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Community Advisory Group  
Recap of Meetings  
1 through 5

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May 29, 2008

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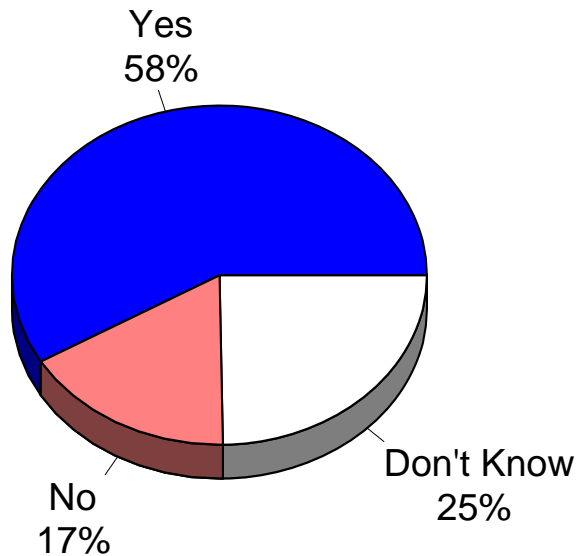
# 2006 Citizen Survey

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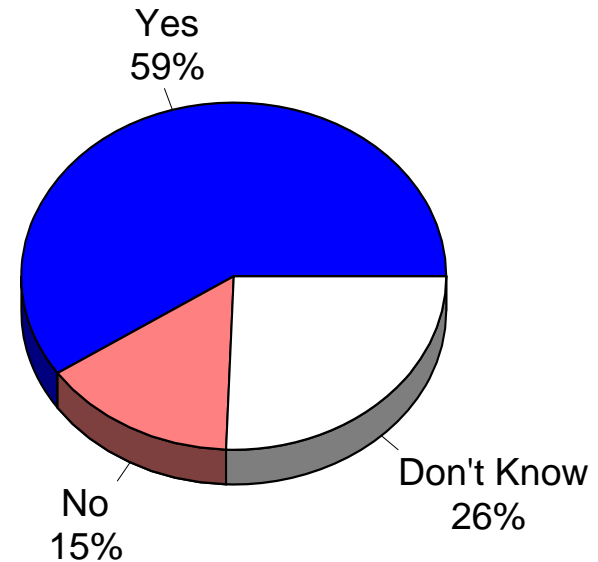
# In General, Do You Think the City of Shoreline is Moving in the Right Direction?

by percentage of respondents

**2004**



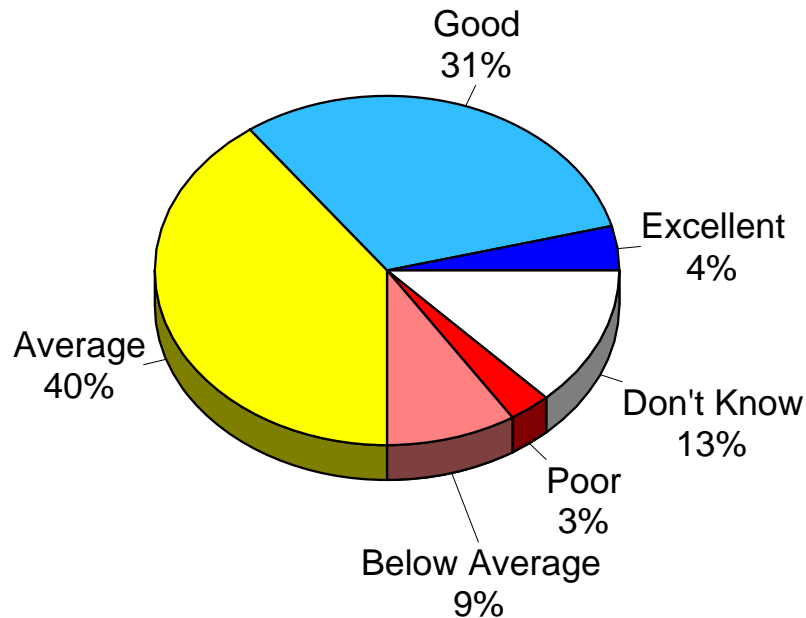
**2006**



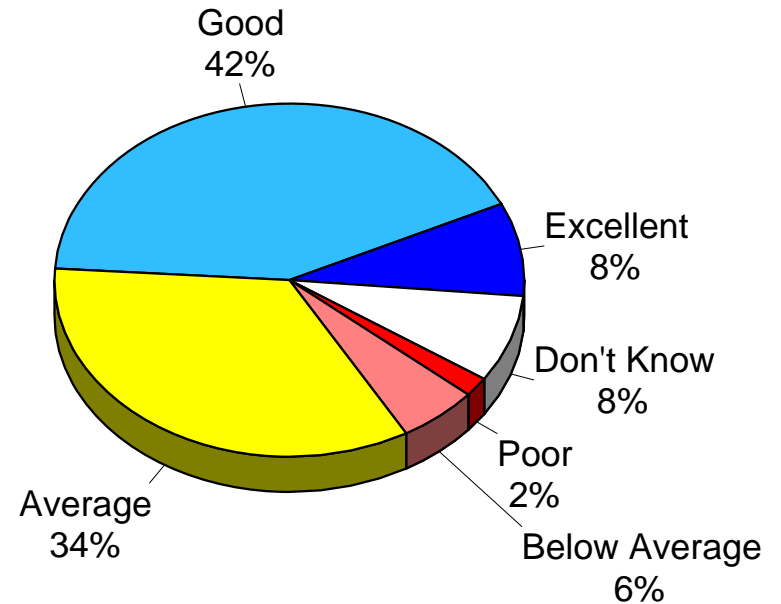
# Overall Rating of Value of Services Received from City Taxes

