & RESPONSIBILITIES

Draft -- April 11, 2001

TECHNICAL ADVISORY COMMITTEE (TAC)

The TAC's role is to facilitate development of a Shoreline TOD Project Proposal to be submitted to the State, and development of a Master Plan for the Shoreline Park-and-Ride site to be submitted to the City of Shoreline. The TAC will meet as often as necessary to analyze project data/information and guide the process.

MEMBERSHIP (Agency/Department):

- King County (overall project lead)
 - Transit Oriented Development (TOD)
 - Transit Operations
 - Legislative
- City Of Shoreline
 - Planning and Development Services Department
- WSDOT (property owner)
 - Real Estate Services
- Consultants
 - Merritt+Pardini (prime)
 - Economics Research Assoc.

MEMBER RESPONSIBILITIES:

General responsibilities of TAC members include: maintaining two-way flow of information, ensure agency and community interests are addressed, collect and analyze information, determine next steps, guide the process and keep stakeholders informed and involved.

- KCDOT
 - TOD – Nancy Gordon:
Project leadership and advocacy, manage process, manage consultants, facilitate meetings, recordkeeping, inform and involve KCDOT management and director, future funding, manage KC internal project team
 - Transit Operations – Sally Turner:
Ensure transit needs are addressed, provide transit related information and coordinate with transit staff

- Legislative – Doug Hodson:
Inform and involve King County Elected Officials
- City of Shoreline
 - Planning – Kirk McKinley
Prepare Stakeholders staff reports, provide city policies and codes, inform and involve City officials, manage consultant community involvement sub-contract, coordinate shoreline citizen involvement, maintain citizen mailing lists
 - Economic Development – Jan Briggs
Outreach and involvement of potential tenants & developers, project implementation
- WSDOT
 - Real Estate Services – Mike Gallagher
Provide WSDOT needs/information, inform and involve State staff, liason with state park and ride task force
- Merritt+Pardini
 - Consultant – Robert Berman
Conduct community meetings, prepare materials and host internal worksession and 2 project workshops, develop project concept proposal for presentation to stakeholders and submittal to WSDOT, conduct preliminary environmental assessment, refine alternatives, develop preliminary cost estimates, draft & finalize master plan, prepare master plan application submittal and draft next steps
- Economics Research Associates
 - Consultant – Bill Lee
Update preliminary market analysis, participate in preparation for and facilitation of internal work session and 2 workshops, prepare final market analysis and prepare implementation strategy for master plan

SHORELINE TOD PROJECT ROLES & RESPONSIBILITIES

Draft -- April 11, 2001

STAKEHOLDERS

Membership:

- King County Executive's Office – Ron Posthuma
- King County Councilmember – Maggi Fimia
- City of Shoreline – Mayor and City Council
- WSDOT NW Area Administrator – Maureen Sullivan
- State Representative – Carolyn Edmonds

Member roles:

General roles of stakeholders include: provide policy oversight and guidance at key milestones, annual budget approval.

- King County Executive's Office – Ron Posthuma
Represent King County Department of Transportation interests
- King County Council – Maggi Fimia
Represent County Council interests, Council will review master plan, make decision regarding implementation and authorize TOD project budget for 2002
- City of Shoreline – Mayor and City Council
Represent City of Shoreline interests, review and approve master plan and Planned Action EIS (after review and recommendation from Planning Commission)
- WSDOT NW Area Administrator – Maureen Sullivan
Represent state legal and policy interests, determine state ownership and role in future TOD development
- State Representative – Carolyn Edmonds
Coordination at legislative level

Shoreline Park and Ride TOD Principles -- Draft
April 11, 2001

The Stakeholders of the Shoreline Park and Ride Transit Oriented Development Project have agreed upon the following principles to guide the planning and implementation of future development of this site.

- 1) The project should be mixed use. Housing should be a component of the project.
- 2) The park and ride function should remain. Potential for shared parking shall be examined as a means by which additional park and ride capacity can be accommodated.
- 3) The project should be a net enhancement to the surrounding community. Enhancements can include sidewalks, screening, water quality (at Echo Lake), and traffic management, among others.
- 4) The development of this site should include usable public space.
- 5) The development design should be attractive, enhance the aesthetics of Aurora and strengthen the aesthetics of the nearby neighborhoods.
- 6) The planning process should be inclusive with participation by nearby residents, businesses, potential developers, and tenants. The charrette and design process shall include visual aids to assist participants in visualizing the options/potentials.
- 7) Transit related functions at Shoreline Park and Ride should be coordinated with transit needs system wide, including Aurora Village Transit Center.
- 8) The project should be a hallmark for economic development and set an example for future economic redevelopment efforts in Shoreline.

SHORELINE TOD SCHEDULE

April 11, 2001

This project schedule encompasses the period from April 1, 2001 through June 30, 2001 (from the Stakeholders Meeting through Project Proposal submittal to the State).

April 2, 2001	Shoreline TOD Project Stakeholders Meeting
April 11, 2001	Shoreline Technical Advisory Committee Meeting (TAC) <ul style="list-style-type: none"> • Drafted Project Schedule • Determined Roles & Responsibilities • Discussed Letters of Agreement • Discussed Project Principles
April 25, 2001	Rob Berman, Consultant, Distributes Proposed Work Program for Remainder of Process (following States response to Project Proposal)
May 1, 2001	Shoreline TAC Meeting <ul style="list-style-type: none"> • Review of Proposed Work Program • Provide Comments/Constraints regarding Project Proposal
May 9, 2001	Internal Project Definition Work Session <ul style="list-style-type: none"> • Consultants Develop Proposal(s) until 2:00 PM • TAC & Other Attendees Participate 2:00 – 5:00 PM • Determine Agreed Upon Project Proposal <ul style="list-style-type: none"> - Concept Plans - Intensity of Site Use - Ownership Scenarios
May 17, 2001	Shoreline TAC Meeting <ul style="list-style-type: none"> • Final Comments and Discussion on Project Proposal
June 1, 2001	Staff Report and Project Proposal to City Council and Stakeholders
June 18, 2001	Shoreline TOD Stakeholders Meeting <ul style="list-style-type: none"> • Seeking Approval of Project Proposal and Submittal of Proposal to the State
June 29, 2001	Final Project Proposal Submitted to the State

Draft
April 12, 2001

RE: Letter of Agreement concerning the process for the Shoreline Transit Oriented Development (TOD) Project

This Letter of Agreement outlines the cooperative process agreed to for development of the Master Plan for the Shoreline Transit Oriented Development project at 192nd Street and Aurora Avenue North.

Fundamental to this agreement is the understanding that this master planning process will be conducted jointly by elected representatives and the appropriate staff from the agencies involved. We also recognize that members of the surrounding community and residents of the City of Shoreline are vital partners in this process and project. The revised process diagram that was agreed to for the Shoreline Transit Oriented Development (TOD) project is attached. It includes a 12-month timeline for Master Plan development, including a series of work-sessions to allow for coordination among the various stakeholders, and a process for public outreach. Policy direction for this effort will come from elected officials at key milestones during the process (identified on the attached diagram as "stakeholder worksessions").

Technical work performed by each agency and the consultants will be shared with all other stakeholders. A detailed work program including the roles and responsibilities for each of the agencies involved is attached.

Staff agrees to continue coordination and cooperation on this important project.

Sincerely,

Tim Stewart, Director
Planning & Development Services
City of Shoreline

Ron Posthuma, Assistant Director
Department of Transportation
Metropolitan King County

Maureen Sullivan, Area Administrator
Washington State Department of Transportation

Paul Carlson, Lead Analyst
King County Council
Metropolitan King County

Attachments:
Shoreline TOD Process Diagram (April 10, 2001)
TAC Roles and Responsibilities
Stakeholder Roles and Responsibilities
Work Program (Phase I and II)

Draft
April 25, 2001

RE: Letter of Agreement between Stakeholder elected officials concerning the process for the Shoreline Transit Oriented Development Project

The intent of this agreement is to outline the cooperative process agreed to by the elected officials involved for the development of the Master Plan for the Shoreline Transit Oriented Development project at 192nd Street and Aurora Avenue North. This is in addition to the staff agreement designed to guide the process for this project.

