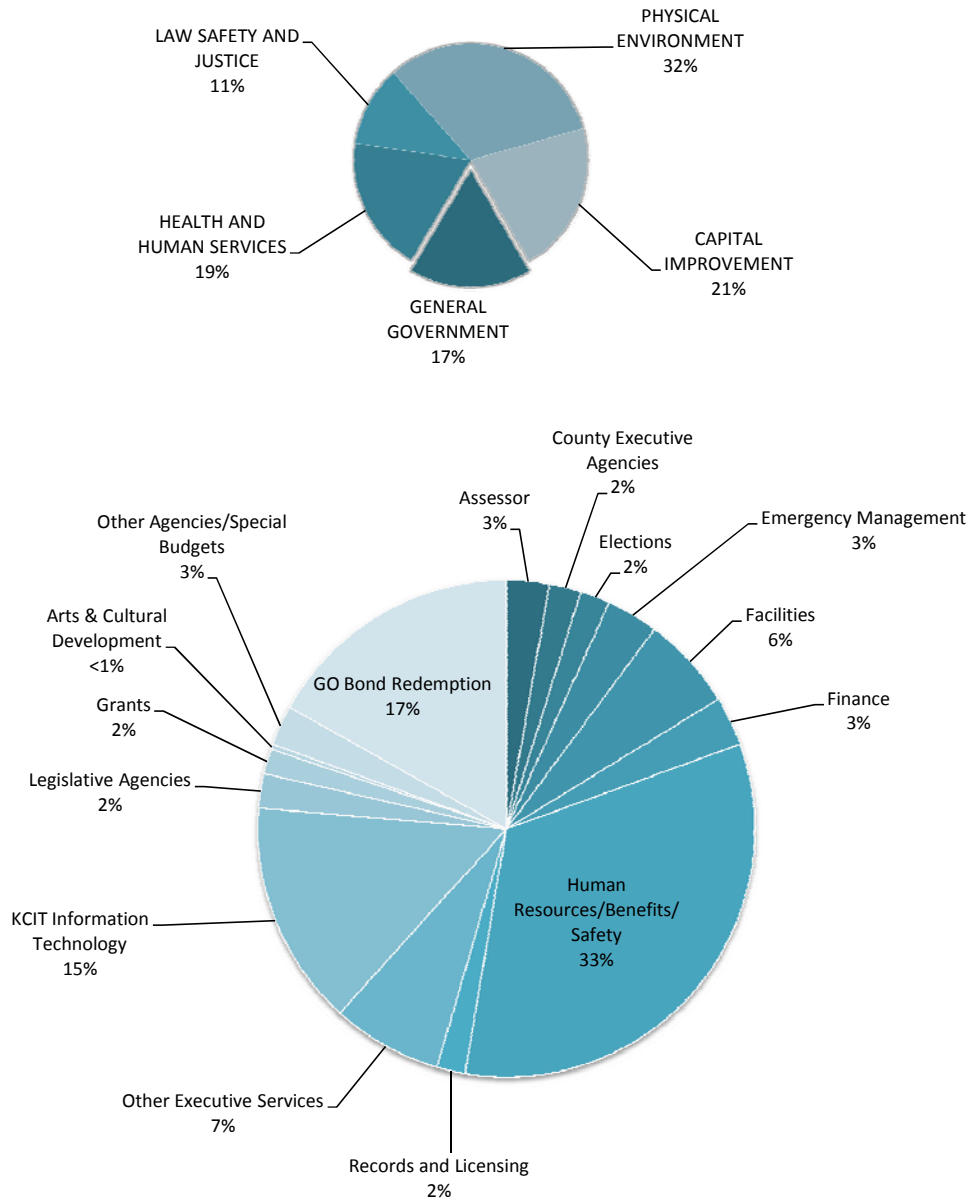


General Government \$2 Billion



Organization of the Pie Chart: The following agencies were combined to make the pie chart more readable.

Human Resources/Benefits/Safety: Human Resource Management, Safety & Claims Management, and Employee Benefits.

County Executive Offices: County Executive, Office of the Executive, Office of Labor Relations, Office of Equity and Social Justice, Office of Performance, Strategy and Budget

Legislative Agencies: Board of Appeals, Council Administrator, County Auditor, County Council, Ombudsman/Tax Advisor, Hearing Examiner, King County Television

Other Agencies/Special Budgets: Boundary Review Board, Memberships and Dues, Federal Lobbying, Internal Support, State Auditor, Office of Economic & Financial Analysis, Office of Independent Oversight, General Gov't Fund Transfers

KCIT Information Technology: KCIT Technology Services, Cable Communications, I-NET, and County GIS.

Other Executive Services: Executive Administration, Regional Animal Services, Insurance, and Business Resource Center

Due to rounding, figures in pie chart may not add to 100%.

INTRODUCTION

The General Government program area comprises the major administrative and central support services for King County government. There are a wide variety of agencies represented in this program area. These agencies can be divided into four main categories:

- The offices of elected officials: the King County Council, the King County Executive, the Assessor and the Director of Elections;
- central service agencies that provide a service to other county agencies;
- direct public service agencies such as Records and Licensing Services and Regional Animal Services of King County; and
- miscellaneous agencies and central reserves.

Approximately 72 percent of General Government agency budgets are funded by internal service charges and flow through internal service funds. Internal service funds provide services primarily to other county agencies and recover the cost of services provided by billing those agencies. A sizeable portion of the total General Government budget (approximately 17 percent) is located in the General Fund. Lesser amounts (11 percent) are budgeted in special revenue funds and enterprise funds.

Highlights of the General Government program area such as significant program changes, capital investments in technology and facilities, and central rate changes are described in this chapter.

DEPARTMENT OF ASSESSMENTS

Mission

The King County Department of Assessments (DOA) will be the nation's best countywide Department of Assessments. DOA will remain people-focused while striving to be efficient and pursuing innovation in setting fair and equitable property values to fund vital community services.

Overview

DOA is led by an independently elected Assessor who oversees a staff of 213 organized into five operational divisions. The department's primary goal is to work collaboratively with all partners to produce property assessments that are fair, uniform, equitable, and understandable. The tax roll produced by the department and collected by the Treasury results in the collection of nearly \$4 billion for important public services, from schools to transportation, public safety, and parks. For King County government, the property tax accounts for about 43 percent of General Fund revenue. DOA works with 161 separate taxing districts within King County, including school districts, cities, fire, and hospital districts.

The department provides five core products to its customers – property tax roll; property values; property valuation notices; appeal responses; and property tax exemption services. The department has identified the following primary customers for these products: King County Treasury; taxing districts in King County; the State of Washington; property owners; the King County Board of Equalization; the State Board of Tax Appeals; the real estate industry; the State Department of Revenue; appeal and exemption applicants; and business owners. For more detail see the department's Line of Business document.

2017-2018 Problems, Opportunities and Priorities

Funding reductions for the core assessment function due to County budget deficits are a continued challenge for DOA, requiring the creation of new revenue and/or cost recovery options. As part of the budget balancing process for the 2017-2018 budget, Executive Dow Constantine determined that the General Fund will no longer pay for certain expenses that have countywide benefit. The Executive further determined that the DOA's GIS and treasury services – specifically, the department's contributions to developing and maintaining the base parcel layer and property tax administration services – meet this countywide benefit designation and two new central rates have been proposed for 2017-2018.

Modernizing Technology to Improve Processes

Replacement of the re-hosted Property Based System (PBS) for property tax accounting is also a priority for the upcoming biennium. DOA's current business process remains unchanged from the 1970s business practices on which it is based and prevents current business processes from being updated due to the technical configuration of the current system.

The evolving customer base over the next ten years will impact the department's workload and how the department interacts with its customers. Shifting demographics include a 39 percent increase in Baby Boomers eligible for a senior citizen tax exemption, a 300 percent increase in the number of Millennials owning property, and a major shift in the racial and ethnic make-up of the customer base. Workloads will increase for appraisals, exemptions, and appeals processing as parcel counts are forecasted to grow by 17 percent over the next ten years.

In summary, the department must develop process, programmatic, organizational, and technological improvements to meet the projected increased workloads to deliver fair and accurate property valuations while continuing to work collaboratively in its budget plans to help close the County's budget deficit, including new revenue and cost recovery sources to support the General Fund. The department also must continue to generate a tax roll that meets statutory requirements and manage the growing demands in senior tax exemption services and changing customer service expectations in the coming years.

Alignment with Executive Strategic Initiatives

The Executive's priorities for the 2017-2018 Proposed Budget included consideration of Equity and Social Justice (ESJ); Best Run Government; and Strategic Climate Action Plan (SCAP).

Equity and Social Justice

From the broadest perspective, equity is a primary consideration in the way the department conducts all business, from valuing property to setting levy rates. The Department's goal is that every property owner pays the amount they are required to by law – no more and no less.

The department works hard to reach out to all King County communities to promote a common understanding of how the property tax system works in King County and what property tax reductions or exemptions various property owners may be eligible for. The department and the Assessor hold

dozens of community meetings per year with senior citizen groups, community associations, homeowner associations, chambers of commerce, and service groups to provide information and sign-up eligible senior citizens for exemptions.

DOA is proposing to work with the County's Equity and Social Justice Office to provide for ongoing cultural competency development opportunities for staff. DOA employees interact on a daily basis with county residents in their neighborhoods and in their homes as they visit and provide valuation of residential and commercial property and in providing public information and customer service. To effectively perform their job and represent King County, cultural competency is foundational.

DOA will continue to develop policies and programs to impact affordable housing in King County. As economic growth has not benefitted all residents equally and the income gap widens, it is critical that King County work to create affordable housing opportunities. As a factor in the overall cost of housing, property tax payments contribute to housing affordability. DOA will work to identify strategies to impact affordable housing for all King County residents, including seniors, low income households, immigrant communities, people with limited English language proficiency, and people of color.

Lastly, the department has translated various information pieces into the most common languages in King County (Chinese, Korean, Russian, Spanish, Vietnamese, Khmer, and Somali) and is using the language line services in delivering customer service.