by percentage of respondents

**2004**

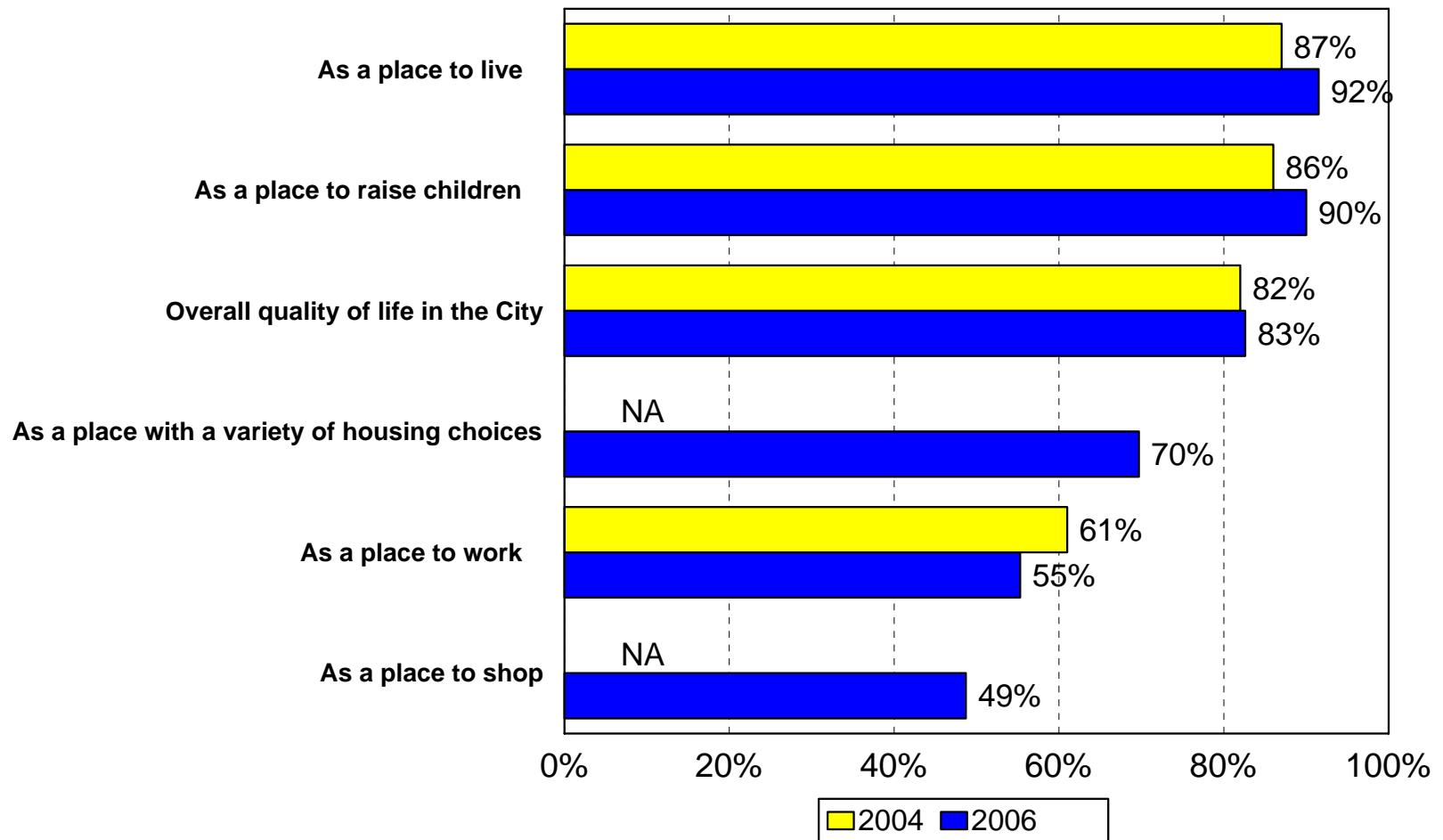


**2006**



# TRENDS: How Respondents Rate Shoreline as a Place to Live, Work and Raise Children in 2004 and 2006

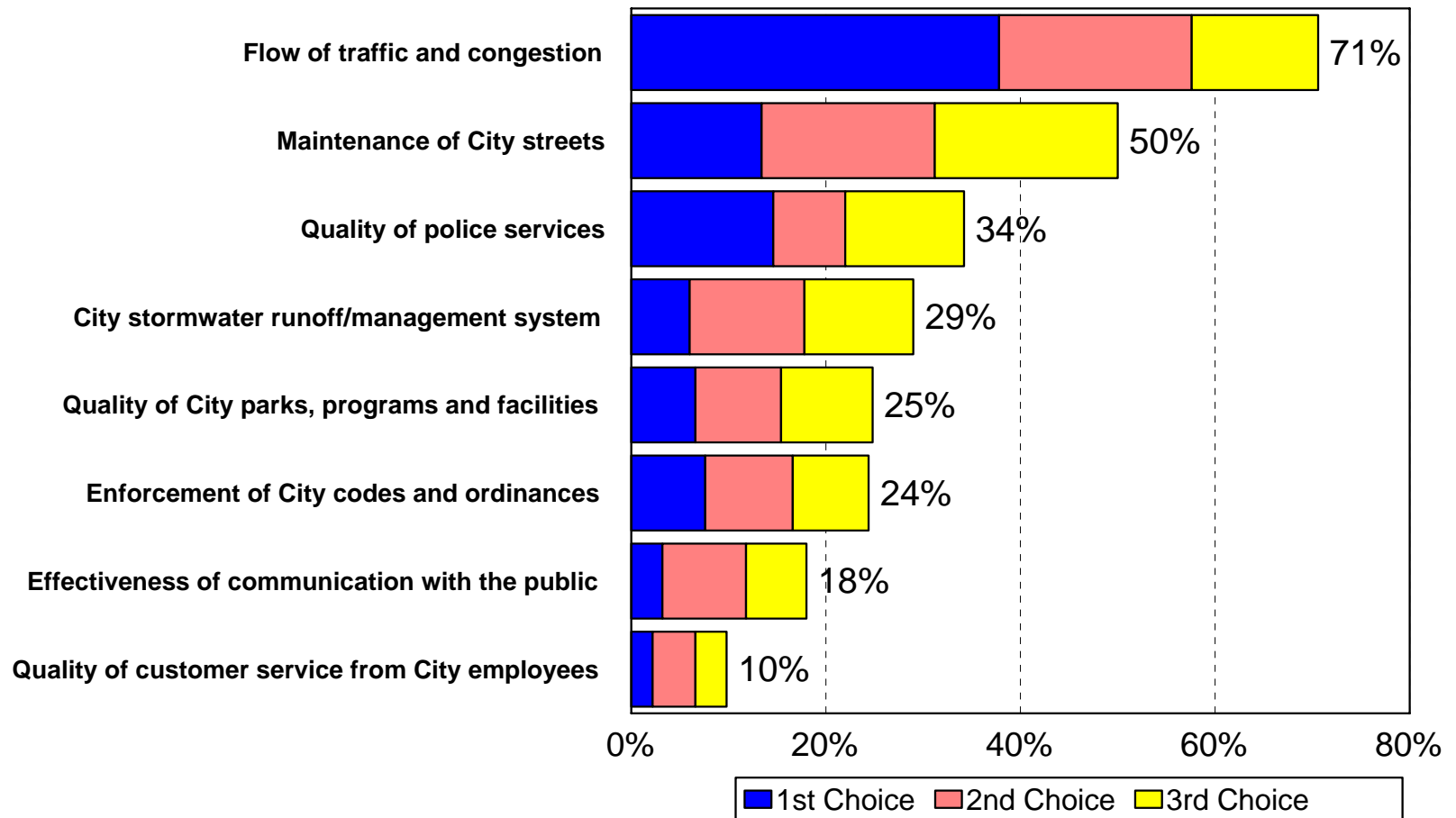
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2006 - Shoreline, WA)

# City Services That Should Receive the Most Emphasis Over the Next Two Years by Major Category

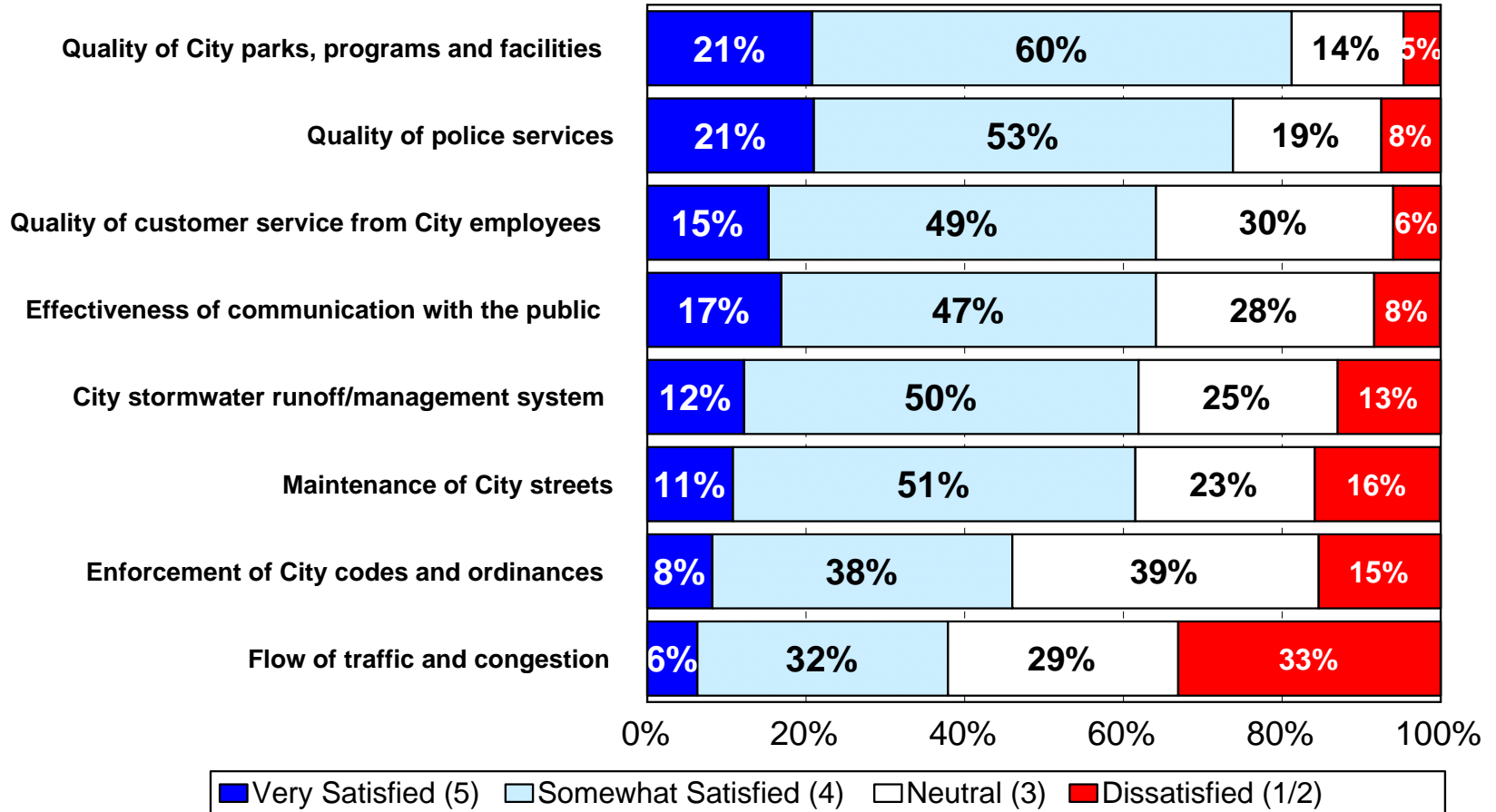
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2006 - Shoreline, WA)

# Overall Satisfaction With City Services by Major Category in 2006

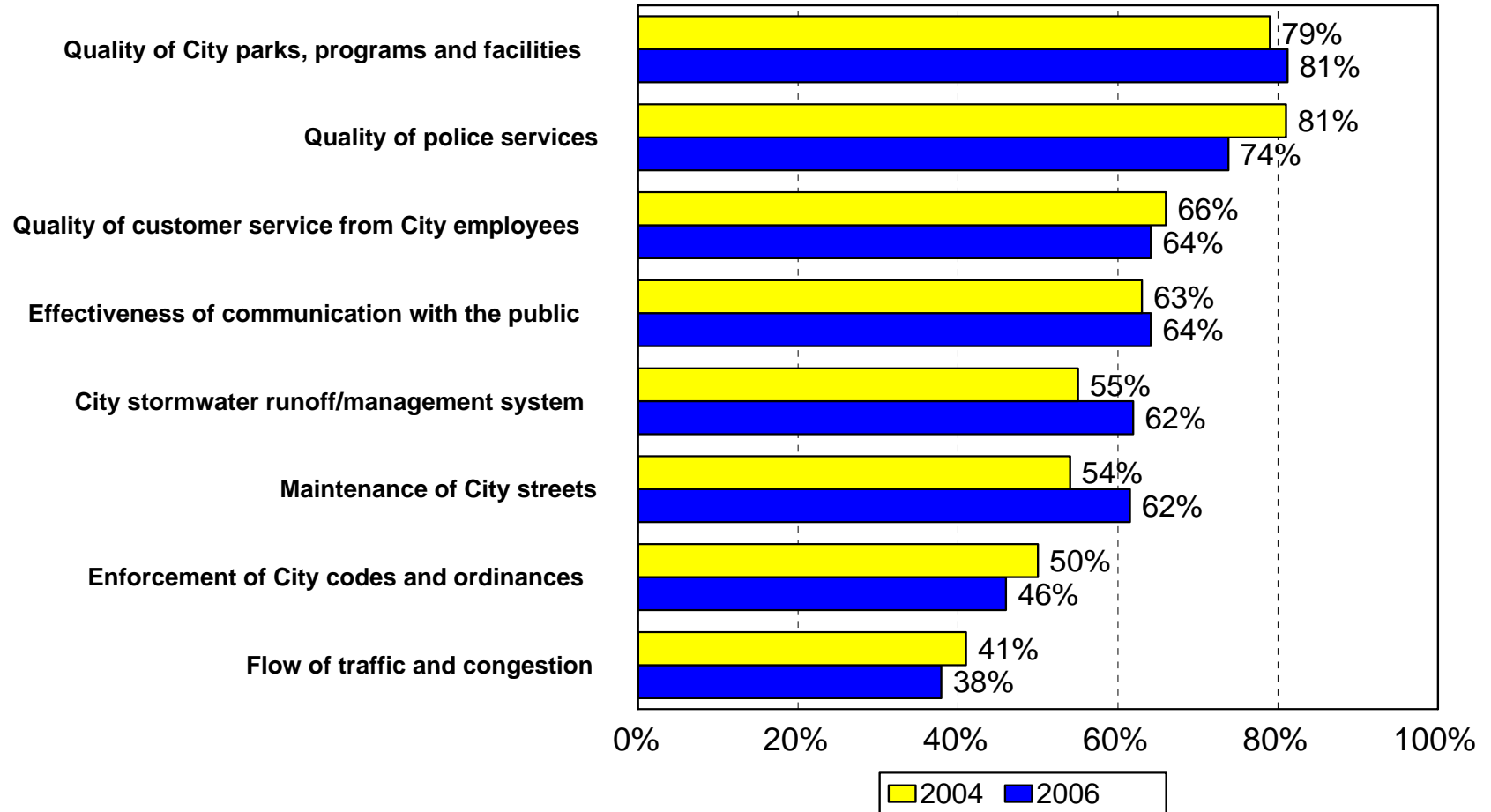
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale ( excluding don't knows )



*Source: ETC Institute DirectionFinder (2006 - Shoreline, WA)*

# TRENDS: Overall Satisfaction With City Services by Major Category for 2004 and 2006

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale ( excluding don't knows )