The elected officials involved have agreed upon the attached list of "principles" to guide the planning and implementation of future development of this site. Policy direction and oversight for this effort will come from the elected officials at key milestones during the process. In addition, the elected officials agree that a detailed work program including the roles and responsibilities for each of the agencies involved is necessary to draft and approve.

Finally, the elected officials involved in this process agree to decision making by consensus and to rotate responsibilities for facilitation of stakeholder meetings to ensure fairness and continued cooperation.

Sincerely,

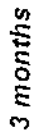
Maggi Fimia, Councilmember
King County

Carolyn Edmonds, Representative
32nd District

Scott Jepsen, Mayor
City of Shoreline

Attachments:
Shoreline T.O.D. Principles
Stakeholder Roles and Responsibilities

Implementation



3 months

3 months
WSDOT Review

Timeline

Merritt + Pardini

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Capital Improvement Program Quarterly Update
DEPARTMENT:	Public Works
PRESENTED BY:	William L. Conner, Public Works Director <i>WLC</i>

EXECUTIVE / COUNCIL SUMMARY

The purpose of this agenda item is to update your Council on the status of the Capital Improvement Program (CIP). Other than the annual CIP briefing presented in the November-December period as part of the yearly budget submission, staff has not provided a summary of the CIP. This briefing will serve as the first of what we propose to be a series of quarterly CIP updates, although program and project needs may dictate a different schedule. As a preamble to this first update staff will provide a detailed explanation of the City of Shoreline's project management process. Staff further seeks to establish a partnership with your Council in advancing the CIP program (Council Goal #3 in the 2000-2001 annual work plan).

A model of the city's project management process is shown at Attachment A. Centered in the model and shown in purple are the key milestones of any capital project: Study, Pre-Design, Design, Right-of-Way (ROW), Permits, Construction and Maintenance. These **project milestones** must be achieved, usually in sequence, to accomplish the project. Project milestones are mostly independent of their surroundings; the milestones apply to both private sector and public sector capital projects. Each successive milestone builds on the ones before it, as shown by the red arrows. Project milestone sequencing is usually progressive in that once a milestone is achieved there is no need to re-visit that milestone at a later date. The project manager is responsible for shepherding the project through each project milestone.

Superimposed on the project milestones and shown in green are three sets of **process milestones**, representing the Council, Public and Environmental processes. These milestones are dependent on their surroundings; they are tailored to fit the specific needs and values of the sector in which they exist. Process milestones can be either progressive or regressive in nature depending on modifications to policy, legislative acts, judicial decisions and public input. The City Staff is responsible for shepherding the project through each process milestone.

Project and process milestones are connected by communication links, usually in the form of written documents such as meeting minutes, reports and memoranda. Other possible links are electronic documents like video or audio tapes, web site postings or

photographs. Completing the project management process is also dependent on a number of variable factors, shown in the model as starburst graphics, such as the contract process, the market for design and construction businesses, input from other agencies and emerging issues like salmonid protection under the Endangered Species Act.

Of the thirty four capital projects listed in the 2001 CIP nine have been identified by Staff as priority projects. They are:

Aurora Corridor	Interurban Trail	Shoreline Pool
Shoreview Park	Paramount Park	Recreation Center
North City Sub Area	Ronald Bog	3 rd Avenue NW Drainage

Current schedules for these nine projects are provided at Attachment B. To further illustrate the process model a matrix of tasks for the Aurora Corridor project, including a schedule of best case, worst case and most likely case scenarios for execution of this project is provided at Attachment C. The matrix provides a real world example of how the listed tasks interface with project and process milestones.

Using the process model staff looked at every staff report submission to your Council from January 2000 to present. From these reports, and the subsequent Council meeting discussions, a number of promises were made regarding construction start dates, project scope clarification, and other process milestones. Attachment D summarizes the key promises made during this period and provides the outcome of each promise. This attachment also serves as a benchmark for future CIP discussions.

Staff is committed to providing quarterly CIP updates, assuming that meets your Council's needs and agenda schedule. The updates will focus on potential project or process issues, report on known problems, seek guidance on project priorities and provide schedules for future project milestones.

RECOMMENDATION

No action is requested at this time. This report offers your Council an opportunity to ask questions of Staff and to discuss the project schedules, the process model and/or project priorities.

Approved By: City Manager  City Attorney ____

ATTACHMENTS

Attachment A – CIP Process Model
Attachment B – Project Schedules
Attachment C – Aurora Corridor Project Task Matrix and Schedules
Attachment D – Staff Report Promises Summary

BACKGROUND / ANALYSIS

Execution of capital projects, either in the private or public sector, has become an increasingly complex endeavor. Simply "getting the engineering right" is no longer a guarantee of a successful project. In fact the process of executing a capital project has drifted from the realm of hard science into one more suitable to practitioners of management philosophy. People who are responsible for the completion of a given capital project are no longer called project engineers, but instead are referred to as project managers. Project management is a growth study at many universities and, although it grew from the study of engineering disciplines, it is no longer restricted to engineering departments. For example, one of the leading texts on project management by Harold Kerzner devotes the first ten chapters to such non-engineering subjects as conflict resolution, organizational structures and working with executives.

The concept of project management is relatively new and traces its roots to the mid 1970's. Its goal is the successful achievement of a specific goal or objective through judicious use of resources. Project management is designed to make better use of resources by getting work to flow both horizontally and vertically through a matrix of finite activities. The horizontal work flow is measured by accomplishment of specific milestones like planning, designing and constructing of the project. For capital projects these milestones can be traced back to their engineering roots. The vertical work flow is measured by the involvement of stakeholders who are not part of the engineering process but still have an interest in the project's outcome. In the private sector these stakeholders are usually members of the corporate hierarchy and represent the corporation's primary interest in making a profit. In the public sector the corporate hierarchy is replaced by a consortium of elected governments, bureaucratic organizations responsible for oversight of federal, state and local laws, special interests, and the general public. A successful project in the public sector then is one that achieves the goal through attainment of horizontal milestones but does so by leveraging the often competing interests of the vertical stakeholders.

The Project Management Process Model

A model of the City of Shoreline's project management process is shown at Attachment A. Centered in the model and shown in purple are the key horizontal milestones: Study, Pre-Design, Design, Right-of-Way (ROW), Permits, Construction and Maintenance. We will call these **project milestones** because they must be achieved, usually in sequence, to accomplish the project. Project milestones are mostly independent of their surroundings; the milestones apply to both private sector and public sector capital projects. Each successive milestone builds on the ones before it, as shown by the red arrows. Project milestone sequencing is usually progressive in that once a milestone is achieved there is no need to re-visit that milestone at a later date. The project manager is responsible for shepherding the project through each project milestone.

Superimposed on the project milestones and shown in green are three sets of vertical **process milestones**, representing the Council, Public and Environmental processes. These milestones are dependent on their surroundings; they are tailored to fit the specific needs and values of the sector in which they exist. Process milestones can be

either progressive or regressive in nature depending on modifications to policy, legislative acts, judicial decisions and public input. The City Staff is responsible for shepherding the project through each process milestone.

Project and process milestones are connected by communication links, usually in the form of written documents such as meeting minutes, reports and memoranda. Other possible links are electronic documents like video or audio tapes, web site postings or photographs. Completing the project management process model is also dependent upon a number of variable factors, shown in the model diagram as starburst graphics, such as the contract process, the market for design and construction businesses, input from other agencies and emerging issues like salmonid protection under the Endangered Species Act.