Strategic Climate Action Plan (SCAP)

The department completed a continuous improvement project in 2014 that reduced driving time and increased operational efficiency of appraisers in the field by 2,500 hours, reducing energy use and its carbon footprint.

Best Run Government

DOA has developed a number of cost-saving measures and efficiencies over the last several years, including the Electronic Valuation Notices (EVN) project, implemented in 2016, to allow property owners to receive their annual property valuations by email as opposed to regular US mail, reducing cost and increasing customer service.

DOA's mobile strategy for residential and commercial appraisers has also maximized efficiency in data collection of appraisal staff. DOA also worked closely with KC Information Technology and the Board of Equalizations (BOE) to create eAppeals, an award-winning, web-based system for filing property assessment appeals. About one-half of all appeals are now filed on-line, creating significant efficiencies in not only DOA, but other agencies like the BOE.

Finally, the Assess to Collect Line of Business activities has resulted in multiple Lean projects currently underway across multiple agencies, including improvements to the property tax refund process, address change process, and interagency customer service.

2017-2018 Executive Proposed Operating Budget ASSESSMENTS (EN_A67000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	51,045,315	451,825	213.0	0.0
Base Budget Adjustments	2,412,612	(66,725)	0.0	0.0
Decision Package Adjustments	1,473,051	2,092,000	0.0	0.0
2017-2018 Executive Proposed Budget	54,930,978	2,477,100	213.0	0.0
2017-2018 Executive Proposed Ordinance	54,931,000	2,478,000	213.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) iPads 3 Year Cycle Replacement Budget Increase Provide budget to continue investment in mobile device technology and replace devices at end of useful life, in accordance with a standard three year replacement cycle.	75,000	0	0.0	0.0
(DS_002) DOA Legal Services Reduction Reduce the ongoing legal services budget based on recent litigation experience. This budget is used to defend appeal litigation at the State Board of Tax Appeals and Superior Court. Assessments will retain a portion of this funding for our litigation needs.	(30,000)	0	0.0	0.0
(DS_003) DOA Overtime Budget Reduction Reduce a portion of Assessment's regular overtime budget based on staffing needs and recent overtime usage.	(200,000)	0	0.0	0.0
(DS_005) DOA Vehicle Fleet Return DOA staff will use personal vehicles more often increasing the mileage reimbursement, per the employees' collective bargaining agreement.	46,440	0	0.0	0.0

Administrative Service Changes

2017-2018 Executive Proposed Operating Budget ASSESSMENTS (EN_A67000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) DOA GIS Service Cost Recovery Model Create an alternative method for funding parcel layer development costs by distributing these costs across King County agencies that utilize the data.	0	1,900,000	0.0	0.0
(AC_003) DOA Treasury Cost Recovery Model Create an alternative method for funding the department's treasury/property tax-related administrative costs by distributing these costs across King County agencies that utilize these services and/or data.	0	192,000	0.0	0.0
Technical Adjustments				
(TA_001) FMD Print Shop Budget Adjustment Adjust Assessment's budget with sufficient budget authority to carry out the statutory obligation to print valuation notices. In the agency's 2015-2016 Biennium Budget, the valuation cards/notices printing was budgeted as a separate line item and initial FMD estimate was insufficient to meet Assessment's needs.	40,000	0	0.0	0.0
(TA_002) Fleet Return Reflects the expenditure reduction for Assessment's return of fleet vehicles.	(182,856)	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(248,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	23,000	0	0.0	0.0
(TA_199) Parking Fees Increase fees at County parking facilities commensurate with local market rates. These changes will affect agencies that pay or reimburse for privately-operated vehicles and for agency-assigned Fleet vehicles that park in the Goat Hill Garage, Chinook Building, KC Correctional Facility, and (as of June 2017) King Street Center.	118,000	0	0.0	0.0
Central Rate Adjustments	1,831,467	0	0.0	0.0
Total Decision Package Adjustments	1,473,051	2,092,000	0.0	0.0

COUNTY EXECUTIVE

Mission

The County Executive provides leadership and direction for the operation of the executive branch of county government and for implementation of the King County Strategic Plan, in collaboration with the County's other elected officials.

Overview

King County is one of America's fastest-growing regions, and the Executive is building partnerships and working with employees to meet the key challenges facing the Northwest—equity and social justice, climate change, and regional mobility.

This budget reflects the Executive's reform agenda. It is designed to further the Executive's vision to create the nation's best-run government. To do this, King County employees are embracing continuous improvement, instituting best management practices, driving innovation, and striving for second-to-none customer service that supports the people of King County.

The 2017-2018 proposed budget for the County Executive includes the following five appropriation units: County Executive; Office of the County Executive; Office of Equity and Social Justice; Office of Performance, Strategy, and Budget; and Office of Labor Relations. Through these offices and budgets, the County Executive provides leadership and direction for the operation of the executive branch of County government and for implementation of the King County Strategic Plan in collaboration with the County's other elected officials.

2017-2018 Executive Proposed Operating Budget COUNTY EXECUTIVE (EN_A11000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	555,537	0	1.0	0.0
Base Budget Adjustments	25,307	0	0.0	0.0
Decision Package Adjustments	2,176	0	0.0	0.0
2017-2018 Executive Proposed Budget	583,020	0	1.0	0.0
2017-2018 Executive Proposed Ordinance	584,000	0	1.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	2,176	0	0.0	0.0
Total Decision Package Adjustments	2,176	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget OFFICE OF THE EXECUTIVE (EN_A12000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	10,227,554	0	24.0	0.0
Base Budget Adjustments	742,265	0	0.0	0.0
Decision Package Adjustments	(1,098,122)	0	1.0	0.0
2017-2018 Executive Proposed Budget	9,871,696	0	25.0	0.0
2017-2018 Executive Proposed Ordinance	9,872,000	0	25.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
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Direct Service Changes

(DS_120) Central Climate Change Costs Update	(433,784)	0	1.0	0.0
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Transfer the costs for the Energy Policy & Partnerships Specialist and Director of Climate and Energy Initiatives positions from the Executive Office to the new climate allocation cost center in DNRP. Although these FTEs are located in the Executive Office, their work is focused on countywide climate related activities and therefore should be part of the climate allocation. The Energy Policy & Partnerships Specialist will serve as King County's leader, catalyst and connector for the expansion of energy efficiency investments and renewable energy production by King County and many partners. The Director of Climate and Energy Initiatives oversees and leads implementation of King County's efforts to confront climate change and implement of diverse strategies such as those related to energy, mobility, and climate preparedness.

The net addition of FTEs for this appropriation unit is zero as Fleet Administration is transferring an FTE to the Executive Office to cover the Energy Policy & Partnerships Specialist position, and the Director of Climate and Energy Initiatives position already exists.

Administrative Service Changes

2017-2018 Executive Proposed Operating Budget

OFFICE OF THE EXECUTIVE (EN_A12000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) Transfer Board and Commission Position from DES Administration	246,125	0	1.0	0.0
The Board and Commission coordinator is transferred from Department of Executive Services Administration to the Executive Office.				
(AC_003) Transfer Administrator Position to Consolidate Administration in PSB	(284,497)	0	(1.0)	0.0
The Executive Office Administrator position is transferred from the Executive Office to the Office of Performance, Strategy, and Budget.				
Technical Adjustments				
(TA_113) Vacancy Rate Adjustment Reflects a three percent reduction in expenditures that the Office of the Executive will manage by holding one or more positions vacant.	(300,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	5,000	0	0.0	0.0
Central Rate Adjustments	(330,966)	0	0.0	0.0
Total Decision Package Adjustments	(1,098,122)	0	1.0	0.0

OFFICE OF EQUITY AND SOCIAL JUSTICE

Mission

The Office of Equity and Social Justice supports the implementation of the Equity and Social Justice Strategic Plan and serves as the main resource and coordinator of key County efforts to advance equity in the organization and community. The vision of the Equity and Social Justice Strategic Plan is consistent with the overall vision of King County's Strategic Plan: A King County where all people have equitable opportunities to thrive.

Overview

The Office of Equity and Social Justice was established with the adoption of the 2015-2016 biennial budget. During the current biennium, a key deliverable of the office has been the completion of a strategic plan. Completed in September 2016, the new King County Equity and Social Justice Strategic Plan (2016-2022) provides a comprehensive roadmap — vision, framework, policy agenda and internal measures — for advancing the vision of a King County where all people have equitable opportunities to thrive.

King County will become pro-equity in County practices and governance by using an equity lens in actions, processes, and decisions. As part of the ESJ Strategic Plan, the County will invest upstream and where needs are greatest, addressing root causes and smartly allocating public resources. The County will also invest in community partnerships as a strategy to better understand and address equity impacts throughout the region. The County will invest in employees to create a strong, racially diverse workforce and workplace at all levels, that is best positioned to advance equity in the region. Moreover, the County recognizes that the success of this plan and progress on equity is fundamentally tied to visible and accountable leadership in King County government.

The Strategic Plan defines a Pro-Equity Policy Agenda in eight areas (determinants of equity) and aims to integrate and implement pro-equity practices in our major functions of government, ranging from leadership, operations, and services, to plans, policies, and budgets, to workplace/workforce and community partnerships.

2017-2018 Problems, Opportunities, and Priorities

The 2017-2018 budget biennium is a key opportunity to invest in these strategies in ways that advance the Equity and Social Justice (ESJ) Strategic Plan's goal and policy areas.

Implementation of the ESJ Strategic Plan

During 2015-2016, the Office of Equity and Social Justice was staffed by a Director, Program Manager and Inclusion Manager. The office provides support, technical assistance and leadership in embedding equity impact reviews in decisions and processes; improving community engagement practices; advancing regional efforts to advance equity and social justice; strengthening employee and community engagement; assuring accountability and organizational advancement towards equity; coordination, collaboration and including an ESJ lens in major county priorities and initiatives; and improving services to limited-English speaking populations and immigrants/refugees.