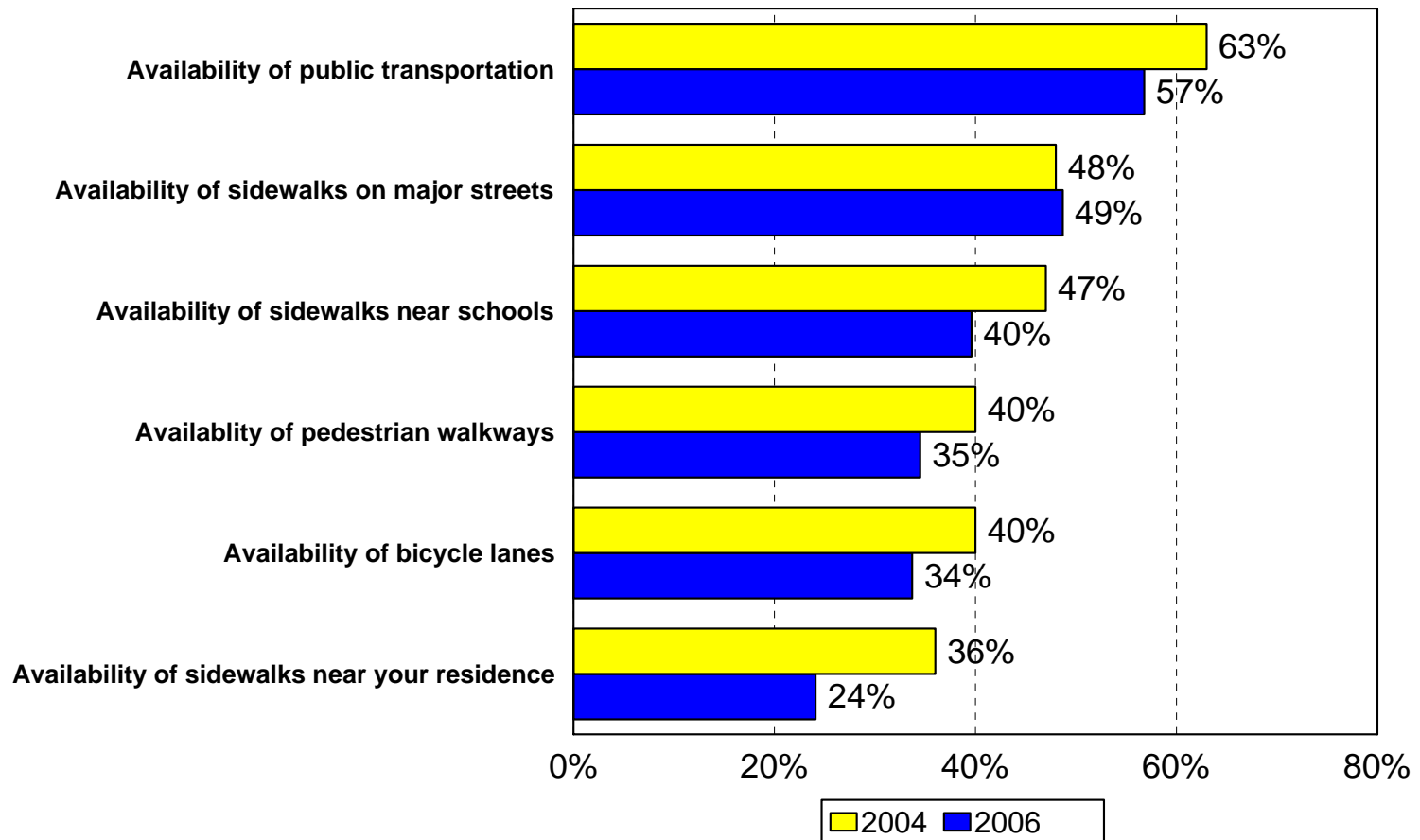


Source: ETC Institute DirectionFinder (2006 - Shoreline, WA)



# TRENDS: Satisfaction Ratings for Various Aspects of Transportation for 2004 and 2006

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2006 - Shoreline, WA)

# Priorities – Specific Aspects

Should receive most emphasis over next 2 years (top 1 or 2)

## Top 5

- ***Enforcement of clean up, litter/debris (57%)***
- ***City efforts to prevent crime (56%)***
- ***Enforcement of abandoned autos (53%)***
- ***Maintenance of City Parks (49%)***
- ***Walking/biking trails in city (45%)***
- ***Enforcement of drug/vice laws (39%)***
- ***Quality of Police Protection (38%)***
- ***Sidewalks near schools (36%)***
- ***Sidewalks near residences (34%)***
- ***Avail. of pedestrian walkways (32%)***
- ***Adequacy of street lights in neighborhood (32%)***
- ***Avail. of public transp. (32%)***

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# Importance/Satisfaction Priorities

Combination of top 3 priorities and levels of satisfaction

## Very High Priority

1. Flow of Traffic/Congestion

## High Priority

2. Maintain City Streets

3. Enforce City codes/  
ordinances

## Medium Priority

4. Quality of Police  
Services

5. Communication  
w/Public

6. Stormwater  
management

7. City Customer  
Service

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# Dissatisfaction – Specific Aspects

(Rated 1 or 2 on five-point scale)

1. Availability of sidewalks near residence (51%)
  2. Availability of pedestrian walkways (41%)
  3. Street lighting in neighborhood (37%)
  4. Enforce removal abandoned autos (35%)
  5. Enforce cleanup of litter/debris (35%)
  6. Availability of sidewalks near schools (34%)
-

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City Services

Strategic Directions

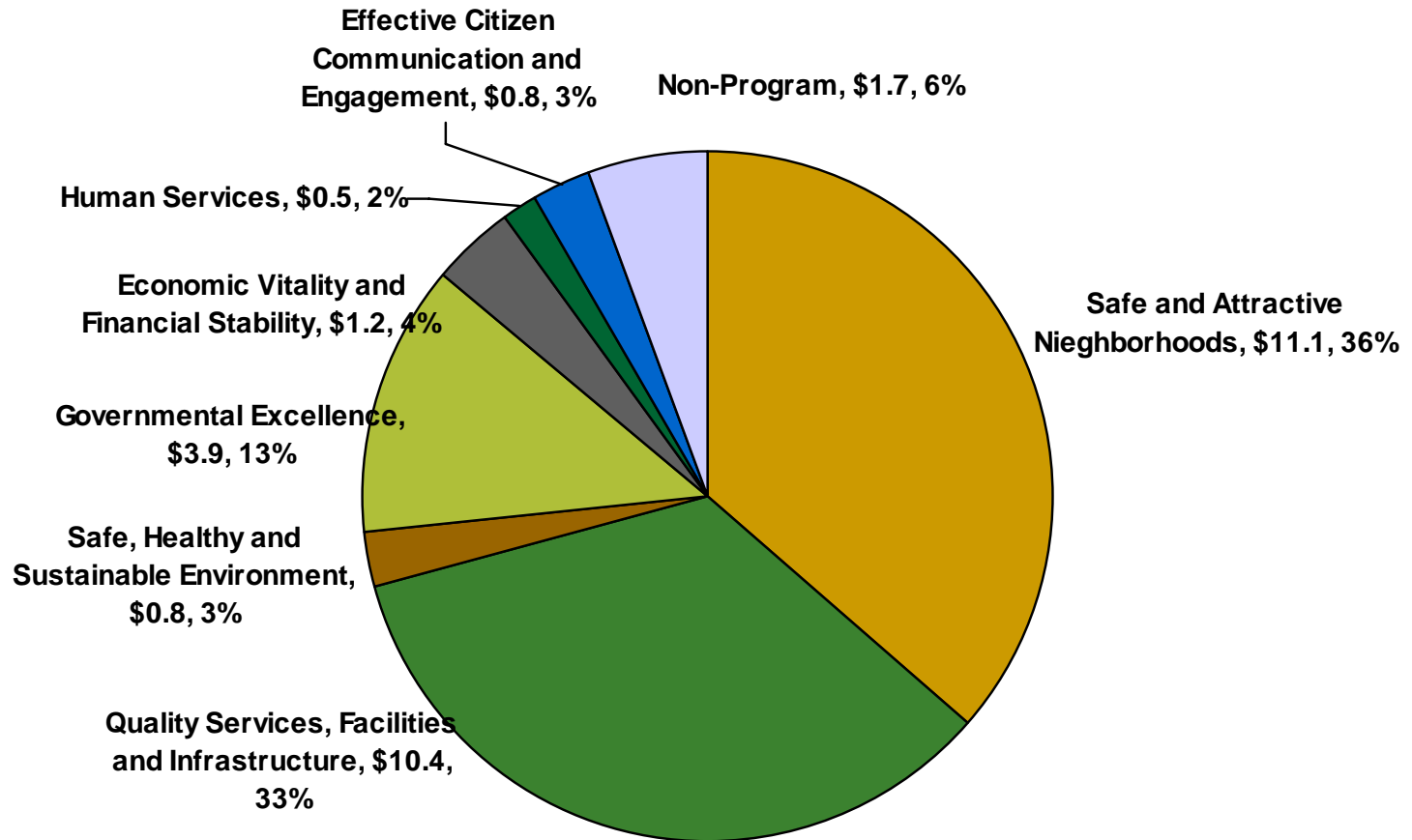
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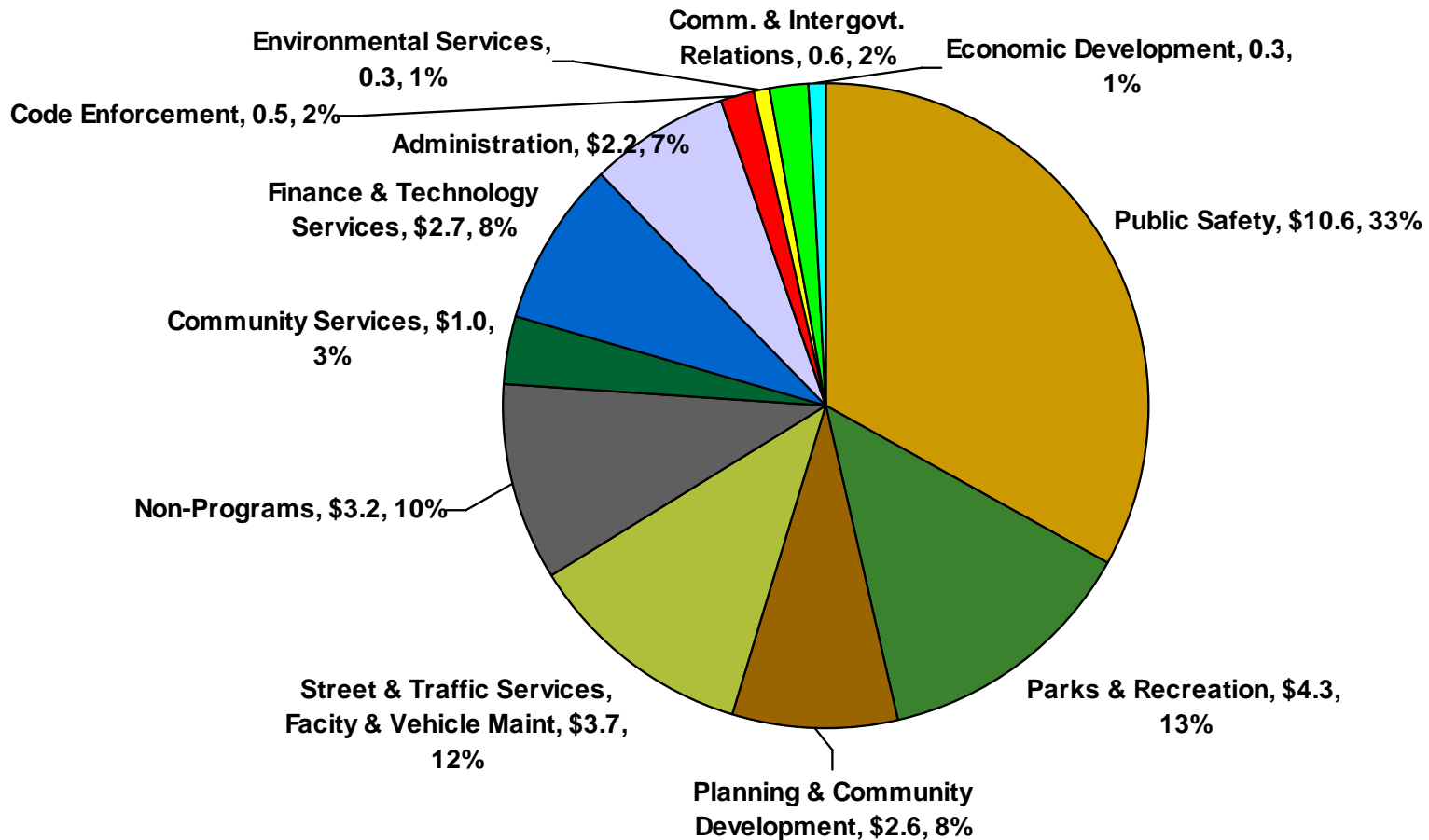
# Shoreline Strategic Objectives