Almost all CIP projects require formal detailed planning called a **study**, which is the function of selecting objectives and establishing the policies, procedures and programs necessary for achieving those objectives. In the Aurora Corridor Pre-Design Study for example, three options were looked at to meet the stated objectives of providing improved traffic flow, improved safety and improved economic stability to Aurora Avenue North. The approved option sought to provide a balance between regional and local needs for Aurora and was achieved through input from a Citizen's Advisory Task Force, an Interagency Technical Advisory Committee and the general public. This project is now in the **pre-design** phase (although a number of design phase tasks such as environmental documentation and permitting are receiving attention as well). In the pre-design phase a number of engineering (horizontal) tasks must be accomplished, each one dependent on sanction by process (vertical) interests. Among the engineering tasks are:

- Channelization Plan
- Right-of-Way Policies and Procedures Manual
- Stormwater Runoff Flow Control
- Stormwater Runoff Quality Control
- Landscaping
- Lighting
- Value Engineering

The Stormwater Runoff Flow Control task is currently under review by Staff. For the first phase of the Aurora project (145th to 165th Streets) there will be a decrease in impervious surfaces as existing concrete and asphalt is replaced by planting strips and vegetated center medians. Federal and state regulations are clear in stating no additional storm design work is needed when this is the case. Therefore from a strictly engineering (horizontal) point of view the stormwater issue is ready to move on to the next project milestone. However, Staff recognizes the City has other interests outside the Aurora project that may impact stormwater design. One is to adopt and implement a formal economic development program (Council Goal #1). Another interest is to develop a comprehensive plan to respond to the needs of the Endangered Species Act, the Clean Water Act and the Shoreline Master Program (Council Goal #6). So Staff is investing time to determine if these (vertical) council goals can be met in part by providing more stormwater flow control on Aurora than what is strictly required by the (horizontal) pre-design process.

The pre-design project milestone is followed by the **design** milestone. Here general concepts are translated into specific project details. But even this most hard-core engineering element is subject to vertical process review. The Aurora project can again be used to illustrate this point. The City's design must be reviewed by an outside agency, in this case the Washington State Department of Transportation (WSDOT), for compliance with their policies and procedures for design of state highways. Issues such as curb height, tree spacing, location and function of traffic signals, and use of highway signs must be approved by WSDOT before the City can begin construction.

Additional vertical reviews are required for completion of the **right-of-way** (ROW) milestone. Before federal funds are released to purchase property along the Aurora corridor to expand the ROW the Federal Highway Administration (FHWA) must approve the environmental plan so that any purchase and use of property is in compliance with the National Environmental Policy Act (NEPA).

Prior to beginning construction the City, like any other developer, is required to obtain necessary federal, state and local **permits**. Obtaining permits not only requires the scrutiny of the agency issuing the permit, they usually trigger review by special interests and the general public. The Shoreview Park and Paramount Park projects provide two examples where this has occurred. In both cases the City was asked to re-consider decisions made during the study, pre-design and design phases in order to address concerns held by stakeholders as conditions for receipt of state and local permits. The time needed to reach consensus on the permitting phase of a project is difficult to estimate. On the Paramount Park project the permit review time can be measured in weeks, whereas the permit review period for Shoreview Park project has taken years.

Even the final project phases are subject to vertical review under the project management process model. **Construction** and **maintenance** tasks can be subject to issues raised by the public, such as access to businesses during project construction and the scope, phasing and funding of maintenance tasks after construction. In each case the project manager must continue to provide careful oversight of these project tasks in order to address the concerns of the process stakeholders.

CIP Review

Of the thirty four capital projects listed in the 2001 CIP nine have been identified by Staff as priority projects. They are:

Aurora Corridor	Interurban Trail	Shoreline Pool
Shoreview Park	Paramount Park	Recreation Center
North City Sub Area	Ronald Bog	3 rd Avenue NW Drainage

Current schedules for these nine projects are provided at Attachment B. To further illustrate the process model a matrix of tasks for the Aurora Corridor project, including a schedule of best case, worst case and most likely case scenarios for execution of this project is provided at Attachment C. The matrix provides a real world example of how the listed tasks interface with project and process milestones.

Using the process model staff looked at every staff report submission to your Council from January 2000 to present pertaining to the nine priority projects. From these reports, and the subsequent Council meeting discussions, a number of promises were made regarding construction start dates, project scope clarification, and other process milestones. Attachment D summarizes the key promises made during this period and provides the outcome of each promise. This attachment also serves as a benchmark for future CIP discussions. Each project is summarized below.

The **Aurora Corridor Project** has been presented to your Council on several occasions in 2000 and 2001. On April 17, 2000 your Council was informed of the project's work plan for that year. The plan included surveying and mapping of the ROW and utilities, preparation of a design memorandum at the end of the pre-design phase, and environmental analysis. At that time staff committed to returning in May with a contract to complete the work. That contract was actually brought to your Council on June 12, along with a project schedule calling for construction to begin in early 2003. It was at this meeting that your Council requested staff to look at developing an accelerated project schedule, with the goal of beginning construction on or about October 2001. Subsequent Council presentations on November 20, 2000, January 8 and 22, 2001 and April 2, 2001 have proceeded toward that construction start goal. Although the project milestones of design, ROW, and permits could have been met to achieve an October 2001 construction start, it is clear the time needed to reach process milestones such as other agency reviews and SEPA/NEPA approval will be more than estimated. For example, we know that conducting ROW appraisals and making offers to approximately forty property owners on the first phase of the Aurora Corridor project can be accomplished within ninety days after the Channelization Plan is approved by WSDOT. What staff didn't plan for was having to work with WSDOT for up to a year after Channelization Plan submittal in order to obtain plan approval (the Channelization Plan was submitted in September, 2000 and has not yet been formally approved by WSDOT).

The **Interurban Trail Project** is linked to the Aurora project in terms of scope and schedule. On February 14, 2000 Staff provided your Council with a project schedule calling for the first construction contract to be awarded in mid-late 2001. Subsequent Council presentations in June and November reinforced this commitment. Although Staff is still working toward a 2001 construction start, reaching agreement with Seattle City Light for use of their ROW has not yet been achieved. Final design and subsequent construction cannot proceed without this agreement.

The **Shoreline Pool Improvement Project** was planned and designed with the specific goal of awarding a construction contract in the winter of 2001 so that construction could take place in the spring and summer of 2001. The desired outcome of this schedule was to complete the renovation to allow for use of the pool by Shoreline school teams after the 2001 school year began in September. On February 12, 2001 your Council approved a construction contract of 110 working days for this construction. With an estimated start date of early March the contractor would have been finished by mid August. But staff took longer than planned to obtain a building permit, thereby postponing the construction start to late April and placing the estimated construction finish six weeks later than promised.

The **Shoreview Park** and **Paramount Park** projects were scheduled for construction starts in the spring of 2001. Both projects received substantial re-designs during 2000. The Shoreview re-design occurred when your Council agreed to follow the Hearing Examiner's permit appeal recommendation made on August 18, 1999 to re-locate the Little League Field to an alternate site adjacent to the existing tennis courts. After nearly a year of new scoping meetings and review by the Parks Advisory Committee, on June 5, 2000 your Council approved the revised design concept for final design. After only four months of design a site development permit was applied for on October 5 and a ROW permit was applied for on November 20. These permits were approved on January 11, 2001, within the time frames established by the city's development code, setting the stage for a spring 2001 construction award. However, the permits were again appealed on January 17. The Hearing Examiner's most recent review was issued on April 23rd.

The Paramount Park project also saw several scoping changes, culminating in your Council's April 24, 2000 decision to combine the Skate Park and Paramount Park projects into one. The revised project's pre-design, design, permit and construction award milestones were reached in a nine month window, with the project advertised for construction on January 29, 2001. However, this project's permit was also appealed. Staff successfully negotiated a pre-hearing settlement with the appellants. Both park projects are now scheduled for summer 2001 construction.

The **Richmond Highlands Recreation Center Upgrade Project** was brought to your Council for specific action on November 15, 1999 (Master Plan) and on May 22, 2000 (Design Services). This project has just completed final design and is currently in the permitting process, with an anticipated construction award in August.

The **North City Sub Area Project** is technically in the study phase and not yet a capital project. Staff however has taken two pro-active steps in advancing this project in support of Council Goal #7. The first step is to craft a Proposed Action Supplemental Environmental Impact Statement (SEIS). The SEIS focuses on potential impacts associated with increased intensity of development and reconfiguration of 15th Avenue NE in the North City area. This document is currently in final draft and will be sent out for public comment this month.

When completed the SEIS will provide an environmental basis for rapid federal, state and local permitting actions, which in turn will help expedite both private and public capital improvements in the North City area.