The ESJ Strategic Plan lays out aggressive, measurable actions to achieve a transformed county government by 2022. The Executive's budget includes an additional 1.5 FTE as a central resource to support new activities in the ESJ Strategic Plan, including:

- Implementation of the Strategic Plan, including agency action planning, monitoring, measuring
- Development and delivery of new ESJ fundamentals training and training specific to each goal area
- Community liaisons program to support further development and maintenance of community partnerships that serve the most underserved and least represented in county decision-making
- Regional equity collaborative, leading and working with the Regional Equity Network and major partners (e.g., UW, Seattle Foundation, Gates Foundation, Puget Sound ESD, cities) to advance a regional equity agenda, advance major institutional change across sectors, and support/build community capacity for change
- School-to-work pipeline, strategically investing in preparing youth who experience the greatest barriers to work opportunities in King County and other major employers

Immigrant and Refugee Task Force

In the summer of 2016 the Immigrant and Refugee Task Force, created by the County Council and the Executive, finalized its report on how to better integrate our newest residents. The Executive's budget includes one staff position and other minimal resources to support a new Immigrant and Refugee Commission and a regional hub for immigrant and refugee issues. This funding level was the minimum recommended by the Task Force, and will allow the county to make important advancements in this area where there is growing need.

Alignment with Executive Strategic Initiatives

Equity and Social Justice is integrated and a central component of King County's Best-Run Government work.

2017-2018 Executive Proposed Operating Budget

OFFICE OF EQUITY AND SOCIAL JUSTICE (EN_A14100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,125,996	0	2.5	0.0
Base Budget Adjustments	152,140	0	0.0	0.0
Decision Package Adjustments	697,454	0	2.5	0.0
2017-2018 Executive Proposed Budget	1,975,590	0	5.0	0.0
2017-2018 Executive Proposed Ordinance	1,976,000	0	5.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Immigrant and Refugee Commission and Hub	284,825	0	1.0	0.0
Provides staffing to the County's Immigrant and Refugee Commission and Hub. The focus is to support the integration of our newest residents and create a regional resource for community and institutions.				
(DS_002) Implementation of the Equity and Social Justice Strategic Plan	246,682	0	1.0	0.0
Provides central staff to support department and agency-level action planning, action plan implementation, technical assistance and training to advance the overall ESJ Strategic Plan.				
Administrative Service Changes				
(AC_001) Increase OESJ Part time Position to Full time	160,346	0	0.5	0.0
Provides funding to maintain the current level of staffing for the OESJ by providing ongoing resources a Program Analyst position originally established as part-time.				

**2017-2018 Executive Proposed Operating Budget
OFFICE OF EQUITY AND SOCIAL JUSTICE (EN_A14100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	5,602	0	0.0	0.0
Total Decision Package Adjustments	697,454	0	2.5	0.0

OFFICE OF PERFORMANCE, STRATEGY AND BUDGET

Mission

To provide sound data, tools, and analysis to improve King County performance.

Overview

The Office of Performance, Strategy and Budget (PSB) manages the County's budget process, ensures good financial planning and management, provides analytical and decision support, coordinates Countywide strategic and comprehensive planning, and helps improve operations through continuous improvement and Lean management. PSB's work is guided by best practices in financial stewardship and performance management, which includes enhancing accountability, transparency, and integrating strategic planning, business planning, resource allocation, and continuous improvement into a systematic approach throughout the County. In addition, external drivers direct some of PSB's workplan including the ongoing General Fund financial gap and balancing service delivery and performance against fiscal constraints. These broad change drivers have informed prioritization of work and a series of initiatives (described in the following section) that direct what PSB does and how staff spends its time carrying out the mandated functions of the office.

The office's primary direct customers are the King County Executive and County leadership, both elected officials and department and agency leaders. PSB provides services to budget, performance, program, and human resources staff throughout the County. Additional customers include other local governments within the county.

Key enterprise products and services provided by PSB include:

- King County strategic plan
- Biennial and supplemental budgets
- Standard financial plans, financial policies, and budget monitoring
- Public performance website (King County Performance)
- King County Comprehensive Plan
- Employee engagement and community-level enterprise surveys
- Support to Executive leadership on organizational performance reviews through the county's visual management system (Tier Boards)
- Guidance, trainings and technical assistance to departments on management tools such as Lean, line of business planning, performance measurement, and visual management.

2017-2018 Problems, Opportunities and Priorities

PSB leadership identified several problems and opportunities related to improving performance management in King County. These problems and opportunities are organized under 1) Efficiency and Financial Sustainability, 2) Focus on Strategic Priorities, 3) Improvement, Integration, and Organizational Capacity, and 4) Program Performance and Return on Investment.

Efficiency and Financial Sustainability

- Some organizations and funds within the County are expected to experience significant financial shortfalls into the foreseeable future; the most significant shortfall is in the General Fund with a projected ongoing gap of \$20 million per biennium.
- Many business models and services across the government are outmoded or need to be reevaluated for relevance and financial sustainability.
- Financial management and monitoring have improved significantly over the past two years and are better integrated with day to day financial work and the budget process.

Focus on Strategic Priorities

- The Executive's strategic priorities of Climate Change, Equity and Social Justice (ESJ), Best Run Government, and Regional Mobility are broad reaching, ambitious, and are shaped by planning efforts that specify goals, objectives, and strategies that drive both how the County will operate and the outcomes that will be achieved in the community.
- Budget and business planning have begun to integrate the Executive's key goals into these planning processes.
- ESJ, Climate Change, and the Mobility strategic plan and measurement tools for very high level strategic areas are starting to have an impact; progress toward desired outcomes is apparent in many parts of the government.
- Too much management and leadership time continues to be spent on "firefighting" and not focused on strategic priorities.

Improvement, Integration, and Organizational Capacity

- PSB has made some progress on integrating the techniques and practices of performance management. Integration and coordination is important to ensure successful change management and minimize inefficiency in planning, execution, measurement, and monitoring.
- Demand and interest for Lean management and organizational development work is increasing; the County does not currently have the capacity to meet that demand.
- PSB is using analysts' capacity gained from moving to biennial budgets to address financial monitoring, business planning, and evaluation.
- Additional analyst capacity is being made available through standardizing PSB processes and using Lean management to make the processes more efficient.
- Many agencies and "lines of business" are engaging in the management model; the results and experience are uneven.

- PSB has worked to integrate the management model internally by building the skill sets of PSB and agency staff and working through cross functional teams to deliver line of business planning.

Program Performance and Return on Investment

- The County spends billions of dollars in public resources each year and much of this spending is not tied to community and organizational outcomes.
- Rigorous program and policy evaluation is sporadic in the County.
- Performance data is not always readily available and often requires significant time to develop.
- Much of the County continues to operate within department silos rather than working across systems. The County has made some progress in understanding how processes and systems (e.g. criminal justice and health and human services) intersect with each other but much work remains.
- A small number of line of business planning activities include multiple agencies working across systems and interdepartmental processes.
- The Executive's approach to cascading strategic priorities to the departments, which includes the practices of "roundings" and tier boards, is largely in place but needs more extensive adoption and use.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

PSB continues to advance Equity and Social Justice work at the County in terms of County plans, policies, and procedures. PSB produced the Determinants of Equity report, lent considerable support to the new Office of Equity and Social Justice for staffing the ESJ strategic plan, incorporated ESJ proposals into the budget process, and conducted an ESJ review of budget proposals for the 2017-2018 budget. PSB will continue to deepen use of an ESJ lens on the work of the office, including:

- Supporting the process where decision making for the budget and rates will be backed by an ESJ review and, whenever appropriate, be tied to ESJ outcome measures.
- Support the development of the system to display progress on the ESJ Strategic Plan at the County and department/agency level.
- Use the minimum standards articulated in the ESJ Strategic Plan for Equitable Budgeting, Planning, and Policymaking and support departments and agencies to do the same via guidance, training, and consultation.

Strategic Climate Action Plan (SCAP)

The Strategic Climate Action Plan has several priority areas that PSB staff will be supporting in 2017-2018 including:

- Facilitating the Fund to Reduce Energy Demand (FRED) application and approval process to support the investment in projects that save the County money and reduce resource use.
- Supporting the expansion of the FRED program to cities across the region.

- Supporting the development of a Social Cost of Carbon (SCC) and how this will be used in decision-making to inform investments.
- Improving standardization and consistency in reporting against Green Building goals and requirements by developing a reporting module in the Project Information Center (PIC), the PSB capital budget system, led by staff in KCIT and DNRP. Participating in the development and implementation of the alternative fuels policy, ensuring that costs of alternative fuels are considered along with the environmental benefits.

Best Run Government

PSB advances the Best Run Government priority by developing and implementing strong financial stewardship practices throughout the County; integrating strategic planning, business planning, budgeting, visual management, and Lean management to improve County performance; and providing program and system evaluation for the Executive and County agencies.

Lean Strategy: PSB is shifting the County's Lean strategy to focus on driving early results while building Lean capability for sustainable results and continuous improvement. This strategy will consist of three key components.

- First, PSB will be improving the alignment of Lean resources toward the projects that are prioritized by the senior leadership team.
- Second, PSB will focus on systems. In the short-term this means improving and standardizing how the County plans, prioritizes, measures, and monitors for results across County agencies.
- Third, PSB will focus on improving the County's culture. This is most affected by leadership. Therefore, the County will have a development plan to cultivate formal leaders with the skills, behaviors, and thinking aligned to systems for driving results.

To better resource this plan, PSB proposes the conversion of three current term-limited temporary positions to permanent positions for the upcoming biennium.

Charter Review Commission: The County Charter requires the formation of a Charter Review Commission at least once every ten years. This effort needs to occur in 2017-2018. PSB's proposed budget includes one TLT employee to support this work. Other PSB staff will be assigned as needed.

Commitment to Improving Engagement: The annual employee survey indicates that PSB staff have some of the higher scores across the County in terms of engagement. Employees provide high marks in areas of strategic alignment (knowing how efforts contribute to the goals of the organization), peer culture, and personal influence (knowing that a person's opinion is valued). Scores were much lower in having a clear career path and advancement opportunities. PSB's 2017-2018 workplan includes continued support for use of Lominger competencies and goal setting for growth and development of employees which will in turn help create clear development and career path for employees. PSB will also set coaching targets for managers and team leads.