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

# Operating Budget by Strategic Objective



# Operating Budget Expenditures by Service/Program Area (In Millions)





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# City Service Summary Page (Handout at Meeting)

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City Services Provided Either:

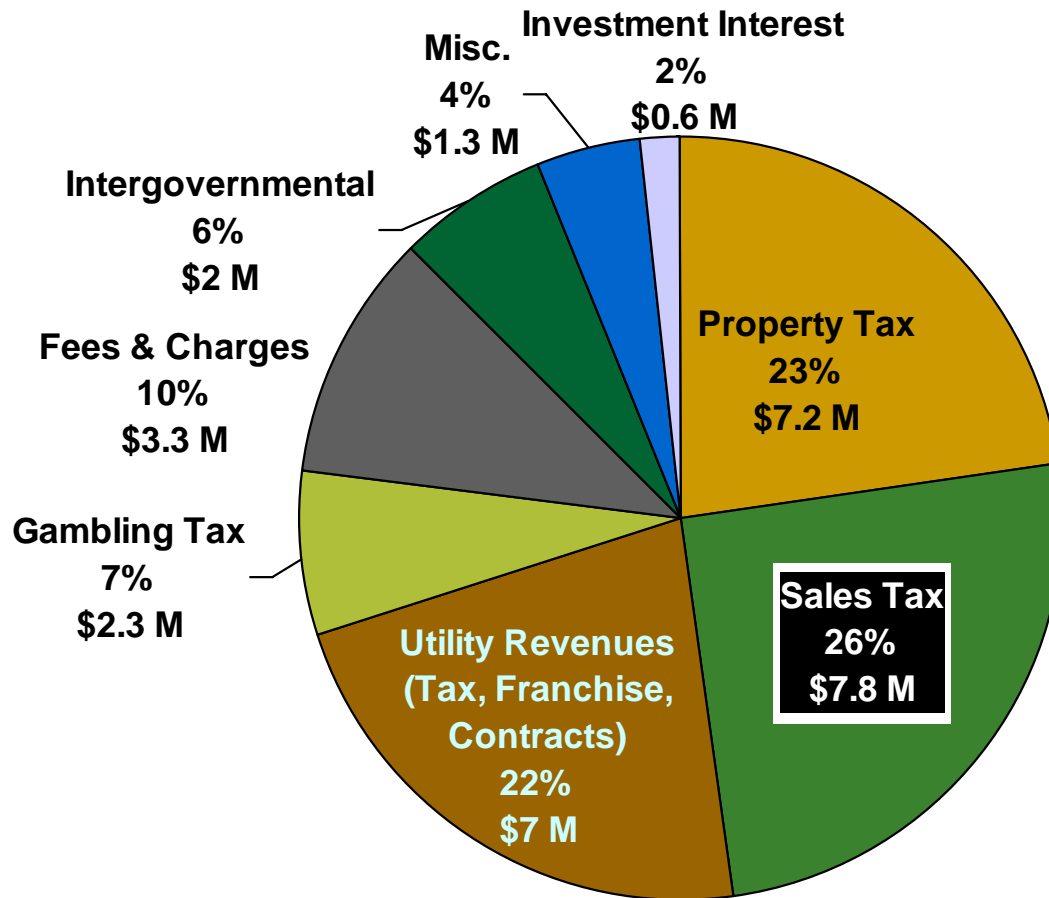
- In-House or
- Contracted Service

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# City Finances

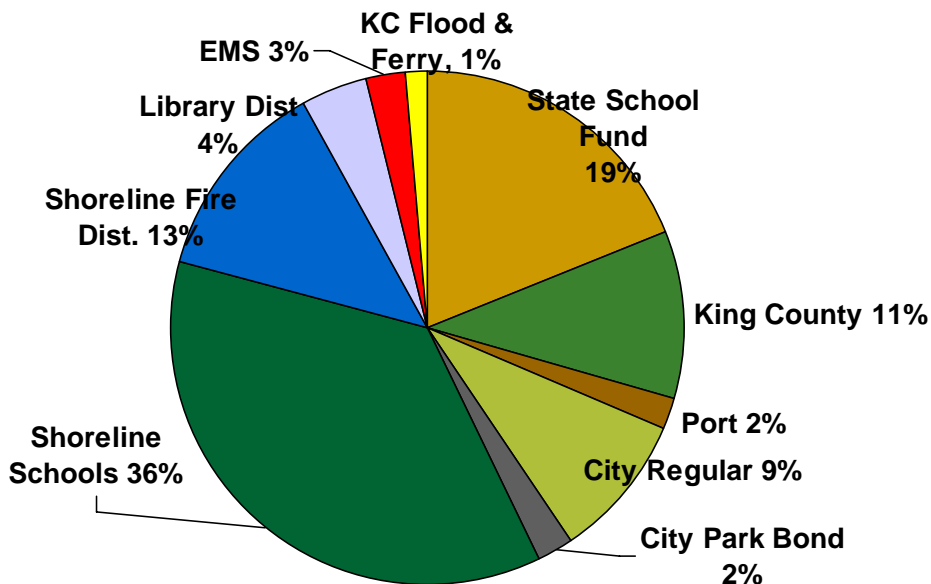
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# Operating Budget Resources



# 2008 Property Tax Collection by Agency

Total Rate = \$11.31 per \$1,000 AV



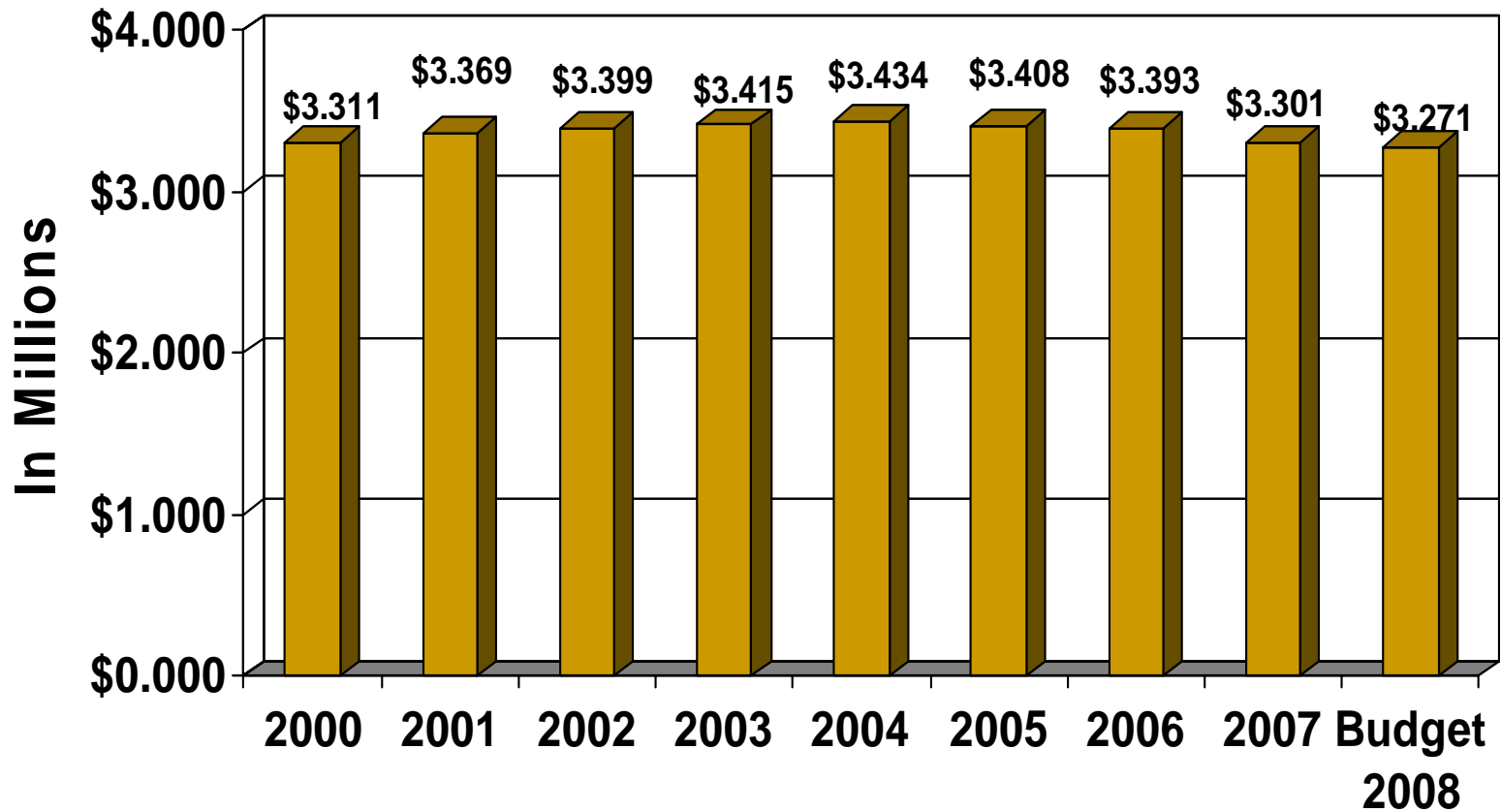
Jurisdiction	Rate
Shoreline School District	\$ 4.13
State School Fund	2.13
Shoreline Fire District	1.44
King County	1.21
City – Regular Levy	1.02
City – Park Bond Levy	.25
King County Library Dist	.45
Emergency Medical Svc	.30
Port District	.22
King County Flood & Ferry	.16
<b>Total</b>	<b>\$11.31</b>