The second pro-active step taken is the execution of an existing capital project to install a traffic signal on 15th Avenue NE at 165th Street. This project was briefed to your Council on May 1, 2000 and went out to bid in December. A bid protest was filed in January, 2001 and reconciled without having to go to court in February. Your Council authorized a construction award on February 12. Construction is scheduled for completion in August.

The **Ronald Bog Drainage Study** was briefed to your Council on February 26, 2001. Approval was given to continue the study with an eye toward design of a stormwater system along NE Serpentine Place, replacement of the pump at 2nd Place NE, and

regrading of wetlands south of Cromwell Park and east of Ronald Bog to increase their storage capacity. Your Council also asked staff to explore alternatives to daylighting the drainage south of Ronald Bog along Corliss Avenue. Staff anticipates returning to your Council in June with further information and a request to go to the design stage.

The newest of the nine key CIP projects is the **3rd Avenue NW Drainage Improvements Project**. On April 23rd of this year your Council authorized Staff to complete the project study and move to design. This project will reduce flooding problems in 700 acres of the northern portion of the Boeing Creek drainage basin, an area roughly bounded by NW 203rd and NW 175th Streets and by Fremont Avenue and 8th Avenue NW. When completed, the project will address flooding up to the City's standard of a 25-year storm event and greatly reduce impacts of large events. For example, a 50-year event after project completion will look like a 2-year event does now. We anticipate returning to your Council in 2002 for a construction award.

SUMMARY

Staff is committed to providing quarterly CIP updates, assuming that meets your Council's needs and agenda schedule. Future updates will address the nine priority projects discussed above. The updates will focus on potential project or process issues, report on known problems, seek guidance on project priorities and provide schedules for future project milestones. In addition, seasonal CIP projects such as street paving and sidewalk repair will also receive attention as warranted. These update sessions could provide an opportunity to discuss individual projects that are of interest and may serve as a tool for discussing overall visions of the CIP program in general. Copies of the project schedules (Attachment B) are on file in a binder located in your Council's office at City Hall and will be updated periodically.

RECOMMENDATION

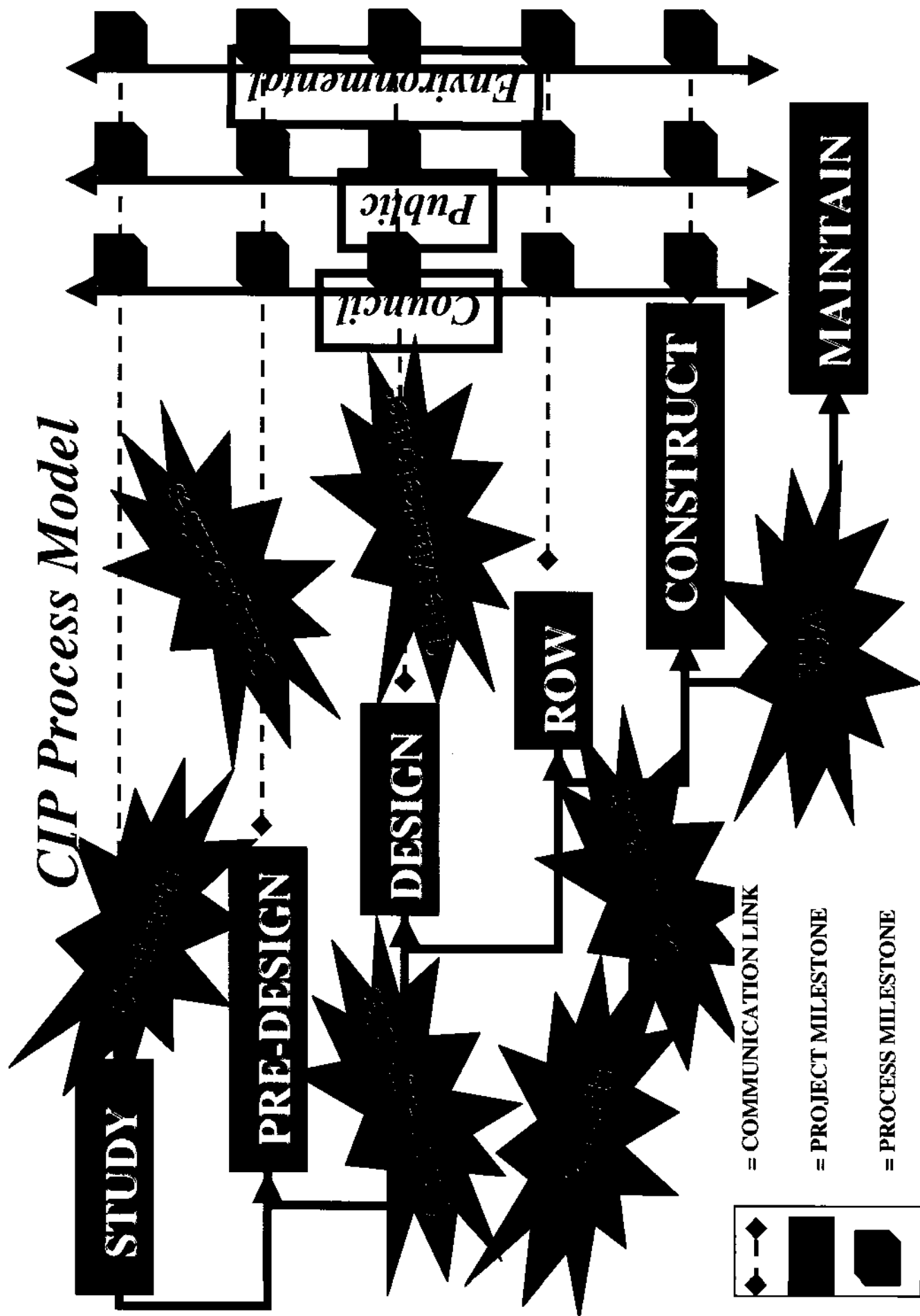
No action is requested at this time. This report offers your Council an opportunity to ask questions of Staff and to discuss the project schedules, the process model and/or project priorities.

ATTACHMENTS

- Attachment A – CIP Process Model
- Attachment B – Project Schedules
- Attachment C – Aurora Corridor Project Task Matrix and Schedules
- Attachment D – Staff Report Promises Summary