2017-2018 Executive Proposed Operating Budget

OFFICE OF PERFORMANCE STRATEGY AND BUDGET (EN_A14000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	21,017,820	140,000	55.0	3.0
Base Budget Adjustments	1,709,892	0	0.0	1.0
Decision Package Adjustments	(408,088)	63,000	5.0	(3.0)
2017-2018 Executive Proposed Budget	22,319,624	203,000	60.0	1.0
2017-2018 Executive Proposed Ordinance	22,320,000	203,000	60.0	1.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Position Reclassifications PSB has reclassified a Deputy Director and two Manager position to lower classifications.	(315,397)	0	0.0	0.0
(AC_002) Sustain Continuous Improvement Staffing Convert three continuous improvement positions from TLT to FTE. The single largest investment in the County's Lean effort is in the central team headcount. The current permanent FTE count of nine centralized lean experts provides a ratio to employee population of 1:1,500. This staffing level limits the County's ability to lead a true transformation. Converting three TLT to FTE provides a 25% improvement to a ratio of 1:1,125 to better leverage the County's new Continuous Improvement strategy.	982	0	3.0	(3.0)
(AC_003) Consolidate Administrative Functions in PSB	284,497	0	1.0	0.0

Transfer Administrator position from the Executive Office to PSB in order to consolidate administrative functions in PSB.

2017-2018 Executive Proposed Operating Budget
OFFICE OF PERFORMANCE STRATEGY AND BUDGET (EN_A14000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_004) Staffing and Support for Charter Review Commission	255,366	0	0.0	1.0
In accordance with the King County Charter, Section 800, staffing is proposed to support the decennial charter review commission process.				
(AC_005) Convert Recidivism/Re-entry Position from TLT to FTE The Recidivism Reduction and re-entry TLT is being converted to an FTE because the initial work of developing a plan has been completed. The system transformation work to achieve changes in behavioral health, jail administration and the criminal justice system will require sustained ongoing attention to make effective changes.	327	0	1.0	(1.0)
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	63,000	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(430,000)	0	0.0	0.0
(TA_114) Loan Out Labor Adjustment Adjust Loan Out Labor Account.	(59,111)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	11,000	0	0.0	0.0
Central Rate Adjustments	(155,753)	0	0.0	0.0
Total Decision Package Adjustments	(408,088)	63,000	5.0	(3.0)

OFFICE OF LABOR RELATIONS

Mission

Build and maintain effective partnerships with County leadership and its many unions, guilds and associations to support a sustainable, innovative and efficient government and to attract and retain a talented workforce that serve King County's residents and visitors.

Overview

The King County Office of Labor Relations (OLR) is on the forefront of implementing the Executive's commitment to government reform and promoting long-term fiscal sustainability. As the County's representative in labor contract negotiations, OLR exerts considerable influence on the government's financial state by partnering with labor unions and bargaining sustainable labor agreements to implement the Executive's reform agenda. OLR negotiates approximately 80 labor agreements covering the County's nearly 11,700 represented employees.

2017-2018 Problems, Opportunities and Priorities

Improving Consistency and Continuity across County Labor Contracts

OLR will continue working with labor partners, the Executive's office, and County agencies on developing and utilizing standardized contract language that promotes the County Executive's priorities and ensures consistency in negotiations. Creating a standard framework for bargaining will provide negotiators with clear boundaries and expectations, yet also allow for flexibility within established parameters.

Maintaining and Growing Participation in Coalition Bargaining

OLR will work to finalize negotiations with the Coalition of Labor Unions on a 2017-2018 agreement that will help the County to achieve greater operational efficiencies and reduce the costs related to contract administration, payroll, and employee relations. OLR will continue giving special attention to fostering strong relationships with labor partners as it works to reach the final, Master Agreement on total compensation and to grow the Coalition in the future.

Fostering Operational Efficiency and Attracting and Retaining High-Quality Employees

OLR will work with departments, the Human Resources Division, and labor partners in the 2017-2018 biennium to facilitate the County efforts to modernize the County's human resources and classification systems while ensuring that such efforts result in greater operational efficiencies, create opportunities for employee growth, and attract and retain high-quality workforce.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

In 2016, OLR worked with County management and labor partners to negotiate a Tentative Agreement on 2017-2018 total compensation signed in early September 2016. The Tentative Agreement covers almost 60 collective bargaining units and approximately 5,800 employees. It provides a compensation package that is fair, equitable, sensible, and forward-looking. It will help the County to retain and recruit the very best employees to serve the 2.1 million County residents. In 2017-2018, OLR will continue its work on negotiating contract provisions that standardize wages, hours, and working conditions across the County's workforce while ensuring livable wages to King County's employees and addressing existing and potential social and racial inequities.

Best Run Government

OLR is committed to negotiating fair, equitable labor agreements that allow employees to be more engaged in their work and King County to be more efficient. For example, OLR will continue seeking opportunities to negotiate provisions that provide growth opportunities for employees, such as special duty and training, and allow departments and employees the flexibility to utilize expertise in multiple skill areas.

2017-2018 Executive Proposed Operating Budget OFFICE OF LABOR RELATIONS (EN_A42100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	5,784,155	0	17.6	0.0
Base Budget Adjustments	273,282	0	0.0	0.0
Decision Package Adjustments	91,769	0	0.0	0.0
2017-2018 Executive Proposed Budget	6,149,207	0	17.6	0.0
2017-2018 Executive Proposed Ordinance	6,150,000	0	17.6	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_020) Repurpose Negotiator Position Repurpose a Labor Negotiator II position to a Labor Negotiator I position as a result of efficiencies from coalition bargaining. Contributes to achieving the General Fund target reduction.	(24,472)	0	0.0	0.0
Technical Adjustments				
(TA_001) Eliminate DES Equipment Replacement Eliminate budget for DES Equipment Replacement. Contributes to achieving the General Fund target reduction.	(20,536)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	9,000	0	0.0	0.0
Central Rate Adjustments	127,777	0	0.0	0.0
Total Decision Package Adjustments	91,769	0	0.0	0.0

DEPARTMENT OF ELECTIONS

Mission

The King County Elections Department (KCE) will conduct fair, open and accurate elections.

Overview

An independently elected director of King County Elections oversees the largest vote-by-mail county in the country, ensuring that every single eligible ballot is counted accurately in every election. As of the upcoming 2016 general election, the department is on track to have processed ten million ballots without a single discrepancy, for 31 straight elections and more than seven years without an error. Under the direction of a newly elected director, King County Elections (KCE) is committed to building upon this success while expanding and increasing voter access. KCE effectively works in partnership with the Executive's Office, the King County Council, and the Citizens' Election Oversight Committee (CEOC), to continue to administer fair, open, and accurate elections.

Looking forward to the 2017-2018 biennium, Elections' top priority is to identify barriers to voting for all citizens and to work systematically to remove them. KCE will build on key accomplishments in 2016, including increased outreach to limited-English speaking voters, translation of all voting materials in Spanish and Korean, and quadrupling of the number of permanent ballot drop-off locations. For the 2017-2018 biennium, KCE will strive to make voting more convenient and inclusive for all King County citizens.

2017-2018 Problems, Opportunities and Priorities

King County Elections operates in a complex and frequently changing regulatory environment. Federal and state election laws and certification standards mean the organization must be responsive to a multitude of external factors. Additionally, the department is guided by several key County ordinances, including Ordinance 18086, which promotes access to elections for historically underrepresented citizens by:

- Adding Spanish and Korean to the list of languages in which all ballot materials must be translated,
- Prescribing targeted outreach for limited English speaking communities, and
- Establishing a methodology by which demographic data and specific criteria are used to identify additional language requirements in the future.

Changing county demographics

King County is changing as a region. People of color make up the majority of population growth in the last twenty years. Immigrants new to King County come from all over the world, but especially from Asia, Latin America, Eastern Europe, and Africa. The percent of residents who speak a language other than English jumped from 18.4% in 2000 to 26.4% in 2014¹ and King County's residents speak more than 170 different languages. Demographers predict that the region will continue to become more vibrant and diverse – and KCE will need to ensure elections continue to be inclusive and accessible to all King County communities, including providing voter materials in more languages, conducting culturally competent voter outreach, and actively identifying and working to remove barriers for specific communities.

Technology trends in the field of elections

The landscape of election administration, and specifically technology for election administration, rapidly changes. Increasingly, jurisdictions have explored new approaches like automated signature verification and online election tools. Additionally, more than ten years have passed since major purchases were made with "Help America Vote Act" (HAVA) grants and many jurisdictions plan to make large investments to replace IT equipment and infrastructure.

Voter disengagement and apathy

Both King County and the nation have seen a downward trend in voter turnout. While efforts to increase turnout will require a variety of strategies and broad cultural change, KCE has a role to play in making voting as easy and accessible as possible. It will be important over the next five years to expand on-going dialogue with community stakeholders, other organizations that administer elections, and the County Council on this issue to determine how to have a tangible impact on turnout.

Evolving customer preferences for receiving information and services

A comprehensive voter survey in the fall of 2015 yielded insight into how voters would prefer to engage with and receive information from King County Elections. Some interesting data included:

- 51 percent of voters surveyed are interested in receiving messages from KCE
- 58 percent of voters survey prefer email as method of contact

¹ 2014 American Community Survey, U.S. Census Bureau

- 18-24 year-olds prefer information via text messages
- Interest for an online pamphlet increased significantly from 2011 (when the last survey was completed)
- King County social media engagement is up
- Only four percent of voters surveyed have a need for an Accessible Voting Center

Alignment with Executive Strategic Initiatives

Equity and Social Justice

The proposed 2017-2018 Elections budget continues and expands outreach and education work begun in 2016 related to Ordinance 18086 (promoting access to elections for historically underrepresented citizens), as directed by the King County Council. The budget includes a request for extending full translation of voting materials to Korean and Spanish speaking voters at the same level of services as currently provided to Chinese, Vietnamese, and English speaking voters; and to fund community engagement activities in underrepresented communities to assist citizens with voter registration, increased access to voting materials and overall voting education. These initiatives and projects are meant to address existing disparities in civic participation among underrepresented communities in King County.

Strategic Climate Action Plan (SCAP)

Despite being heavily paper-reliant, due to how elections are administered in Washington State, KCE has taken steps to maximize recycling internally and provide as many mobile and online service options to customers as possible to reduce material consumption.