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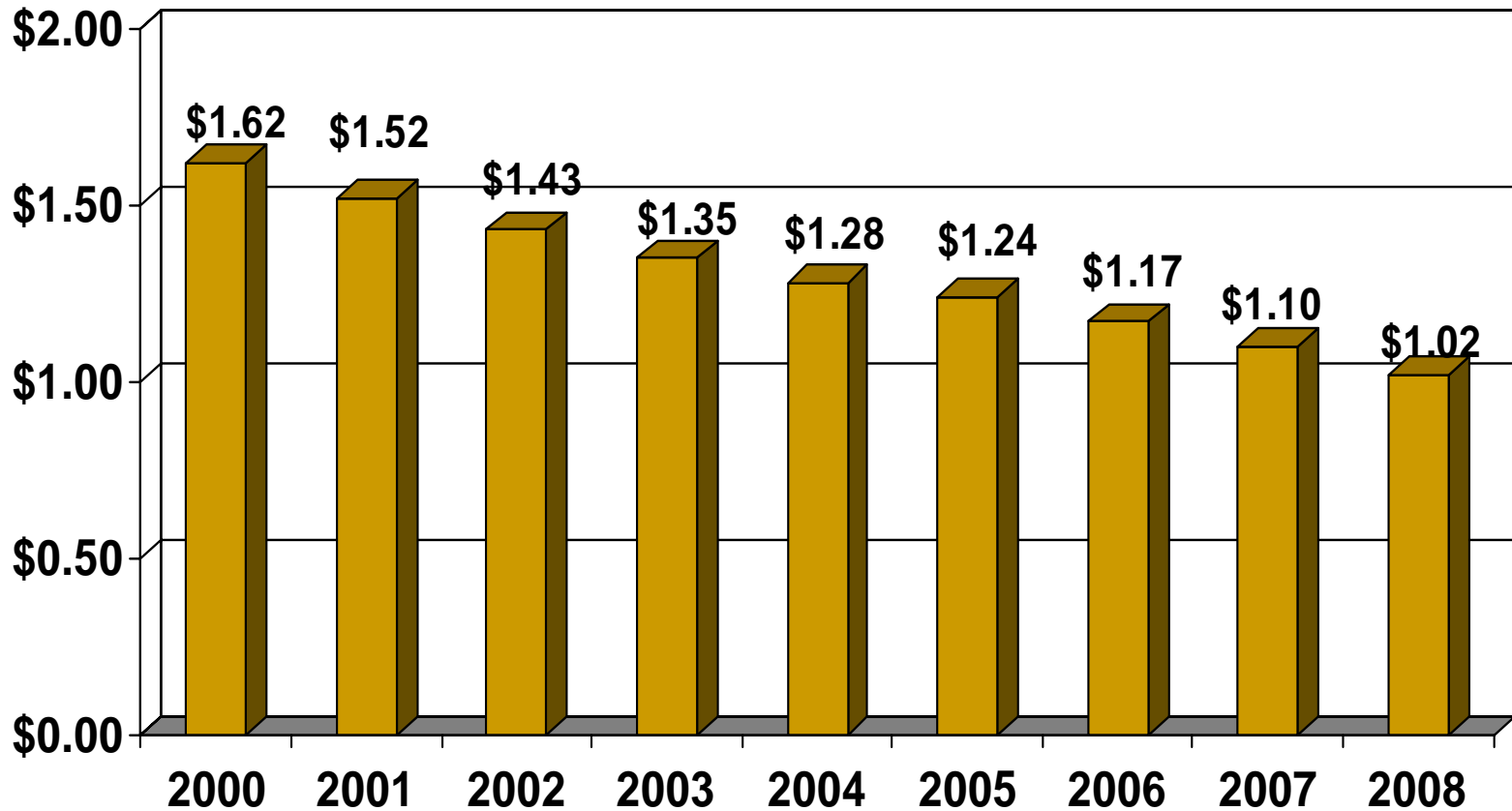
# Property Tax Principals from Initiative 747

- Overall Regular Levy Limited to 1% Increase from Previous Year
    - Plus New Construction
  - If Overall City Assessed Valuation Grows More Than 1% - Levy Rate Goes Down
  - If Overall City Assessed Valuation Grows Less Than 1% - Levy Rate Goes Up
-

# Property Tax Revenue (23% of Revenue) (Constant Dollars)



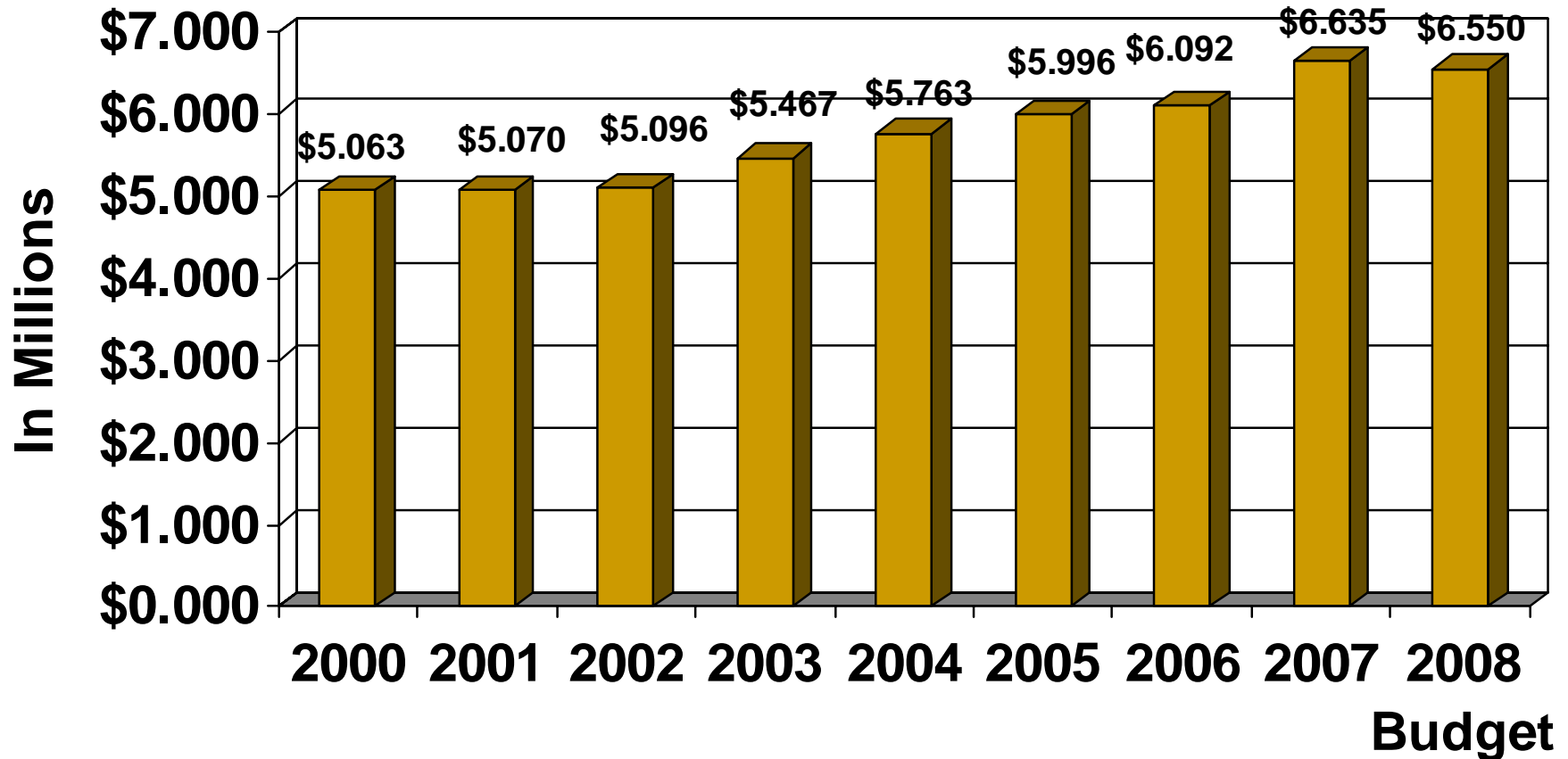
# Regular City Property Tax Levy Rates 2000-2008



Maximum Levy Rate is \$1.60 per \$1,000 AV

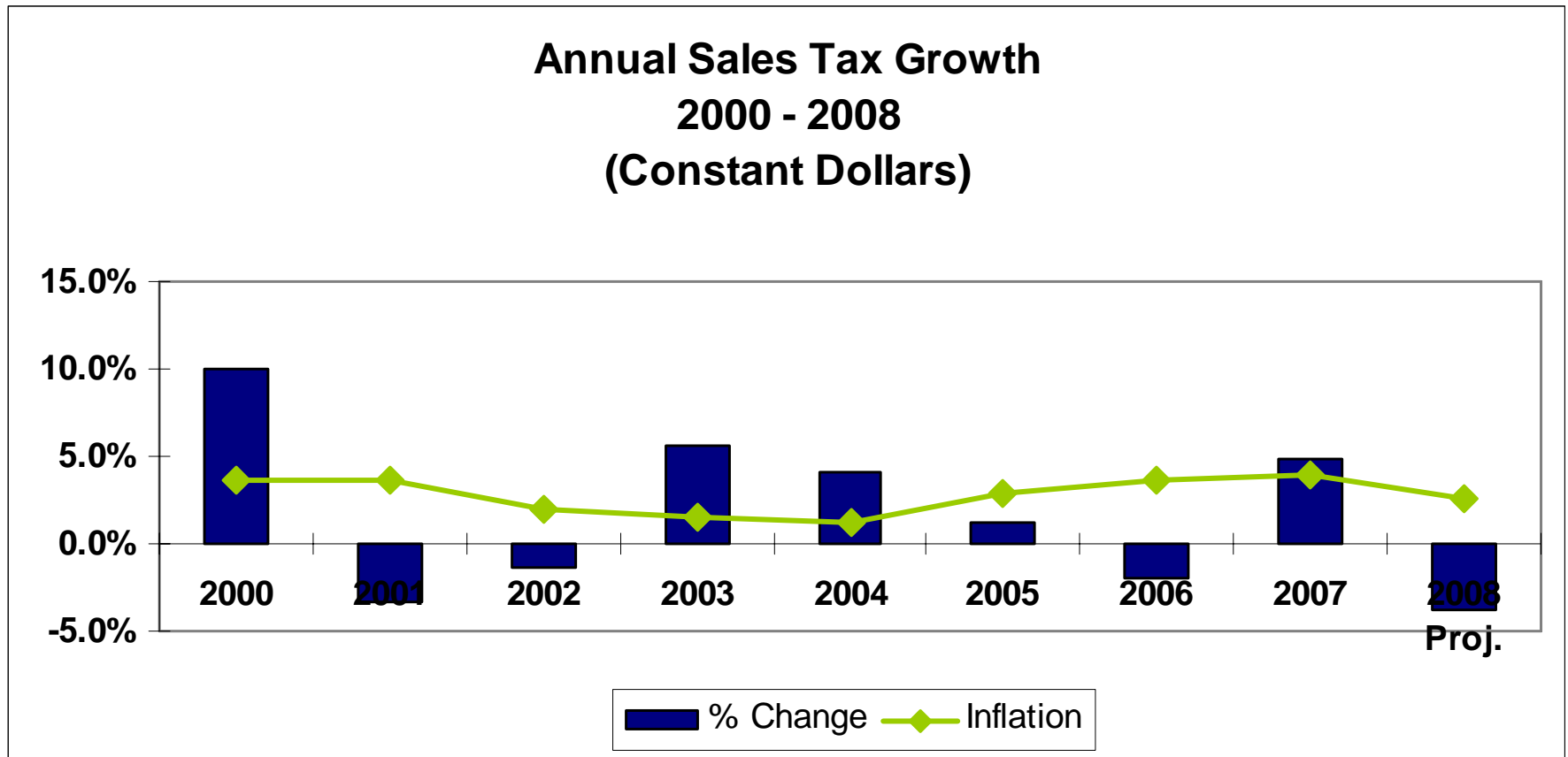
# Sales Tax Collections 2000–2008

(26% of Revenue) (In Millions)