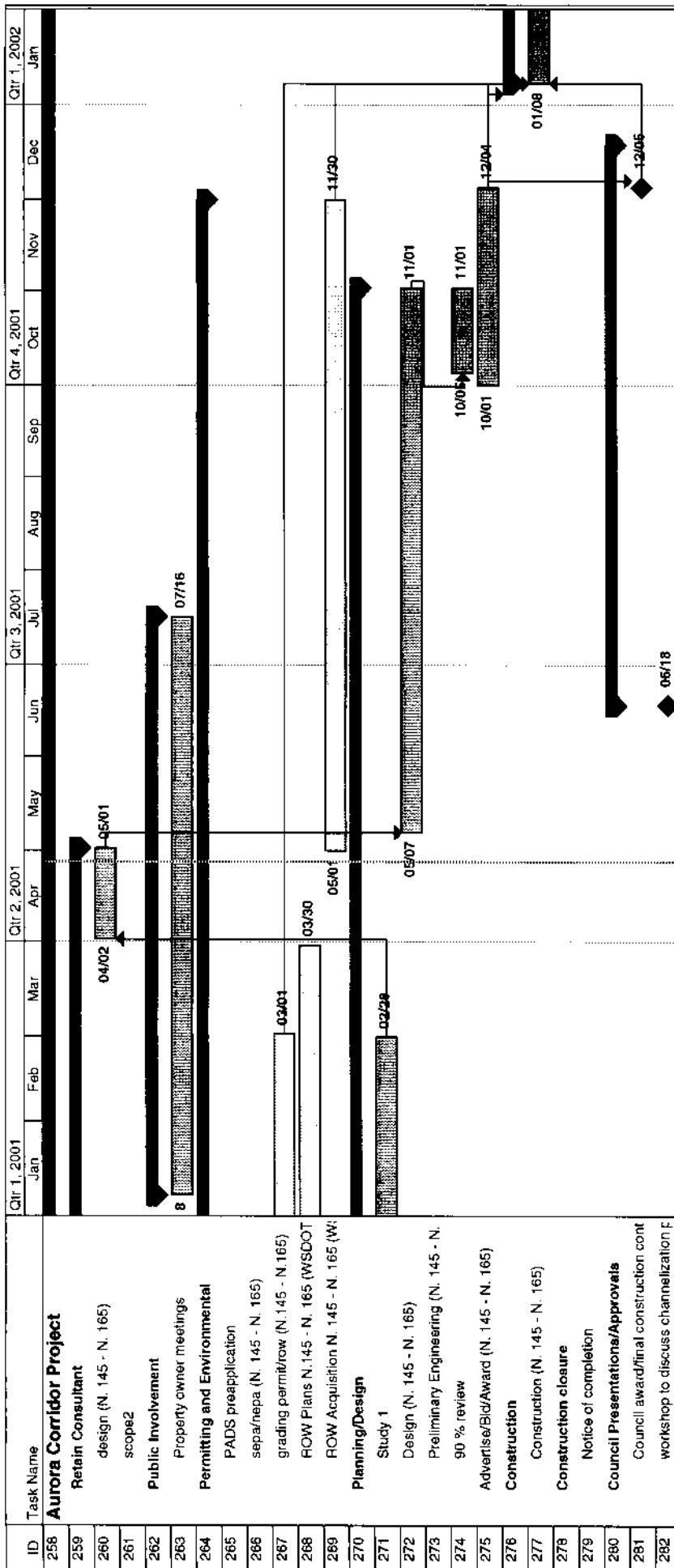
ATTACHMENT A

CIP Process Model

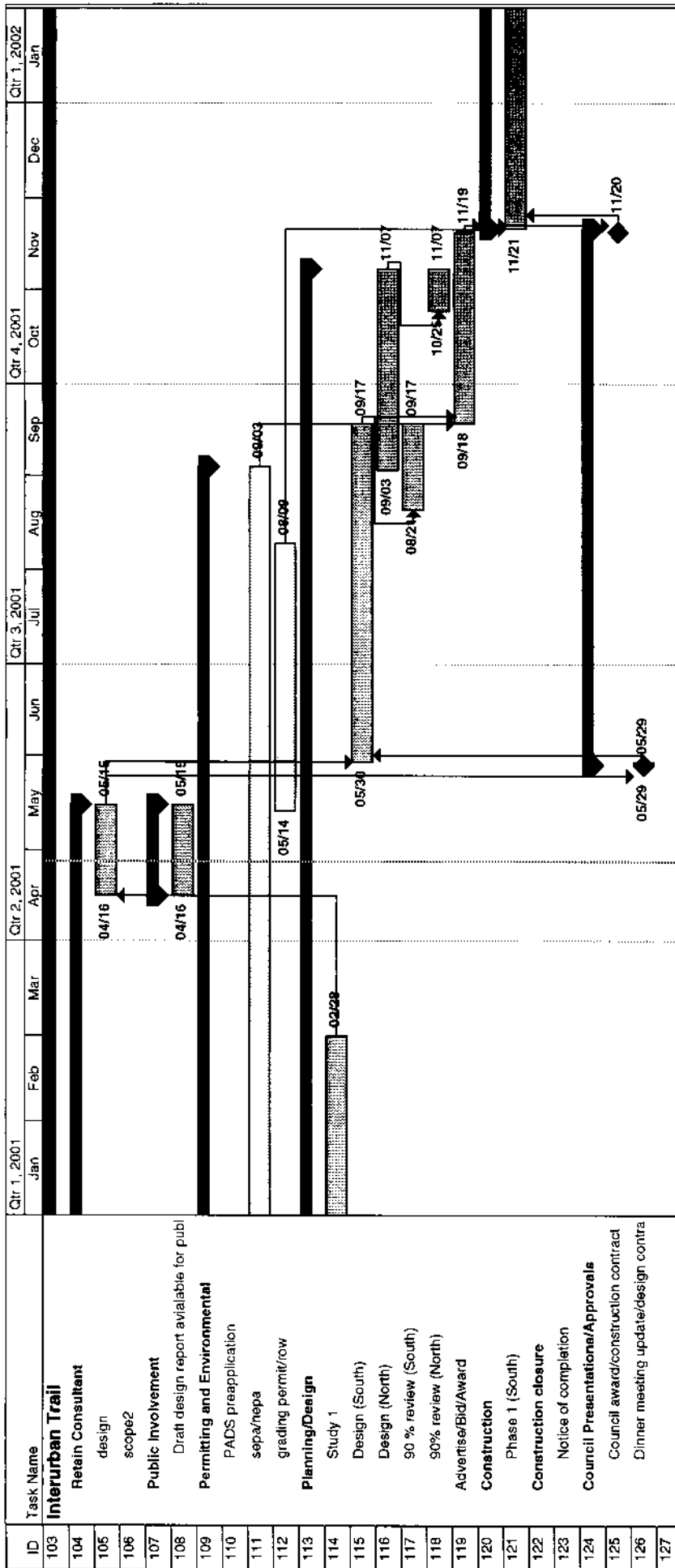


ATTACHMENT B

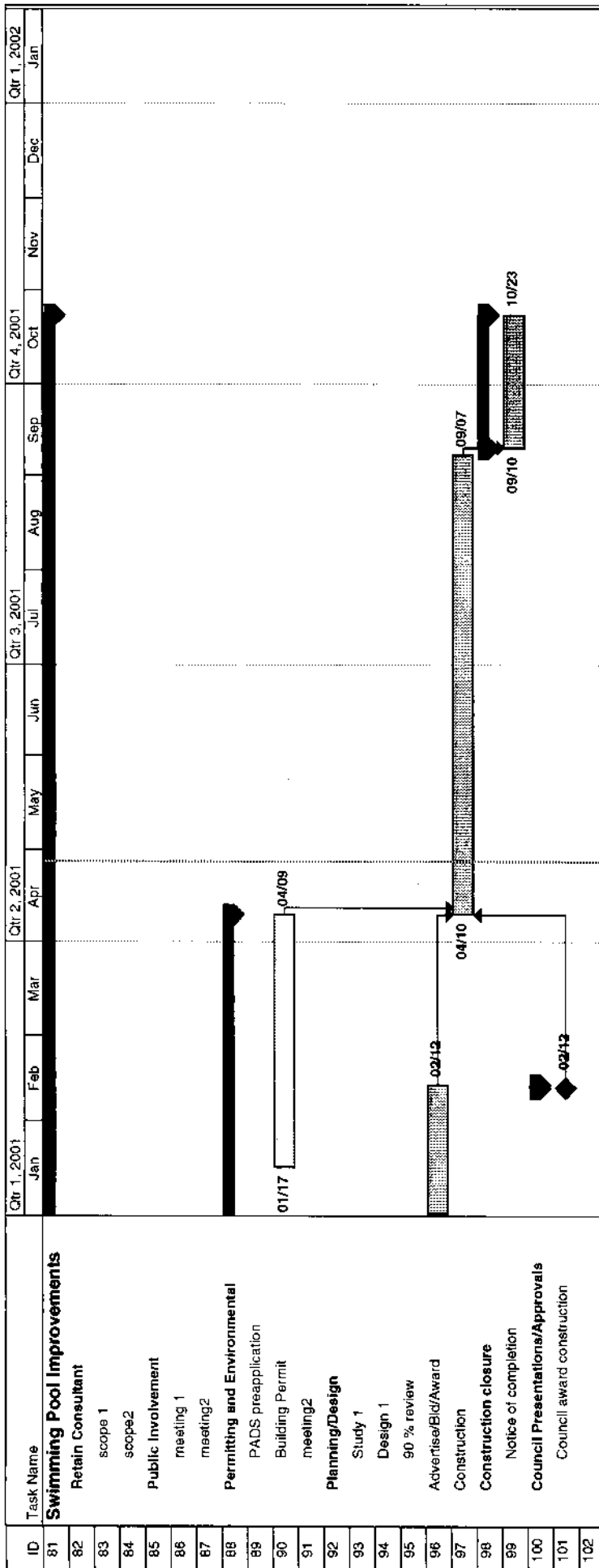
Project Schedules



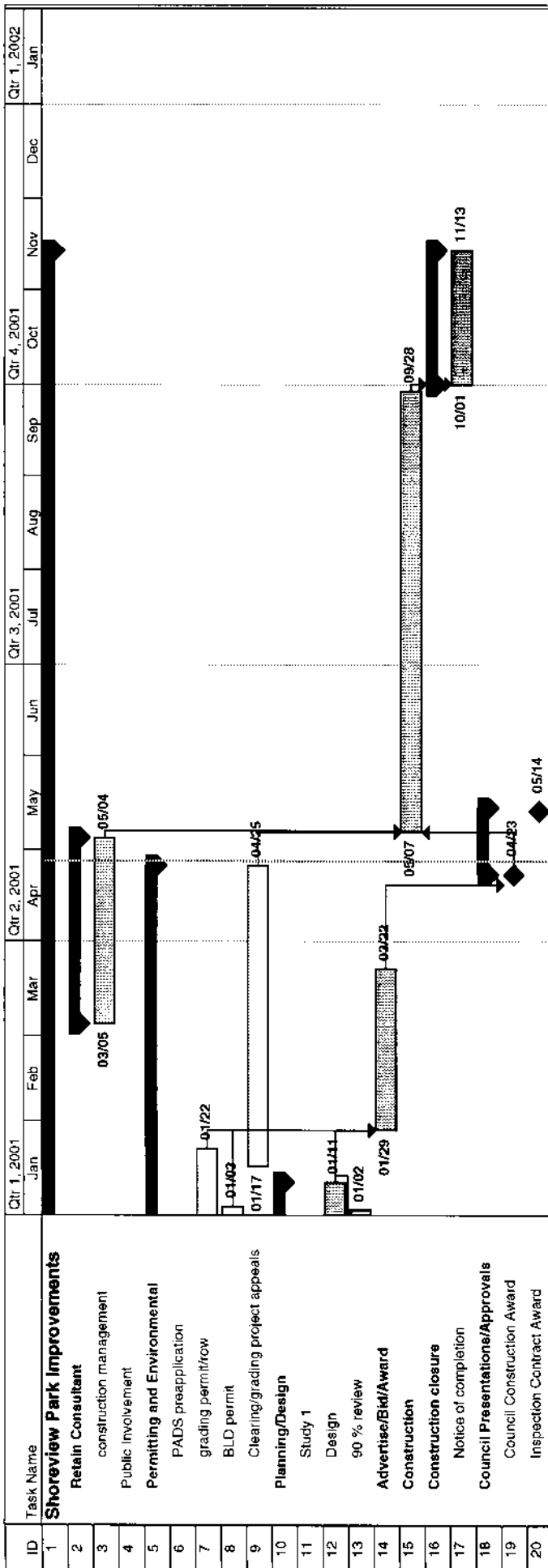
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	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	