Best Run Government

The Elections budget includes replacement of the existing tabulation system. The current tabulation system, which is central to KCE's ability to count ballots and report results in a timely manner, is at capacity and runs on an unsupported operating system. This important project will allow the department to more effectively and efficiently serve the residents and voters of King County.

Capitalizing on a data-driven approach to process improvement, the 2017-2018 Elections budget proposal reflects the ongoing reduction in temporary labor hours associated with preparing for elections and processing ballots. In recent years, King County Elections has used Lean principles to institute process improvements that have reduced reliance on short-term temporary staff hours. Process improvements have led to:

- Reduced time required to sort ballots, verify voters' signatures, open ballot packets, and duplicate ballots when necessary;
- Increased lead time to address signature challenge issues;
- Improved maintenance of voter registrations and associated recordkeeping; and
- Reduced voter errors that result in ballots that cannot be counted.

The process improvement work has resulted in financial savings to the General Fund and partner jurisdictions, as quantified by the proposed reduction in short-term labor.

2017-2018 Executive Proposed Operating Budget ELECTIONS (EN_A53500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	39,061,425	23,135,826	65.5	0.0
Base Budget Adjustments	(2,970,945)	(6,408,056)	0.0	0.0
Decision Package Adjustments	2,243,493	6,381,746	0.0	0.0
2017-2018 Executive Proposed Budget	38,333,973	23,109,516	65.5	0.0
2017-2018 Executive Proposed Ordinance	38,334,000	23,110,000	65.5	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Increasing Elections Access for Underrepresented Citizens	515,000	257,500	0.0	0.0
<p>Ordinance 18086 (in 2015) calls for promoting access to elections for historically underrepresented citizens, including an additional requirement that Elections provide voting material in Spanish and Korean. Ordinance 18239 (February 2016) provided for ongoing funding for two full-time Korean and Spanish translator positions for the Department of Elections. This request provides ongoing funding for the remainder of the activities required by ordinance 18086, including:</p> <ul style="list-style-type: none"> • vendor costs to translate the Voters' Pamphlet into Korean and Spanish at the same level of services as currently provided to Chinese, Vietnamese, and English speaking voters; • additional printing, distribution, and advertising costs associated with adding two new languages; • ongoing community outreach in the form of partnerships with community based organizations (CBOs). 				

Administrative Service Changes

2017-2018 Executive Proposed Operating Budget ELECTIONS (EN_A53500)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_001) Tabulation System Annual License Fee Funds annual license fee for the Elections Tabulation System proposed for replacement in in 2017. This amount represents the estimated incremental increase above the current vendor's license fee.	170,000	85,000	0.0	0.0
(AC_002) Reduce Short Term Temp Labor Reflects an ongoing reduction to temporary labor hours necessary given the value gained from process improvements and continuous evaluation of workflow.	(326,051)	(163,000)	0.0	0.0
Technical Adjustments				
(TA_001) Realign Budget Align expenses and revenues to actual levels. Actual expense and revenue activity has shifted between cost centers and accounts.	607,307	1,740,000	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	4,462,246	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	3,000	0	0.0	0.0
Central Rate Adjustments	1,274,237	0	0.0	0.0
Total Decision Package Adjustments	2,243,493	6,381,746	0.0	0.0

DEPARTMENT OF EXECUTIVE SERVICES ADMINISTRATION

Mission

DES provides excellent, innovative government services delivered by customer-focused employees.

Overview

The Department of Executive Services (DES) was established in 2002 to provide internal services to King County government and a variety of public services to its residents. The Department was a consolidation of four departments: Construction and Facilities Management, Finance, Human Resources, and Information and Administrative Services. DES has a variety of direct customers, from all County agencies in need of facilities maintenance and paycheck processing, to drivers applying for vehicle tab renewals. For more detail on customers and products, see the DES divisions' descriptions, respectively.

The Department of Executive Services currently includes the following divisions and offices:

- Records and Licensing Services Division (RALS);
- Finance and Business Operations Division (FBOD);
- Human Resources Division (HRD);
- Facilities Management Division (FMD);
- Office of Risk Management (ORM);
- Office of Emergency Management (OEM);
- Office of Civil Rights and Open Government (OCROG);
- Business Resource Center (BRC); and
- Office of Alternative Dispute Resolution (ADR)

DES Administration, as proposed by this budget, would include the DES Director's Office, and the Alternative Dispute Resolution Program (ADR).

The Director's Office provides oversight and coordination of the Executive Service divisions and offices, leadership on special projects and initiatives and ensures department alignment with county priorities. The Alternative Dispute Resolution Program provides facilitation, mediation and conflict resolution services for county agencies and the Interlocal Conflict Resolution Group (ILCRG), and trains employees and volunteers in these skills.

2017-2018 Problems, Opportunities and Priorities

Customer Service and Performance Management

DES will continue to deliver customer service improvements in access, quality, and timeliness within budget constraints and will encourage the use of a performance management framework to identify the most appropriate tools (e.g., visual management, Activity-Based costing, balanced scorecard, performance metrics, Lean) to improve organizational performance.

Standardizing Business Processes

DES will continue to move the enterprise business environment through the standardization phase and into optimization to improve the efficiency and effectiveness of the financial and human resource service delivery and leverage the county's investment in enterprise business systems, and will provide business leadership in the deployment of the business intelligence tools.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

DES has been an active participant in shaping the County's approach to equity and social justice and was responsible for the design and production of the determinants of equity poster that has become the symbol and continued inspiration for this work. DES' actions reach out into the external community through hiring, contracting, licensing, mediation, emergency management, civil rights, and risk management services. DES has continued to explore innovative ways to utilize an equity lens in decision making, building community trust and capacity, engaging the community, providing excellent customer service, and providing fair and equitable internal services to employees. In 2016, a DES employee committee was formed to shape the department's ESJ efforts with an initial focus on workforce equity. Committee participation also serves to increase internal capacity to develop, implement and promote strategies to expand equity and social justice.

A number of DES's existing ESJ efforts continue, including the ADR Office's refinement of social justice mediation and its work with Garfield High School in Seattle on a restorative justice program. A proposal for the 2017-2018 biennium would continue and expand the restorative justice work. All divisions and offices of DES will utilize the "Countering Bias" video to train the increasingly diverse hiring panels convened to ensure applicants are treated with respect and without bias in the hiring process. There will also be an expansion of ESJ related trainings available to all employees.

Best Run Government

Besides the DES Director's Office sponsoring continuous improvement activities and leading new internal policies for better, more efficient service delivery, the DES Administration budget proposal for 2017-2018 seeks to maintain existing programs while fostering more efficient management of resources across all DES agencies. DES Administration meets its target reduction through the consolidation of the Office of Civil Rights and Open Government (OCROG) with the Office of Risk Management. As part of the consolidation, a position in OCROG that provides centralized administrative support for Boards and Commissions is moved to the Office of the Executive.

Lastly, building upon robust department-wide participation (72 percent) in the employee engagement survey and the strong employee engagement score (72 percent), the department will follow through on commitments to DES employees and emphasize a respectful and responsive workplace where our employees can thrive.

2017-2018 Executive Proposed Operating Budget EXECUTIVE SERVICES ADMINISTRATION (EN_A41700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	5,970,042	222,790	17.0	0.0
Base Budget Adjustments	499,857	0	0.0	0.0
Decision Package Adjustments	(1,778,675)	(177,790)	(4.0)	0.0
2017-2018 Executive Proposed Budget	4,691,224	45,000	13.0	0.0
2017-2018 Executive Proposed Ordinance	4,692,000	45,000	13.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) ADR Restorative Justice - ESJ Initiative Add capacity to the Alternative Dispute Resolution Restorative Justice program to continue the School to Prison Pipeline.	53,480	0	0.0	0.0
(DS_003) Shared Services Human Resources Associate Add one Human Resources (HR) Associate to supplement the HR shared services model that was implemented with one Senior Analyst in the 2015-2016 budget. The HR associate will provide support to smaller offices (DES Admin, OEM/E911, BRC and ORM/OCROG) without dedicated HR support.	23,037	0	1.0	0.0
Administrative Service Changes				
(AC_001) OCROG and ORM Consolidation Consolidate the Office of Civil Rights and Open Government (OCROG) and the Office of Risk Management (ORM) into a new agency within the Department of Executive Services. This proposal will provide financial stability for the programs and services provided by OCROG by funding through ORM's internal service rates.	(1,356,427)	0	(4.0)	0.0

**2017-2018 Executive Proposed Operating Budget
EXECUTIVE SERVICES ADMINISTRATION (EN_A41700)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) Boards & Commissions Position Transfer Transfer the Boards & Commissions position from OCROG to Executive Office.	(246,125)	0	(1.0)	0.0
Technical Adjustments				
(TA_001) Cost Centers Consolidation Cost center clean-up - moving position from 417010 to 417001.	0	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(177,790)	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	4,000	0	0.0	0.0
Central Rate Adjustments	(256,640)	0	0.0	0.0
Total Decision Package Adjustments	(1,778,675)	(177,790)	(4.0)	0.0

BUSINESS RESOURCE CENTER

Mission

Advance King County's Oracle EBS, PeopleSoft and Hyperion applications while providing quality customer support to optimize user experience and value.

Overview

The Business Resource Center (BRC) is a trusted leader and partner committed to service excellence by providing strategic, innovative, and reliable enterprise business applications and solutions. It supports and maintains the County's enterprise business systems, including the Oracle EBS Financial system, the PeopleSoft HCM and Payroll system, the Hyperion budget system, and the Oracle Business Intelligence (BI) system.

Work groups within the BRC are structured and aligned to manage the enterprise business systems as well as support central business owners, business processes, agency customers, and governance processes. The BRC Director's Office also aims to mature operations, through focusing on effective governance and organizational health, customer collaboration and relationship-building, and ensuring alignment with the Executive's priorities.