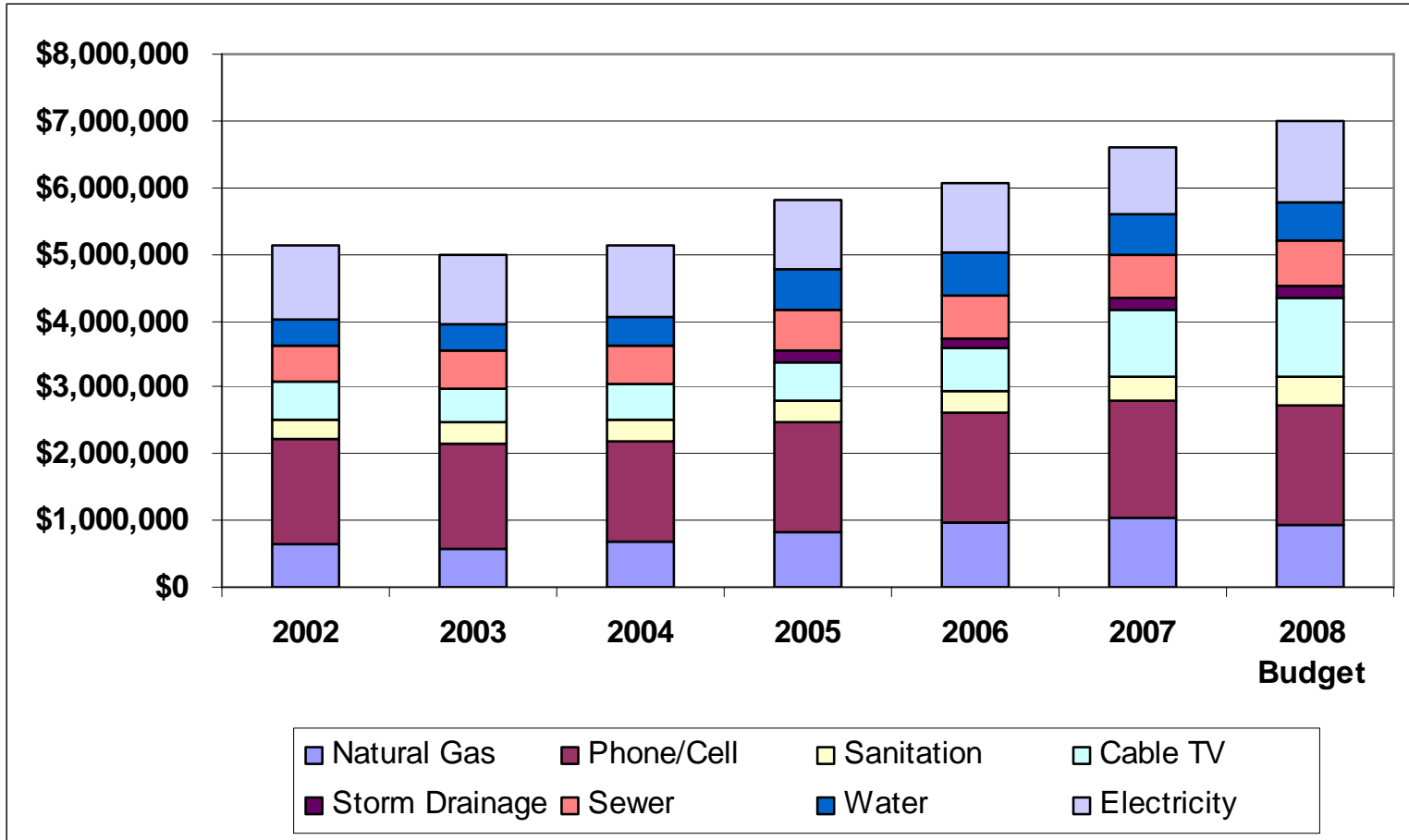




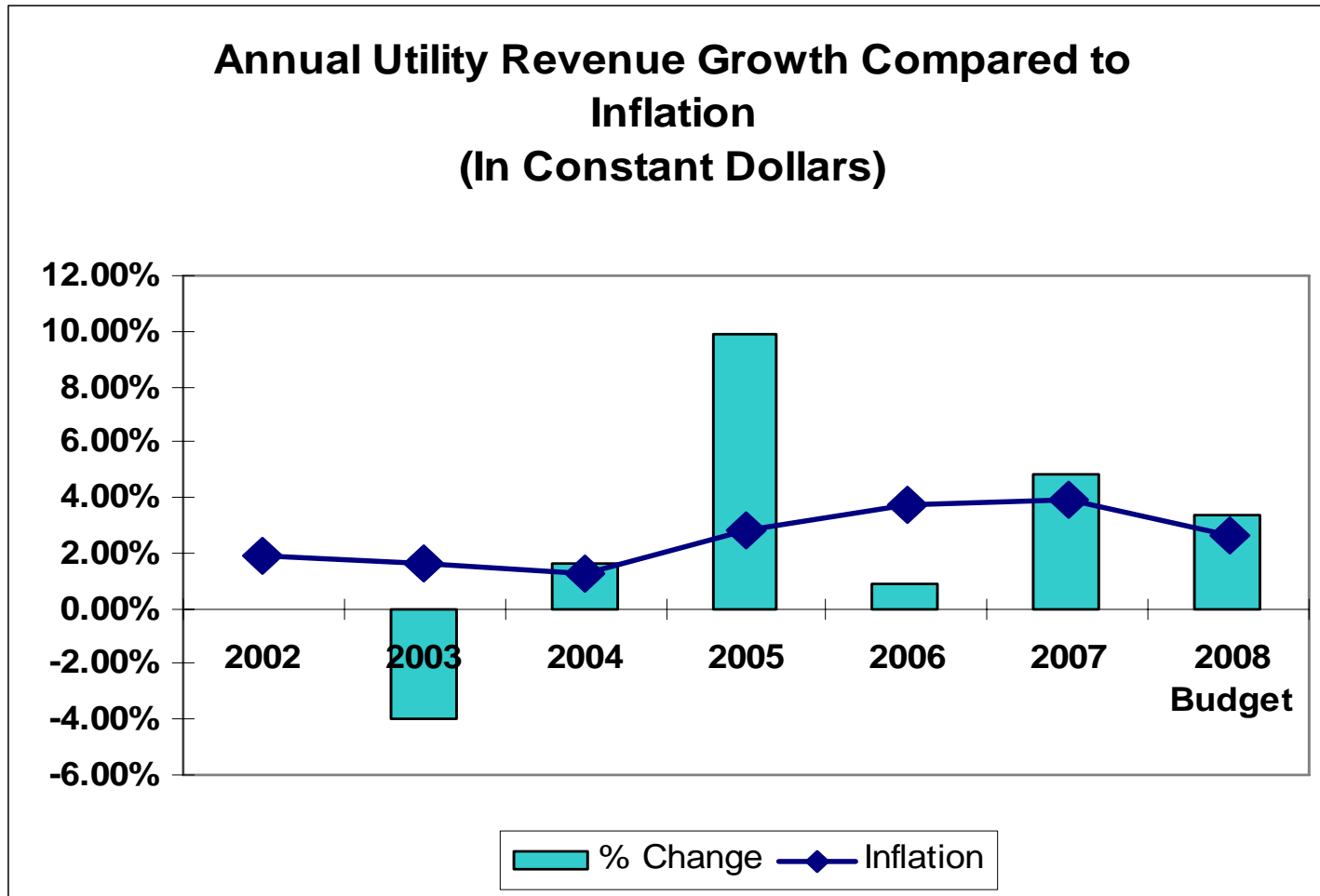
# Sales Tax Collection Growth 2000-2008 in Constant Dollars



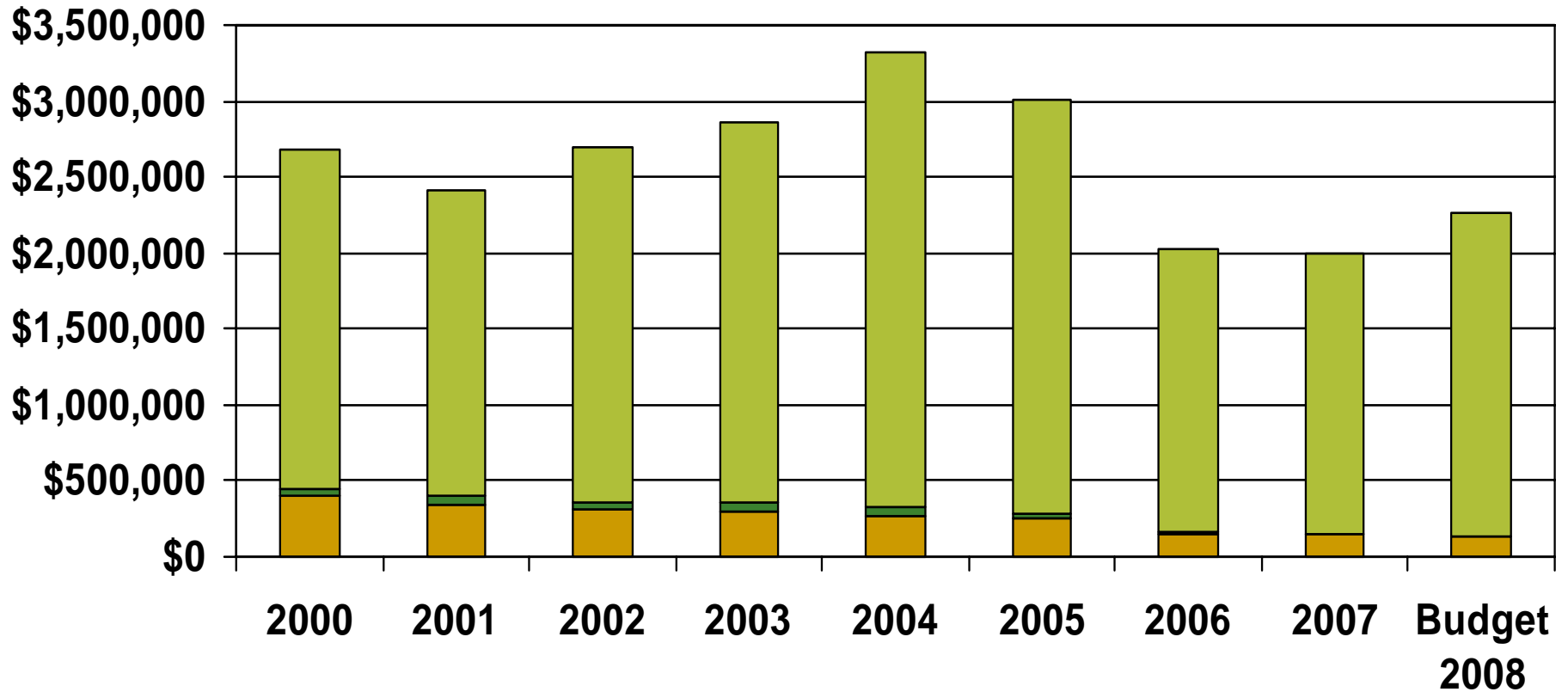
# Utility Tax, Franchise Fee & Utility Contract Payment Revenues (22% of Revenues)