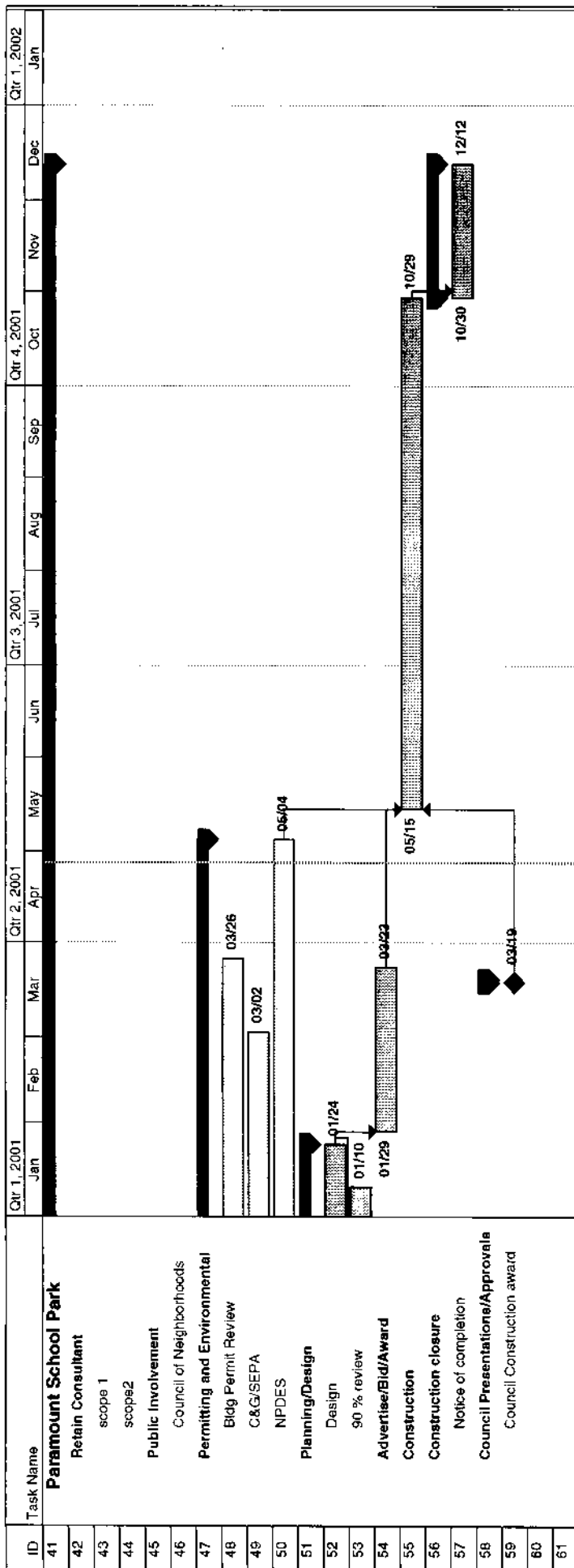
Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	



Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
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Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	