2017-2018 Problems, Opportunities and Priorities

The BRC's goals are to advance organizational maturity, foster employee engagement, deliver customer value, optimize systems and processes, and exercise financial stewardship. Priorities in the budget proposal that support these goals include:

Oracle Business Intelligence System

The project to purchase and implement the enterprise Business Intelligence (BI) system was approved by the Council on May 16, 2016. Implementation planning is underway and a system integrator with expertise in Oracle BI implementation will start in 2016 to work in partnership with the existing project team. In addition to implementation, the project work includes establishing data governance processes and defining the ongoing support strategies. The new service adds ongoing maintenance, support, and licensing costs to the BRC operating budget as well as an additional 4 FTEs to the BRC team.

Managed Services for Infrastructure

The replacement hardware for EBS and acquisition of new hardware for BI will lead to the transition of responsibility for managing the infrastructure to a managed services provider. The infrastructure is comprised of servers, virtual machines, operating systems, and storage. Today these are all separate components configured and managed independently to work together. The new infrastructure will use Oracle engineered systems which will consolidate and combine these components into a unified architecture.

Hyperion Upgrade

The BRC will partner with PSB to plan the Hyperion budget system upgrade scheduled for the 2017-2018 biennium. The planned upgrade also gives the County the ability to take advantage of new features and functionality. The current system infrastructure is 5-6 years old and needs to be replaced in order to leverage the latest changes to hardware, operating systems, browsers, and database versions.

PeopleSoft System Updates

BRC has adopted the new application release set methodology, known as PUM (PeopleSoft Update Manager) introduced with the last major system upgrade. Under this new paradigm, Oracle eliminated major version updates requiring system upgrades every 5 years. Instead, an entirely updated set of code is released every 12 weeks.

System Standardization

The BRC will continue to support and address planned business and system initiatives in support of business process and system standardization across the following functional value streams: Budget-to-Report (Budgeting, Accounting, and Reporting), Procure-to-Pay (Procurement and Accounts Payable), Billing-to-Cash (Grant Billing and Accounts Receivable), Hire-to-Retire (Benefits, HR, and Payroll), and System Security and Controls.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

The BRC is an internal service organization that supports and maintains the financial, procurement, HR, benefits, and payroll business systems for King County departments. BRC work indirectly impacts the determinants of equity by enabling and/or providing system capabilities (paid parental leave) and/or information (employee demographics) to support business changes to advance ESJ operational initiatives. In addition, the BRC promotes recruitment strategies to attract a diverse applicant pool and uses special duty opportunities for candidates looking to grow their skill set and/or with an interest in systems support.

Best Run Government

BRC will continue with initiatives planned to support enterprise alignment, customer focus, organizational improvement and maturity, and employee engagement. The initiatives support progress and achievement of the organization's goals and will be measured as part of the DES balanced scorecard and tier board reporting process.

2017-2018 Executive Proposed Operating Budget BUSINESS RESOURCE CENTER (EN_A30000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	37,415,635	33,235,216	49.0	0.0
Base Budget Adjustments	(1,724,536)	0	2.0	0.0
Decision Package Adjustments	568,390	6,985,454	6.0	0.0
2017-2018 Executive Proposed Budget	36,259,490	40,220,670	57.0	0.0
2017-2018 Executive Proposed Ordinance	36,260,000	40,221,000	57.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Enterprise Resource Planning: Oracle Business Intelligence Transitions the project efforts of implementing the ERP Business Intelligence (BI) Reporting solution to the ongoing service of BI Analytics provided through the Business Resource Center. This includes staff, debt service, and related support costs to develop and maintain the BI service as well as the annual support and maintenance costs of the Oracle software and hardware.	4,630,152	0	4.0	0.0
Administrative Service Changes				
(AC_001) PeopleSoft Upgrade Operationalizes the PeopleSoft upgrade costs. These cost used to be reserved for and implemented in capital projects, but will now be paid out of the BRC appropriation as the timing for upgrades from Oracle has changed from once every 3-5 years to quarterly.	2,000,000	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget BUSINESS RESOURCE CENTER (EN_A30000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_002) DES Shared Human Resources Services Adds resources to support the shared human resources position hosted in DES Administration. The centralized support position was piloted in 2015-2016 and has been successful in providing personnel services to smaller DES agencies.	115,000	0	0.0	0.0
(AC_003) Hyperion Budget System Upgrade Adds resources to support the planned upgrade to the most current version of the Hyperion budget platform. The current system infrastructure is 5 years old and needs to be replaced in order to leverage the latest changes to hardware, operating systems, browsers, and database versions.	1,200,000	0	0.0	0.0
Technical Adjustments				
(TA_002) Enterprise Systems Maintenance and Support Fees Adjusts the annual maintenance and support cost for Oracle EBS, PeopleSoft and Hyperion. This request accommodates increases in annual maintenance and support of up to 5%.	258,084	0	0.0	0.0
(TA_003) Hardware Managed Services Adds resources for ongoing managed services of the Oracle hardware. The managed services provider will be responsible for maintenance, repair and performance of the hardware as well as other hardware related activities requested by the BRC database administrators.	600,000	0	0.0	0.0
(TA_004) PeopleSoft Upgrade Change Management The PeopleSoft upgrade strategy has changed from one large upgrade once every 5 years, to several small upgrades every 12 weeks. In 2016, Council approved appropriation transferred from the BRC fund reserve for major upgrades to the annual operating budget. With a year of experience in this new model, the team has determined two full time resources are needed to manage the activities for these upgrades. These positions are funded through previously established internal service rates for the BRC. Appropriation of the funding for this work was approved in 2016; this request is for authority for 2 FTE's.	2,204	0	2.0	0.0
(TA_005) Consultant Services Reduction Removes one-time resources for consulting. These do not need to be carried forward into 2017-2018.	(7,491,120)	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	6,985,454	0.0	0.0
Central Rate Adjustments	(745,929)	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget
BUSINESS RESOURCE CENTER (EN_A30000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Total Decision Package Adjustments	568,390	6,985,454	6.0	0.0

2017-2018 Proposed Financial Plan
Business Resource Center /000005490

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	6,459,000	3,906,755	7,867,935	13,410,113
Revenues				
Internal Service Rates	33,022,696	40,220,670	46,253,771	48,705,220
Interest	36,663	-	-	-
Total Revenues	33,059,359	40,220,670	46,253,771	48,705,220
Expenditures				
Salaries & Benefits	(14,756,714)	(17,626,826)	(18,684,436)	(19,805,502)
Operating Expenditures	(12,354,890)	(15,807,664)	(17,072,277)	(18,438,059)
GO Bond Rdm - BI Project ⁴		(1,625,000)	(2,954,880)	(2,954,880)
Oracle EBS Upgrade Project	(5,500,000)	-		(7,500,000)
BI Analytics Project	(3,000,000)	-		
PeopleSoft Hardware Upgrade			(2,000,000)	
Hyperion Upgrade Project		(1,200,000)		
Total Expenditures	(35,611,604)	(36,259,490)	(40,711,593)	(48,698,441)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	3,906,755	7,867,935	13,410,113	13,416,892
Reserves				
Oracle EBS Software Upgrade ⁵		(3,000,000)	(6,000,000)	
Hyperion Upgrade ⁶	(1,200,000)	(300,000)	(900,000)	(1,500,000)
Oracle BI Software Upgrade ⁷		(1,500,000)	(4,500,000)	(7,500,000)
Oracle EBS Hardware Upgrade ⁸		(400,000)	(1,200,000)	(2,000,000)
Oracle BI Hardware Upgrade ⁸		(400,000)	(800,000)	(1,600,000)
PeopleSoft Hardware Upgrade ⁸	(800,000)	(1,600,000)		(800,000)
Total Reserves	(2,000,000)	(7,200,000)	(13,400,000)	(13,400,000)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	1,906,755	667,935	10,113	16,892

Financial Plan Notes

¹ 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue and expenditure growth of 3% - 15% and reflect the most recent estimates, including the outyear impact of proposals. The revenue increase for 2019-2020 reflects an additional BI Project debt service payment as well as funding for reserves for future upgrades to the Oracle BI Software.

⁴ General Obligation Bond repayment for the Business Intelligence Project is calculated on a 7 year repayment schedule at a 2.25% interest rate.

⁵ Oracle EBS Software Upgrade Reserve is calculated at \$7.5 million every 5 years.

⁶ Hyperion Software & Hardware Upgrade is calculated at \$1.5 million every five years

⁷ BI Software upgrade is calculated at \$7.5 million every 5 years

⁸ Oracle EBS, Oracle BI, and PeopleSoft hardware upgrades are calculated at \$2 million every five years which includes the additional licenses required by Oracle. Long term planning for changes to hardware solutions will occur in 2017-2018 and could impact the projections for these hardware upgrades.

⁹ This plan was updated by T.J. Stutman and C. Hellner on 09/15/2016.

OFFICE OF EMERGENCY MANAGEMENT

Mission

The Office of Emergency Management (OEM) provides regional leadership to strengthen community resilience and access to emergency services.

Overview

OEM has four key goals:

- To provide region-wide planning and emergency response coordination for jurisdictional and private sector partners; including effective operation of the E-911 System and providing high-quality 911 services;
- To achieve a state of continuous improvement through the adoption of standards-based programs;
- To develop resilient and inclusive systems for King County departments and the whole community; and
- To develop a strong workforce made up of internal and external partners, ready to coordinate emergency response and recovery.

OEM is responsible for providing regional emergency services for a county that includes over 2.1 million people, 39 cities, 140 special purpose districts, 2 tribes, and numerous private sector partners and community based organizations. This expanded role was articulated in King County Council ordinance 17075 passed in 2011 mandating that OEM assume a greater role as a regional service provider. Within OEM, the E-911 Program administers the 911 system in partnership with 12 Public Safety Answering Points (PSAPs). The E-911 Program ensures the correct routing of 911 calls to the appropriate PSAP. Each PSAP is responsible for 911 call answering and dispatch of public safety agencies. The Program is supported by excise taxes on landline, wireless, and Voice over Internet phones.

2017-2018 Problems, Opportunities and Priorities

The major issues in the OEM budget for 2017-2018 include reductions in Federal funding and the impact on King County as a regional leader. The major issues in the E-911 Program include long-term fiscal challenges and changing demands for service driven by advances in communication technology.