# Utility Revenue Growth Adjusted for Inflation

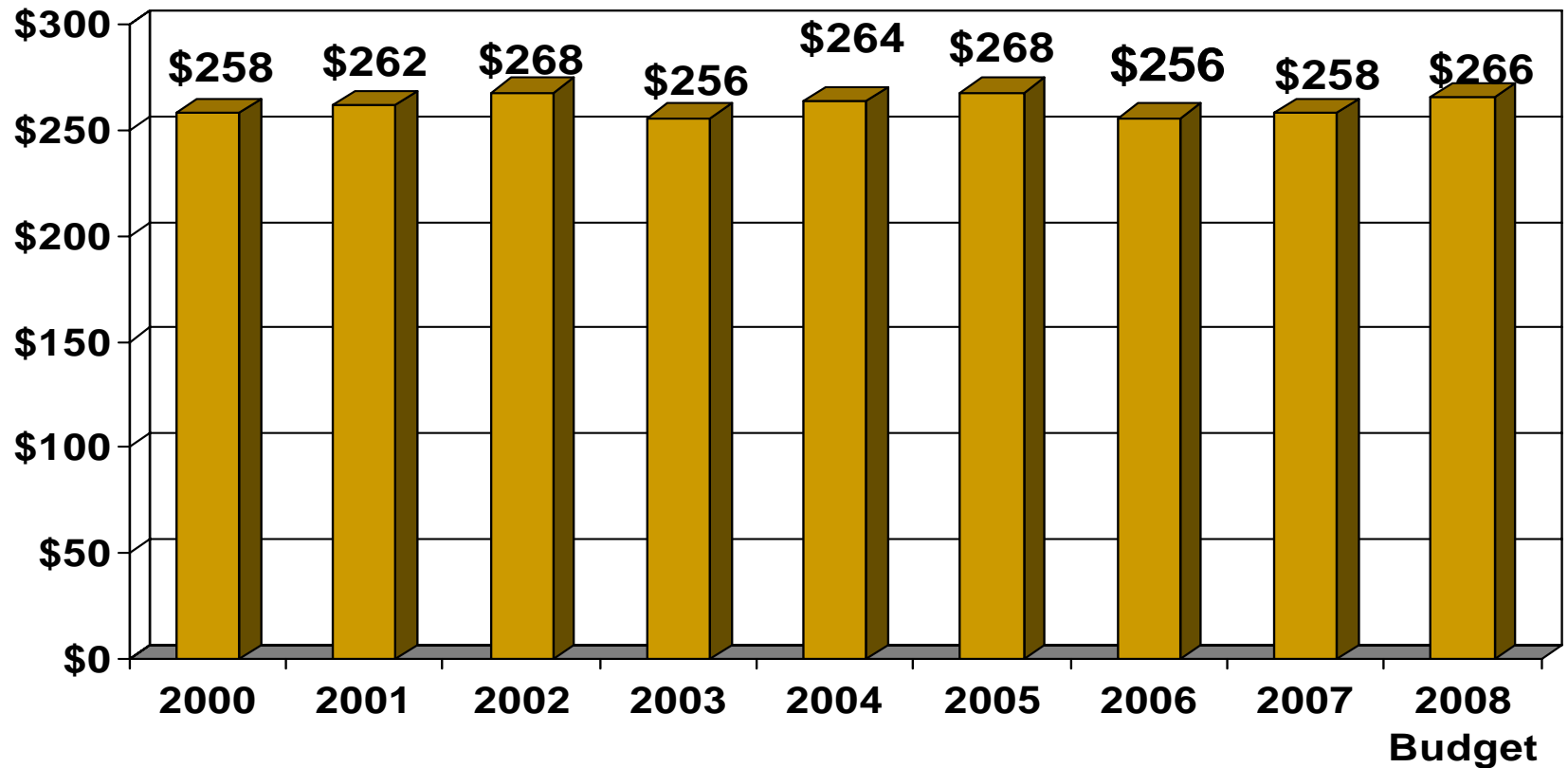


# Gambling Tax (7% of Revenue)

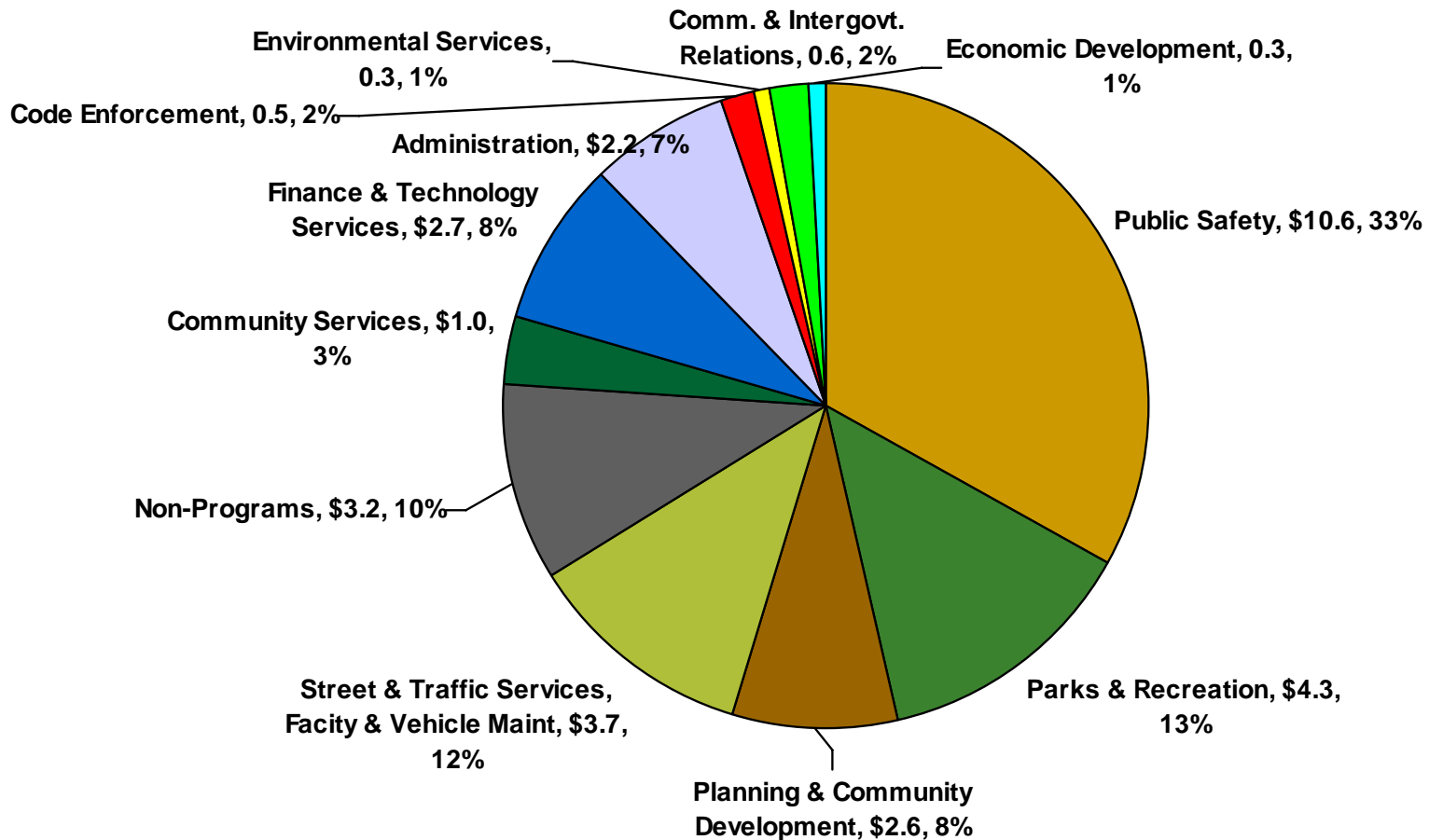


**■ Pull Tabs ■ Bingo ■ Amusement Games ■ Card Games**

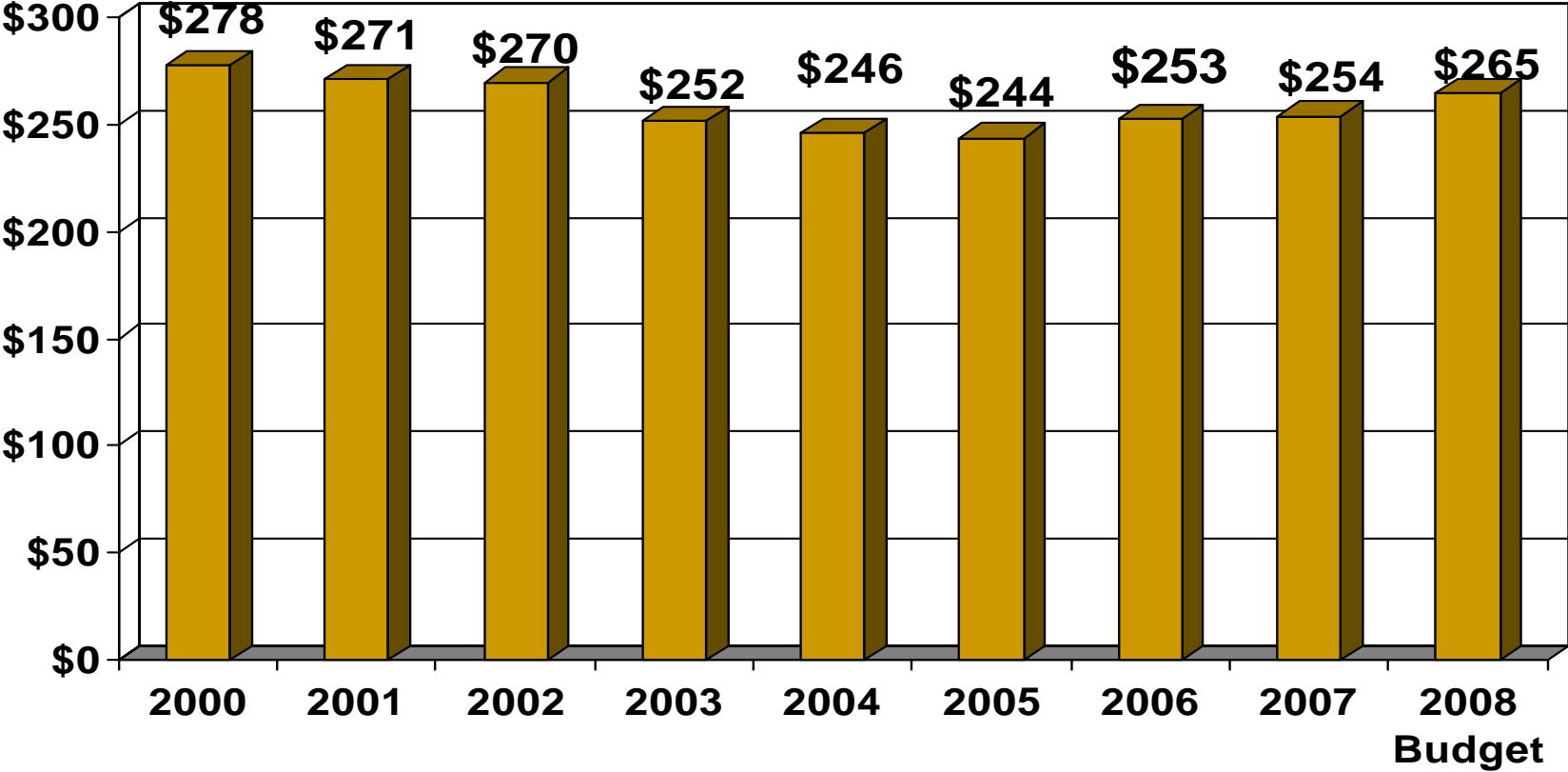
# Operating Revenue Per Capita (In Constant \$ - Adjusted for Inflation)