Project: 2001cibpp
Date: Fri 04/27/01

Task

Critical Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Critical Task

Rolled Up Milestone

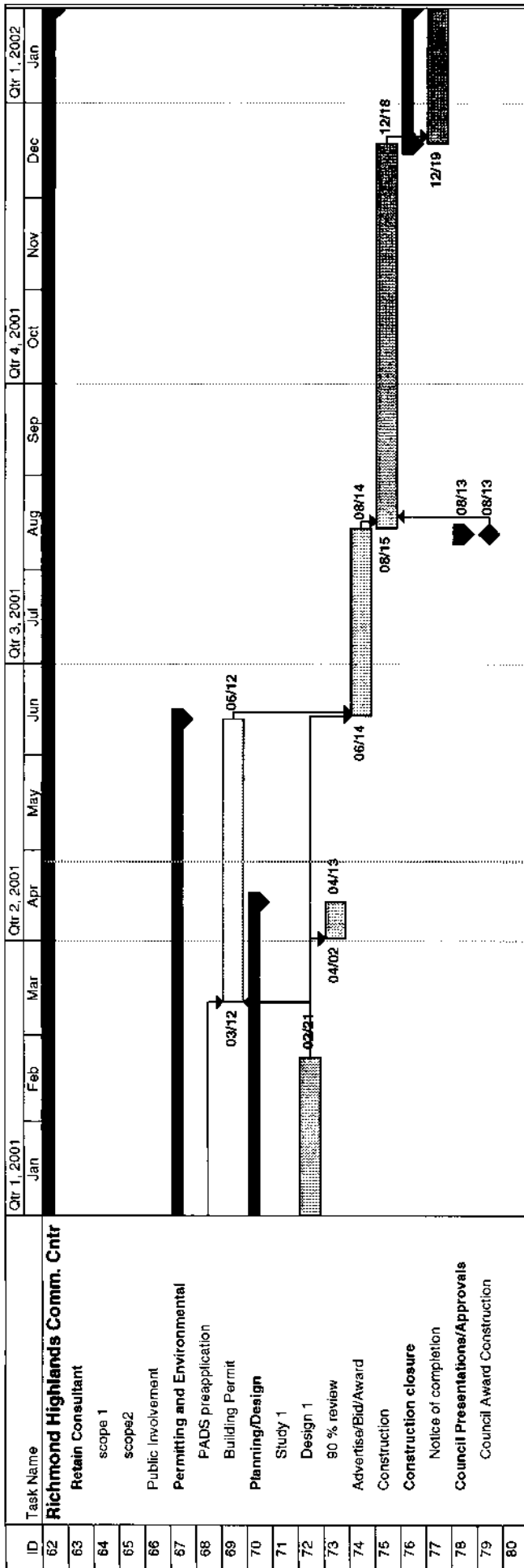
Rolled Up Progress

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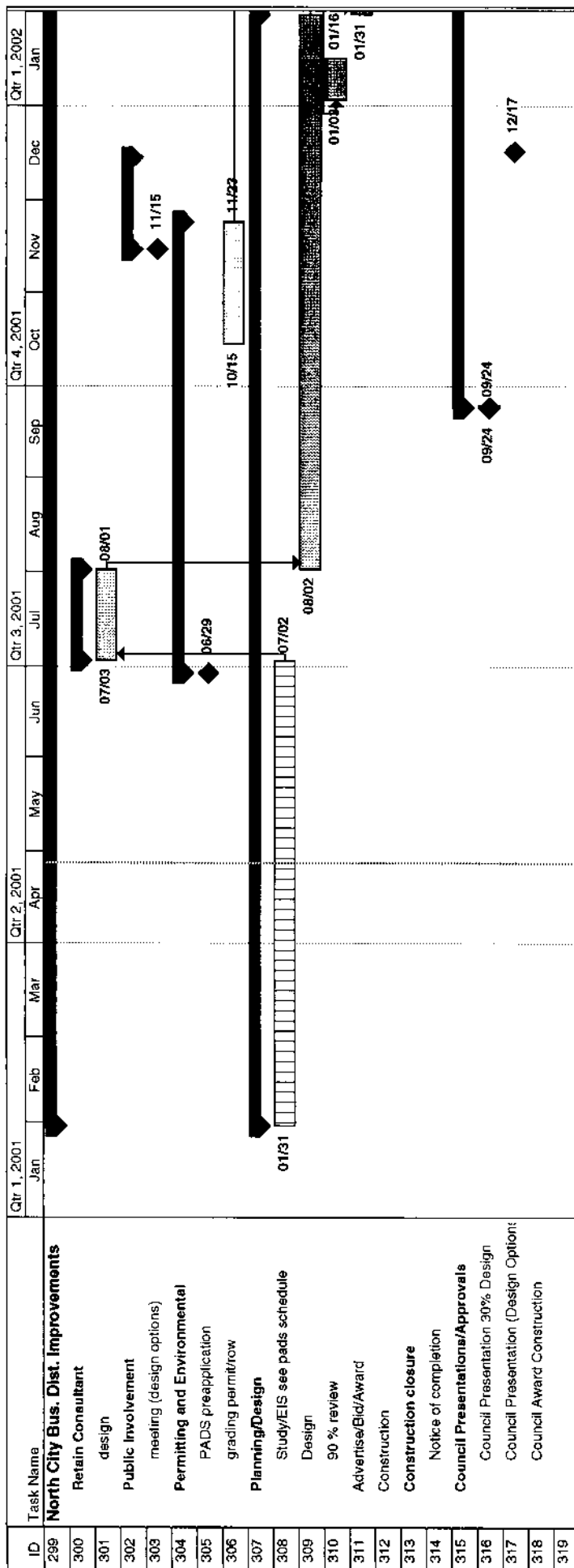
External Tasks

Project Summary

Group By Summary



Project: 2001cbbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	



Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	

ID	Task Name	Qtr 1, 2001			Qtr 2, 2001			Qtr 3, 2001			Qtr 4, 2001			Qtr 1, 2002	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
382	Ronald Bog														
383	Retain Consultant														
384	Design					05/07									
385	Public Involvement														
386	Parks Board														
387	newsletters														
392	Permitting and Environmental														
393	PADS preapplication														
394	sepa														
395	C&G/row														
396	Planning/Design														
397	Study														
398	Design														
399	90 % review														
400	Advertiser/Bid/Award														
401	Construction														
402	Phase 1 Ron Bog Imp.														
403	Construction closure														
404	Notice of completion														
405	Council Presentations/Approvals														
406	Council Presentations/Alternative Set														
407	Council Presentation Outlet options														
408															

Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	
Page 19				

ID	Task Name	Qtr 1, 2001												Qtr 2, 2001				Qtr 3, 2001				Qtr 4, 2001				Qtr 1, 2002	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan													
409	3rd Ave NW Drainage Imp.																										
410	Retain Consultant																										
411	Design																										
412	Public Involvement																										
413	News Letter-update																										
414	Open House-options																										
415	Parks Advisory Comm.																										
416	Permitting and Environmental																										
417	PADS preapplication																										
418	ROW/grading/sepa																										
419	Dam safety																										
420	preapplication																										
421	permit																										
422	Planning/Design																										
423	Pre-Design																										
424	Design-PS&E																										
425	90 % review																										
426	Advertise/Bid/Award																										
427	Construction																										
428	Construction closure																										
429	Notice of completion																										
430	Council Presentations/Approvals																										
431	Council Select Alternative																										
432	Council Award Construction																										
433																											

Project: 2001cibbp Date: Fri 04/27/01	Task	Summary	Rolled Up Progress	Group By Summary
	Critical Task	Rolled Up Task	Split	
	Progress	Rolled Up Critical Task	External Tasks	
	Milestone	Rolled Up Milestone	Project Summary	