Reductions in Federal Support

Federal Homeland Security funds are administered by OEM and used to support planning, training, and exercises at all levels of government. Seventy percent of these dollars are passed through to King County jurisdictional partners. Since 2005 however, federal support has dropped from \$11 million annually to just under \$3 million today. These reductions have driven OEM to more regional coordination of emergency management services. Local jurisdictions, in turn, have had to restructure to reduce their local-level emergency management staffing and service levels.

Changes in Technology and Service Needs

The E-911 program is facing fiscal and operational challenges. While the E-911 fund is sustainable in 2017-2018, the fund is projecting a significant negative fund balance by the end of 2020. This trend is driven in part by declining revenue collections as residents discontinue landlines. Additionally, the Program is under pressure to modernize the E-911 system. The E-911 system was implemented 30 years ago and designed for wireline phones. Wireless phones have become the most popular communications tool, accounting for over 77 percent of 911 calls in 2015. Text messaging and sending pictures and videos have become common forms of communication. Another new method of placing phone calls, Voice over Internet Phone (VoIP), has increased in the past few years. In addition, new vehicle models in the U.S. are now equipped with telematics with the capability of sending crash data directly to the public safety answering points (PSAPs). Many people in King County are early technology adopters and expect to be able to call and send data in multiple ways when they have an emergency.

The E-911 program office is undergoing a strategic planning process in conjunction with County representatives and regional partners to address the fiscal and technological challenges of the E-911 system. The strategic plan, to be completed in December 2017, will include a 10-year technology investment strategy to modernize the E-911 system and a sustainable funding strategy.

Efficiencies

OEM identified reductions in its technology costs for approximately \$0.6 million in savings while maintaining existing service levels. In addition, the proposed E-911 budget continues to support the strategic planning process with PSAPs for the optimum service delivery to residents and a plan for sustainable funding of the E-911 Program. These planning efforts include finding efficiencies in future years in collaboration with PSAP representatives. At this point in the process, the Interim Advisory Group, which includes PSAP representatives, has worked with the Program to identify several smaller scale efficiencies and will continue the process of evaluating additional efficiencies.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

OEM will continue to promote access and availability of services to all communities within King County. The term “Whole Community” has been adopted as a national goal to engage and involve all residents and visitors to our county that may require the services that OEM provides. The Whole Community concept has been applied in a King County context as a complement to the equity and social justice value that King County has embraced.

OEM works with community-based organizations to reach populations that are underserved and provide emergency preparedness information in an effective, culturally appropriate manner. Outreach includes direct personal preparedness training for individuals. This focuses on simple and easy-to-adopt ways that individuals, families, and neighborhoods can prepare for and recover from a disaster. OEM also focuses on training community-based organizations (CBO) on emergency preparedness planning, so they are able to quickly respond to the needs of the communities they serve following the onset of an emergency. OEM provides four CBO trainings a year, with participants varying from small (e.g. local food banks) to large organizations (e.g. King County Housing Authority).

Beyond outreach to non-profit organizations, OEM has actively engaged a growing share of the business community to become partners in emergency preparedness. In addition to ongoing work with well-known major corporations such as Amazon, Starbucks, Columbia Bank, and Lockheed Martin, OEM will continue to expand growing relationships within the small business community.

The E-911 office within OEM provides a life safety service to all residents of King County. The community and public safety determinant of equity remains an important consideration when planning for E-911 initiatives. The E-911 Program has adopted a goal to provide a high-quality, consistent level of service, regardless of the area or population being served. As the county’s PSAPs develop a strategic plan for roll-out of system enhancements, outreach materials will continue to target communities based on current demographics that may not have been actively engaged in the past. With the implementation of Text-to-911, an enhanced level of service will be available to people who are deaf, hard-of-hearing, or have speech disabilities.

Strategic Climate Action Plan (SCAP)

As the impact of climate change becomes more evident, emergency management capabilities must become more robust. OEM has outlined three priority actions to be completed by 2020.

- First, OEM will be responsible for producing an annual report based on the status of mitigation actions and strategies identified in the Regional Hazard Mitigation Plan (RHMP). Each planning partner will be required to assess whether the mitigation actions and strategies identified for their jurisdictions should be modified based on current and changing conditions, including climate change risks and impacts.
- Second, based on the most recent assessments of climate change impacts, information on climate change will be integrated into the OEM’s ongoing public education presentations and campaigns.
- Third, as OEM continues to complete periodic activations, drills, and exercises, it will test a heat wave scenario for emergency response coordination.

Best Run Government

As an emergency response agency, OEM naturally follows the Lean “Plan-Do-Check-Act” (PDCA) cycle by incorporating its own cycle of “Plan-Train-Exercise-Evaluate.” This process leads OEM to continuously review and improve plans, processes, and procedures. It also forces the agency to consider and incorporate emerging technologies such as Smart 9-1-1 and advances in Alert & Notification systems. OEM has attained its highest level of organizational maturity to date and is on a path to achieving a state of continuous improvement by measuring quality, cost, delivery, safety, and morale. It has reached this state through the adoption of Emergency Management Accreditation Program (EMAP) standards and the implementation of visual management, strategic planning, and the creation of a clarity map.

Capital Improvement Program

The Executive Proposed Budget includes the creation of a new fund, the E-911 Capital Fund. The purpose of the fund is to provide more transparent and efficient budgeting for large, multi-year capital projects. The new E-911 Capital Program supports information technology projects that enhance or sustain the operation of King County’s 911 public communications network. These projects include new projects which create substantive improvements to E-911 information technology infrastructure and ongoing replacement of existing equipment at the Public Safety Answering Points. All new large information technology projects will participate in the KCIT Project Review Board (PRB) oversight. Routine equipment replacement will not be subject to PRB oversight.

The 2017-2018 Biennial Budget transfers \$5.1 million from the E-911 Operating Fund to the E-911 Capital Fund. This transfer includes \$3.5 million to support the Security System Project that was approved by Ordinance #18110 in 2015 in the operating budget and is currently being monitored by PRB. Additionally, the transfer includes \$1.6 million to support the routine replacement of equipment in PSAPs at the end of the life cycle.

2017-2018 Executive Proposed Operating Budget OFFICE OF EMERGENCY MANAGEMENT (EN_A40100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	4,895,923	0	6.0	0.0
Base Budget Adjustments	68,838	0	0.0	0.0
Decision Package Adjustments	(395,139)	0	0.0	0.0
2017-2018 Executive Proposed Budget	4,569,622	0	6.0	0.0
2017-2018 Executive Proposed Ordinance	4,570,000	0	6.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Operating Budget Changes Adjust expenditures as part of a net-zero change to better support projected service delivery.	0	0	0.0	0.0
(TA_003) Alert and Warning System for 2018 Support the alert and warning system for incident response and awareness in 2018. Current grant funding will discontinue in 2017.	191,500	0	0.0	0.0
(TA_004) Salary/Benefits Funding to Cover Long Tenured OEM Employees Increase in expenditures to fully cover salaries and benefits for four of the six current Office of Emergency Management staff who are well-tenured.	24,657	0	0.0	0.0
(TA_005) Reduce and Realign Expenditures to Meet General Fund Target The office has identified account reductions to meet the GF target reduction	(90,000)	0	0.0	0.0
Central Rate Adjustments	(521,296)	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget
OFFICE OF EMERGENCY MANAGEMENT (EN_A40100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Total Decision Package Adjustments	(395,139)	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget ENHANCED-911 (EN_A43100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	70,259,398	49,337,643	16.0	0.0
Base Budget Adjustments	(10,540,247)	436,817	0.0	0.0
Decision Package Adjustments	2,265,755	(3,273,147)	(6.0)	1.0
2017-2018 Executive Proposed Budget	61,984,906	46,501,313	10.0	1.0
2017-2018 Executive Proposed Ordinance	61,985,000	46,502,000	10.0	1.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Approximately, \$10.7 million in one-time reappropriations were removed during budget initialization. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Project Manager TLT Position Add a term-limited position to oversee project management duties for high priority projects and improve project oversight practices in the E-911 Program Office.	359,939	0	0.0	1.0
Technical Adjustments				
(TA_005) Technical Adjustments Realign accounts so the budget more accurately reflects past expenditures at the account level. The Program Office has worked with the Interim Advisory Group of PSAP representatives to find efficiencies and reduce expenditures without impacting service.	(3,299,404)	(184,000)	0.0	0.0
(TA_006) Capital Budget Transfer funds to a newly-created CIP fund including a reappropriation of a Security Project approved in 2015 and additional funds for equipment replacement.	5,100,000	0	0.0	0.0
(TA_008) IT Staff Transfer to KCIT Transition E-911 staff in IT titles (6 staff) to KCIT in the 2017-2018 biennial budget. Staff costs will be charged back to the E-911 Program Office so the proposal is cost neutral.	0	0	(6.0)	0.0

**2017-2018 Executive Proposed Operating Budget
ENHANCED-911 (EN_A43100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_009) Administrative Overhead Accounting Change Remove double budgeting of expenses and revenues associated with shared administrative costs between the Office of Emergency Management (OEM) and E-911 offices. This change has no impact on service levels.	(1,556,518)	(1,529,792)	0.0	0.0
(TA_010) Increase PSAP Revenue for Inflation Increase in PSAP revenue distribution for inflation.	760,336	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current OEFA forecast.	0	(1,559,355)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(10,000)	0	0.0	0.0
Central Rate Adjustments	911,402	0	0.0	0.0
Total Decision Package Adjustments	2,265,755	(3,273,147)	(6.0)	1.0