# Operating Budget Expenditures by Service/Program Area (In Millions)



# Operating Expenditures Per Capita (In Constant \$)



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# Long-Range Forecast

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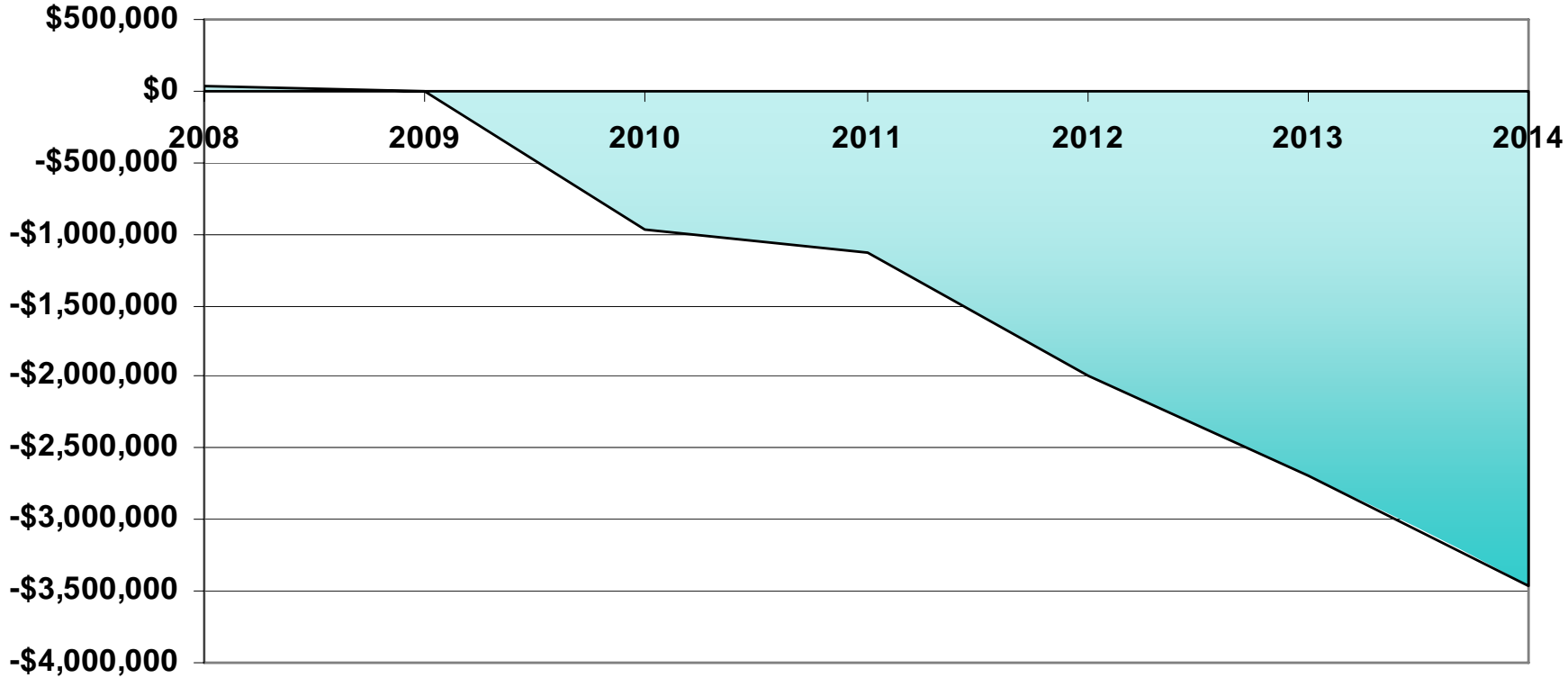


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# 2009-2014 Long-Range Forecast Assuming Current Levels of Service

- Status-Quo
    - Maintains Current Level of Service
      - Accounts for anticipated revenue and expenditure changes
    - No “new” stuff
    - No service eliminations
-

# Annual Budget Surplus (Gap) 2008-2014



# Why Long-Term Gaps 2009 – 2014?

## ■ Revenues – Annual Projected Growth 2.5%

- Property Tax 1% Cap
- Continued Decline in Gambling Tax
- Modest Growth in Sales Tax In Current Economic Environment
  - No Drivers for High Levels of Growth
- Fuel Tax – Decline in Gas Consumption

## ■ Expenditures – Annual Projected Growth 4.6%

- Salaries & Benefits – 4.23% (40% of budget)
  - Cost of Living, State Retirement, Health Insurance
- Intergovernmental Contracts – 4.7% (37% of budget)
  - Police and Jail Contracts
- Services & Charges – 4.1% (20% of budget)
  - Utilities, Maintenance, Liability & Property Insurance

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# Things City Has Done To-Date to Keep Revenues/Expenditures in Alignment

- **2003 – Modified Employee Health Benefit Policy**
    - Average Annual Savings = \$200,000
  - **Joint City Agreement for Jail Alternatives**
    - Difference for 2008 = \$293,000
  - **Taken Some Services In-House**
    - Street Sweeping in 2007 (Better Service/Lower Cost) = \$58,000 annually
  - **Change How we Deliver/Purchase Services**
    - Canine Unit = \$100,000 annually
    - Telephone System = \$100,000 annually
  - **Baseline Budget Cuts**
    - 2005 = \$167,000 and 2007 = \$262,000
  - **Revenue Enhancements – 2007 through 2009**
    - Cable Utility Tax Increase from 1% to 5%
    - Seattle City Light Electricity Contract Payment
-

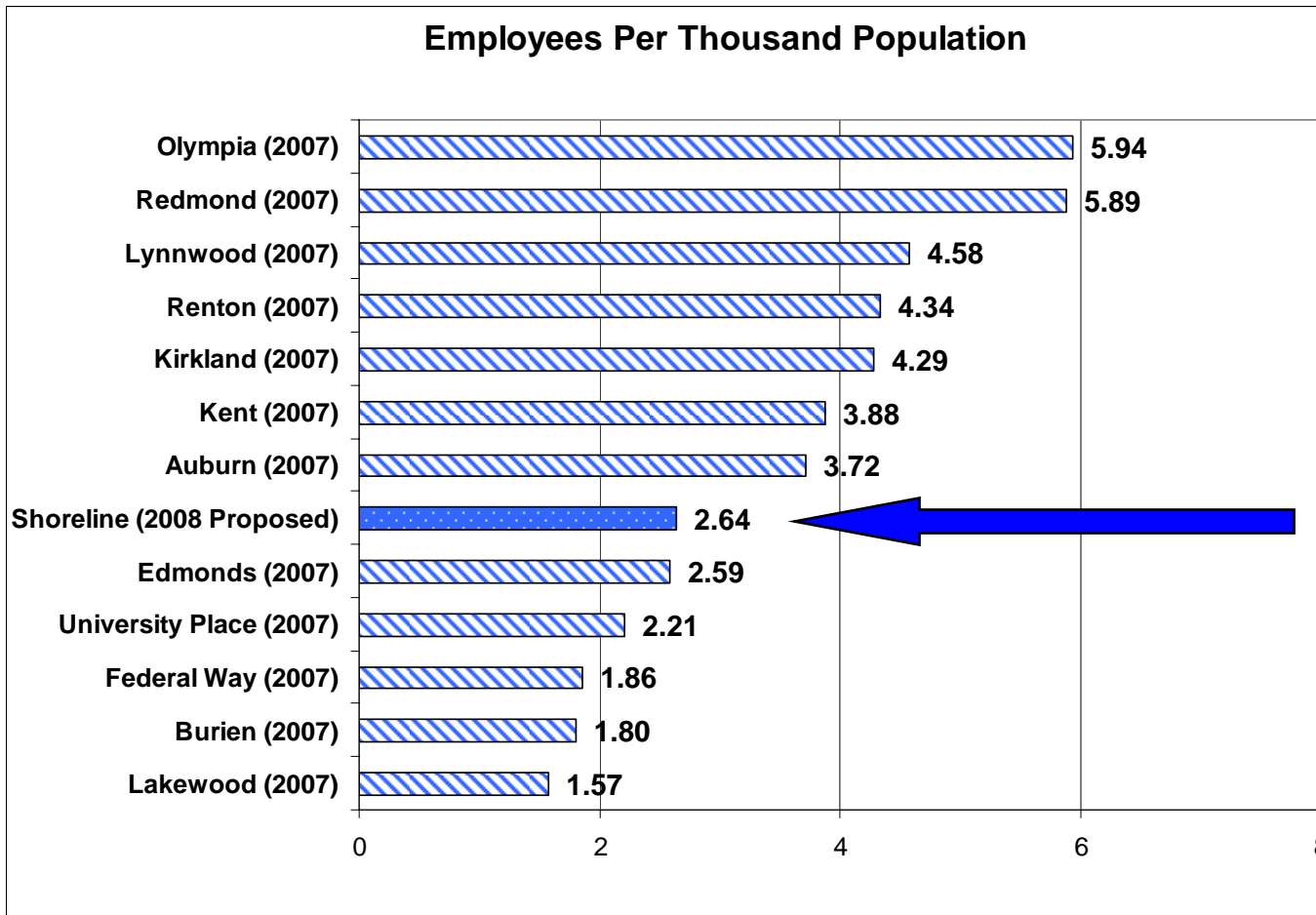
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# Examples of On-Going Cost Savings

- **Contract for Police Services**
    - Comparison to Many Other Cities
      - Average Cost per Capita = \$249
      - Shoreline's Cost per Capita = \$161
  - **Mix of In-House and Contract Service Delivery**
    - Landscaping (Parks)
    - Street Maintenance
    - Street Sweeping
-

# Comparison of City Staffing Levels

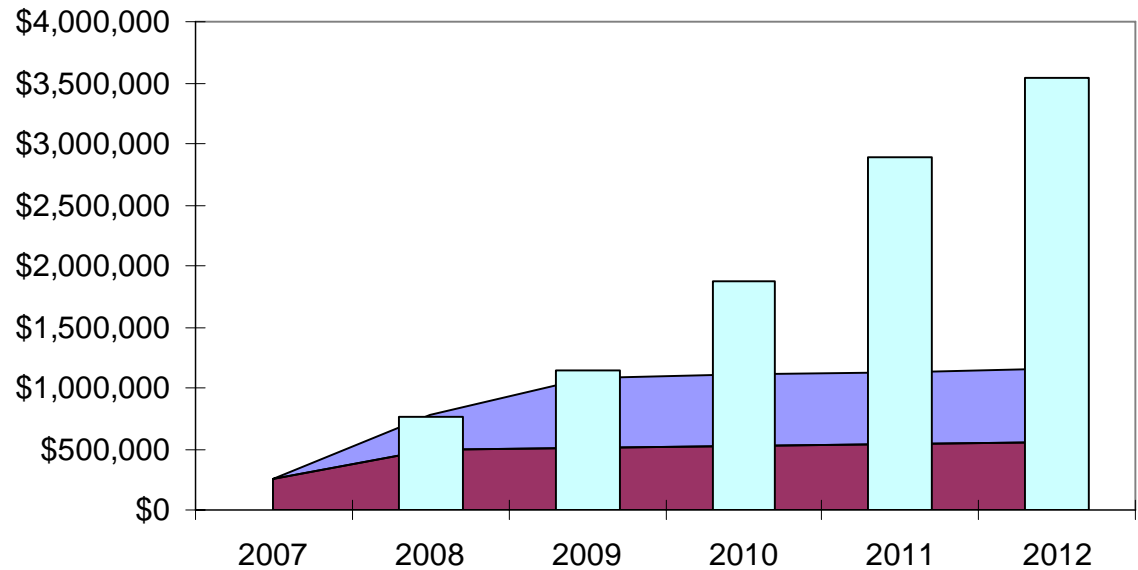
(Excludes Police, Fire, Utilities, Special Business Enterprises)



**In 2008  
Shoreline  
has 2.64  
Employees  
Per 1,000  
Residents**

# 2007 Council Adopted Strategy to Close Budget Gaps through 2009

- Operating Budget Changes - \$125,000
- Increase Cable Utility Tax from 1% to 6%
- Assess Contract Payment on Electric Distribution Revenues



■ SCL Distribution Contract Fee - 2008 @ 50%  
■ Cable Utility Tax - Effective July 1, 2007  
■ Projected Budget Gap

# Long-Term Projected Budget Gap Summary

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



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# Going Forward

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The Task At Hand

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# Options

- Look for Efficiencies
    - Could provide some budget savings
      - Won't close the gap on its own
  - Maintain Current Services
    - Require additional resources to close projected budget gap
      - Phased-in \$3 to \$3.5 million annually from 2010 to 2014
  - Additional Investments
    - Require additional resources beyond those to close projected budget gaps
      - Additional \$1 to \$3 million annually
-