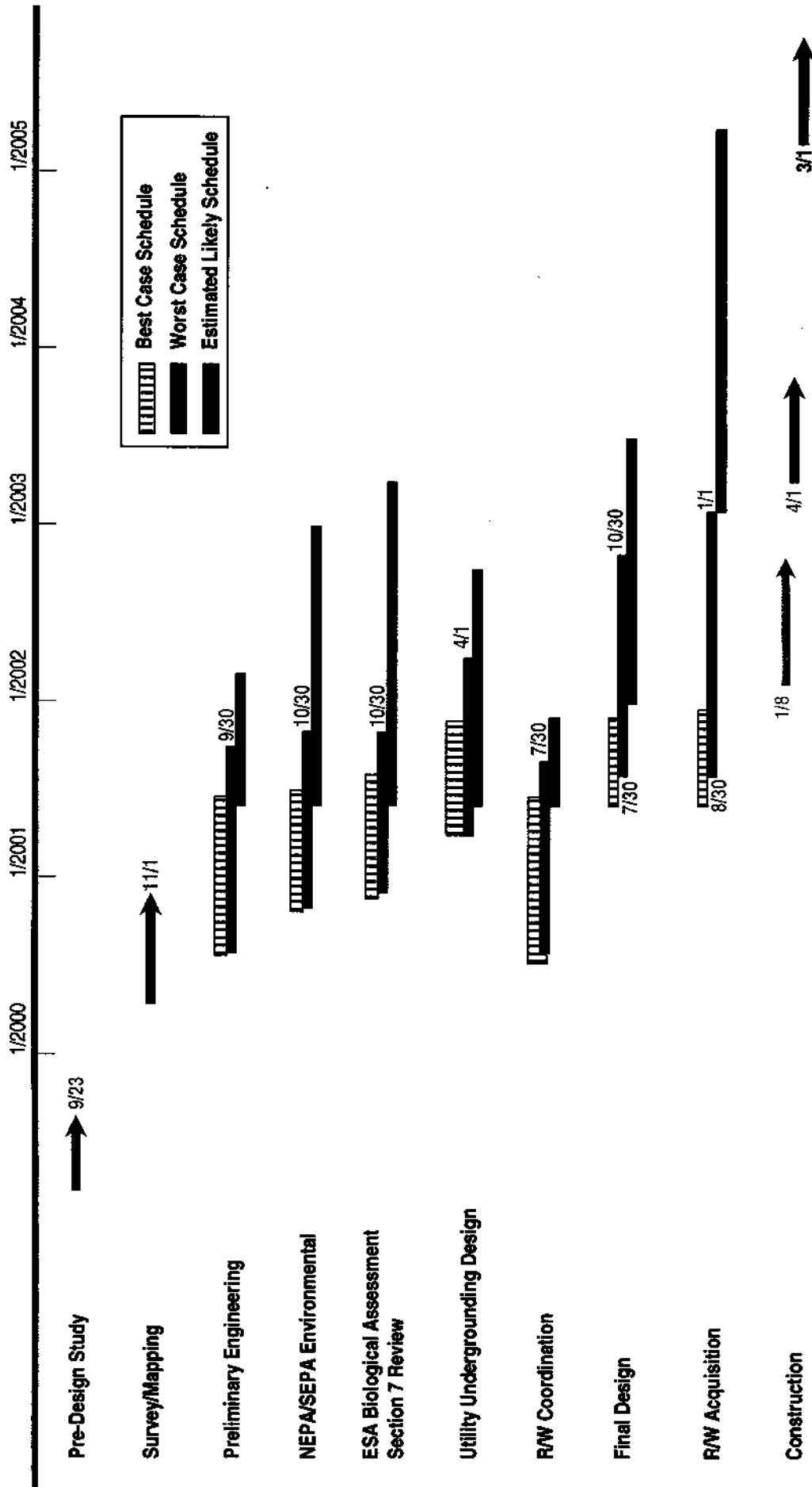
ATTACHMENT C

Aurora Corridor Project Task Matrix And Schedules

Aurora Corridor Project Task Matrix

Task	Milestone	Best	Worst	Estimate
	Preliminary Engineering			
PE-1	WSDOT Channelization Plan Approval	10 mos.	36 mos.	12 mos.
PE-2	City Design Memo Approval	2 mos.	24 mos.	6 mos.
PE-3	City "In-service Evaluation " Approval for Street Trees	2 mos.	6 mo.	3 mo.
PE-4	Council Lighting Concept Approval	1 mo.	3 mos.	1 mo.
PE-5	SCL Lighting Concept Approval	1 mo.	12 mos.	6 mos.
PE-6	City decision on interim sidewalks	1 mo.	6 mos.	3 mos.
PE-7	City decision on pedestrian refuge width changes	1 mo.	6 mos.	3 mos.
PE-8	TIB Value Engineering & Resolution of Accepted Proposals	2 mos.	18 mos.	4 mos.
PE-9	Preliminary Engineering Contract Amendment	1 mo.	3 mos.	2 mos.
PE-10	Seattle Agreement on 145 th intersection	2 mos.	8 mos.	3 mos.
PE-11	Council Preliminary Engineering Approval	1 mo.	6 mos.	2 mos.
PE-12	Prepare & Distribute Newsletter No. 2	1 mo.	4 mos.	2 mos.
PE-13	Prepare & Hold Open House	1 mo.	3 mos.	2 mos.
	Environmental Documentation			
ED-1	City Stormwater Treatment Approval	2 mos.	8 mos.	4 mos.
ED-2	City Stormwater Detention Concept Approval	2 mos.	8 mos.	4 mos.
ED-3	FHWA/ WSDOT NEPA Categorical Exclusion Approval	3 mos.	18 mos.	4 mos.
ED-4	NMFS Biological Assessment Approval	4 mos.	20 mos.	11 mos.
	Utility Design			
UD-1	Scope and contract for Seattle City Light	2 mos.	6 mos.	3 mos.
UD-2	Seattle City Light underground design	6 mos.	18 mos.	12 mos.
UD-3	Other utility company designs	6 mos.	18 mos.	12 mos.
	Right-of Way			
RW-1	City ROW Plan Approval	1 mo.	12 mos.	3 mos.
RW-2	Council Condemnation Ordinance	1 mo.	3 mos.	1 mo.
RW-3	City Policy on Non-conforming Sign	1 mo.	4 mos.	2 mos.
RW-4	City policy on utility connections on private property	1 mo.	4 mos.	2 mos.
RW-5	WSDOT Approval to spend ROW funds prior to Environmental permitting	2 mos.	12 mos.	4 mos.
RW-6	ROW Appraisals	3 mos.	9 mos.	5 mos.
RW-7	WSDOT ROW Plan Acceptance	2 mos.	6 mos.	3 mos.
RW-8	ROW Acquisition	6 mos.	28 mos.	18 mos.
RW-9	Condemnation Proceedings (if necessary)	6 mos.	18 mos.	9 mos.
	Final Design			
FD-1	Funding Agency Approval to begin Final Design	1 mos.	6 mos.	2 mos.
FD-2	Final Design Contract Approval	2 mos.	6 mos.	3 mos.
FD-3	DOE NPDES Permit Approval	2 mos.	12 mos.	3 mos.
FD-4	City Grading Permit Approval	1 mos.	8 mos.	5 mos.
FD-5	Permit Appeal Process	3 mos.	36 mos.	5 mos.
FD-6	City Final Design Approval	4 mos.	18 mos.	14 mos.
FD-7	WSDOT Construction Plan Approval	1 mos.	6 mos.	3 mos.
FD-8	Advertise & Award Construction Contract	2 mos.	8 mos.	3 mos.
FD-9	City Construction Contract Review	2 mos.	4 mos.	2 mos.
FD-10	Funding Agency Approval to begin Construction	1 mo.	4 mos.	2 mos.
FD-11	City Execution of Construction Contract	1 mo.	6 mos.	2 mos.

Aurora Avenue Phase 1 - Schedule Evaluation



May 7, 2001

ATTACHMENT D

Staff Report Promises Summary

Staff Report Promises Summary

<u>PROJECT</u>	(Council Meeting Date)	<u>PROMISE</u>	<u>OUTCOME</u>
<u>AURORA</u>			
	(Apr. 17 '00)	Environmental Contract in May	Contract awarded on June 12
	(June 12 '00)	Begin Construction in Jan '03	Council asked for '01 Construction Start Date
	(Nov. 20 '00)	ROW Manual Approval in Dec.	Jan. 8 & 22 '01
	(Nov. 20 '00)	Begin Construction Oct. '01	Awaiting WSDOT Review
<u>INTERURBAN</u>			
	(Feb 14 '00)	Design early '01	Re-design review ongoing w/ SCL
	(Feb 14 '00)	Cons. Mid-late '01	Still seeking '01 Construction
	(June 26 '00)	Same as Above	Same as Above
	(Nov 20 '00)	Same as Above	Same as Above
<u>NORTH CITY</u>			
	(May 1'00)	Traffic Sig. Fall '00	Contract Award Jan. '01
		Sidewalks Fall '01	On Hold Pending SEIS
		Crosswalk Fall '01	On Hold Pending SEIS
	(Jan 8 '01)	Traffic Sig. Jul. '01	Bid Protest
	(Feb 12 '01)	Traffic Sig. Jul '01	Protest resolved

Staff Report Promises Summary

<u>PROJECT</u>	(Council Meeting Date)	<u>PROMISE</u>	<u>OUTCOME</u>
<u>SHOREVIEW</u>	(Mar. 20'00)	Construction Dec. '00	Permit Appeal
		Grading Apr. '01	June '01?
		Play Ball Jul. '02	Play Ball Jul. '02
	(June 5 '00)	Same as Above	Same as Above
<u>PARAMOUNT</u>	(Sept 20 '99)	Project Scope Briefed	Scope Change: Add restroom and play area
	(Nov 15'99)	New Project Scope	Add Skate Park?
	(Apr. 24 '00)	New Project Scope	Add Skate Park!
	(Jul. 10'00)	New Project Scope	Skate Park final location determined
	(Nov 6'00)	Construction Spring '01	Permit Appeal

Staff Report Promises Summary

<u>PROJECT</u>	(Council Meeting Date)	<u>PROMISE</u>	<u>OUTCOME</u>
<u>POOL</u>	(Feb. 12 '01)	Finish by Sep. of '01	Permit Delay: Finish in October
<u>RECREATION CENTER</u>	(Nov. 15 '99) (May 22 '00)	Construction Summer '01	August Construction Award Scheduled
<u>RONALD BOG STUDY</u>	(Feb. 26 '01)	Proceed to Design in '01	June '01 Design Award Scheduled
<u>3RD AVENUE NW DRAINAGE</u>	(Apr. 23 '01)	Proceed to Design in '01	Study Ongoing