**2017-2018 Proposed Financial Plan
E-911 Program Operating Fund /000001110**

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	27,618,848	17,404,548	1,920,956	(17,020,612)
Revenues				
E911 Switched Access Line Excise Tax	7,151,506	5,726,251	4,586,442	3,674,722
E911 Wireless Access Line Excise Tax	29,364,689	30,188,934	30,451,054	30,618,141
E911 Wireless Prepaid Excise Tax	3,612,433	3,681,387	3,712,703	3,735,012
E911 VoIP Access Line Excise Tax	6,085,100	6,565,278	7,200,851	7,828,486
Investment Interest	283,640	150,462	-	-
State E911 Support	153,000	189,000	189,000	189,000
Other Interfund-Emergency Comm Sys ⁴	1,495,532	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	48,145,899	46,501,313	46,140,050	46,045,361
Expenditures				
Wages, Benefits and Retirement ⁵	(4,308,742)	(3,249,700)	(3,434,933)	(3,641,029)
Supplies	(257,423)	(243,632)	(257,763)	(273,744)
Direct Services	(33,487,859)	(41,290,846)	(43,685,715)	(46,394,229)
Intergovernmental Services	(5,855,511)	(6,602,477)	(7,051,445)	(7,578,893)
Capital ⁶	(3,722,717)	(10,146,093)	(10,173,826)	(10,241,744)
Intragovernmental Contributions	(4,512)	(4,728)	(5,002)	(5,312)
Contingencies ⁵	-	(2,012,216)	(2,126,912)	(2,254,527)
Contras ⁴	-	1,564,786	1,653,979	1,753,218
Reappropriations Carryover	(10,723,435)	-	-	-
Total Expenditures	(58,360,199)	(61,984,906)	(65,081,618)	(68,636,261)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	17,404,548	1,920,956	(17,020,612)	(39,611,512)
Reserves				
Next Generation 911 Reserve ⁷	(500,000)	(1,000,000)	(1,500,000)	(1,500,000)
Rainy Day Reserve ⁸	(2,622,599)	(2,488,263)	(2,635,574)	(2,802,937)
Total Reserves	(3,122,599)	(3,488,263)	(4,135,574)	(4,302,937)
Reserve Shortfall	-	1,567,307	21,156,186	43,914,449
Ending Undesignated Fund Balance	14,281,949	-	-	-

Financial Plan Notes

¹ 2015-2016 Estimated reflects updated revenue based on the Office of Economic and Financial Analysis (OEFA) August 2016 Financial Forecast, expenditure estimates as of 6/30/16, and all underexpenditures identified to date. Approximately \$4 million in underexpenditures are related to projects which have been delayed, but are included in the 2017-2018 Proposed Budget. Approximately \$3.9 million in underexpenditures is related to delays in ongoing service costs for projects which have not been fully implemented. Approximately \$2.3 million in underexpenditures is related to project scope changes and unspent operational contingency. The remaining \$1.6 million in underexpenditures are related to costs which were overestimated in the 2015-16 budget.

² 2017-2018 Proposed revenues are based on the August 2016 OEFA Financial Forecast. Proposed expenditures reflect all decisions and inflationary assumptions documented in Hyperion.

³ Outyear projections assume revenue based on OEFA forecasts and expenditures based on King County Central Budget Planning Guidance.

⁴ The Proposed Budget includes an accounting change that removes \$1.5 million in revenues and \$1.5 million in expenditures to eliminate double budgeting associated with overhead distribution.

⁵ The Proposed Budget includes a transfer of six employees from E-911 to KCIT. E-911 fund will transfer funds to support the employees. The costs of these employees have moved from Salaries and Benefits into a contingency account.

⁶ Capital expenditures include a \$5.1 million transfer to the new E911 CIP Capital fund.

⁷ Next Generation 911 (NG911) Reserve is designated for the implementation of new NG911 services that are expected to be developed in future years. Reserve levels will be reviewed during the E-911 Strategic Planning effort in 2017.

⁸ Rainy Day Reserve is calculated as 35 days of operating expenditures and excludes capital costs.

CAP SUMMARY REPORT

2017-2018 Biennial - Executive Proposed

3170 E 911 CAPITAL - Other

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1130200	E911 Small PSAP Equipmt STANDALONE		\$1,600,000	E911 Small Public Safety Answering Point (PSAP) Equipment - This project is an ongoing equipment refresh project that replaces equipment at the end of its life cycle.
1130202	E911 Security System STANDALONE	✓	\$3,500,000	E911 Security System - This project will engage consultants and vendors to evaluate and execute an improved security system for the 911 technology.
3170 - E 911 CAPITAL		Total	\$5,100,000	
Grand Total			\$5,100,000	

**2017-2018 Proposed Financial Plan
E911 CIP Fund / 000003170**

Capital Improvement Program (CIP) Budget					
	2015-2016 Carryforward (YE ITD Balance)¹	2017-2018 Proposed²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated³	2021-2022 Estimated³
Capital Budget Revenue Sources:					
Transfer from Operating Fund 1110	-	5,100,000	5,100,000	1,500,000	1,500,000
Total Capital Revenue	\$ -	\$ 5,100,000	\$ 5,100,000	\$ 1,500,000	\$ 1,500,000
Capital Appropriation:					
E911 Security System	-	(3,500,000)	(3,500,000)	-	-
PSAP Viper Refreshes	-	(1,600,000)	(1,600,000)	(1,500,000)	(1,500,000)
Total Capital Appropriation	\$ -	\$ (5,100,000)	\$ (5,100,000)	\$ (1,500,000)	\$ (1,500,000)

CIP Fund Financial Position						
	2015-2016 Biennial to Date Actuals	2015-2016 Estimated	2017-2018 Biennial to Date Actual	2017-2018 Estimated²	2019-2020 Estimated³	2021-2022 Estimated³
Beginning Fund Balance		-	-	-	-	-
Capital Funding Sources						
000001110 (Operating Budget)	-	-	-	5,100,000	1,500,000	1,500,000
Total Capital Revenue	\$ -	\$ -	\$ -	\$ 5,100,000	\$ 1,500,000	\$ 1,500,000
Capital Expenditures						
E911 Security System		-	-	(3,500,000)	-	-
PSAP Viper Refreshes		-	-	(1,600,000)	(1,500,000)	(1,500,000)
Total Capital Expenditures	\$ -	\$ -	\$ -	\$ (5,100,000)	\$ (1,500,000)	\$ (1,500,000)
Other Fund Transactions						
		-	-	-		
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance designated to current projects⁸	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves						
Total Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Financial Plan Notes

¹ 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA_103 report.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

³ Outyear revenue and spending estimates are based on current revenue estimates and project spending plans. Additional technology projects may be identified in E-911 Strategic Plan which is scheduled to be completed by the end of 2017.

⁴ This plan was update by Kate Davis on 8/22/2016.

FACILITIES MANAGEMENT DIVISION

Mission

As stewards of public assets, the Facilities Management Division is a strategic advisor and partner in delivering County Services.

Overview

The Facilities Management Division (FMD) of the Department of Executive Services provides clean, environmentally sustainable, and cost-effective work environments. FMD is responsible for designing and managing capital construction projects that are responsive to customer needs and remaining within budget. FMD also manages a financially sustainable in-house print shop providing high quality, cost effective digital product and scanning services to County agencies.

As managers of the Real Estate Services (RES) section, FMD provides leadership in the management of King County owned real estate and implements policy direction on matters including leasing, sales, acquisitions, permitting, and property investments.

2017-2018 Problems, Opportunities and Priorities

The primary focus of the 2017-2018 budget proposal is a continuing response to on-going changes to the County's portfolio of buildings, coupled with a significant effort to identify and implement efficiencies that result in cost savings to County agencies.

Changes to the County's Building Inventory

This includes the renovation and reopening of previously mothballed space, the addition of King Street Center and the 4th and Jefferson Building, and continued oversight of the development of the new Children & Family Justice Center. These inventory changes will require additional resources for building operations and project management.

Fund to Reduce Energy Demand (FRED)

Increased program support will be used to install environmentally friendly and cost-effective lighting and plumbing technology in County buildings.

Reinstatement of Strategic Facility Planning

The elimination of the FMD's Strategic Initiatives Group in the 2015-2016 biennial budget left FMD unable to fully deliver mid to long-range facility planning to meet the expectations of County management. The proposed budget restores previously eliminated resources in order to manage this workload and improve service.

Asset Management

FMD has completed Information Technology project review in order to implement a division-wide Comprehensive Facility Asset Management System. FMD owns and manages over \$2 billion in real estate holdings in the county, including more than 40 buildings, approximately 400 leases, and more than 4,000 parcels in all. With this scope of real estate holdings, FMD requires a comprehensive system for managing and tracking the completed leasing, sales, and acquisition documents that are necessary for effective property management. This will help FMD to better manage the property inventory, respond quickly and effectively to business needs, and provide faster responses to property information inquiries from County management and customers.

Streamlined Approach to Rate Revenues

The 2017-2018 proposal reflects central rates for the use of County-owned space that include all costs of space, are uniform across building functions, and are transparent to ratepayers. Historically, FMD cost recovery for space used separate revenue mechanisms and assumed a per-building level of detail, despite similarities in location or building function. The new streamlined approach consolidates cost-recovery for General Government space within one central rate account and reflects uniform rates for space of similar function; this results in rates that are easily comparable to market and simplifies the budget and space planning process.

Redefining FMD's Building Services

King Street Center will become an FMD operated facility as of June 1, 2017, and adding this 320,000 square foot facility will increase the managed building portfolio by approximately ten percent. FMD has evaluated the level of services offered to the buildings in its portfolio and is adjusting the base level of services so that the building portfolio can be expanded without a commensurate increase in operating costs.

Real Estate Services Line of Business Plan Implementation

After a six month collaborative effort of reviewing the various real estate product families, FMD's Real Estate Services (RES) Section has proposed an updated staffing plan that includes emphasis on utility franchises, performance metrics, and actions to improve the transparency and efficiency of RES processes. Many of these objectives address the 2016 performance audit of RES performed by the County Auditor.

Parking Facility Fee Updates

Fees for use of County parking facilities have not been adjusted since 2011, while market rates for downtown parking have increased significantly in that time. In collaboration with the Office of Performance, Strategy and Budget, FMD has prepared a fee ordinance that adjusts parking fees to better reflect market rates while adding the King Street Center parking garage to its inventory.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

FMD has considered Equity and Social Justice through developing ESJ training materials for employees, centralizing facilities in downtown areas with ample public transportation options, increasing the capital budget for the ADA projects, utilizing Small Contractors and Suppliers certified firms, and supporting the County's affordable housing development initiatives. FMD has also considered ESJ through its policy of providing gender-neutral restrooms and accessible facilities in general government buildings, and through its consideration of disparate impacts of reductions on building-services staff.

The 2017-2018 proposed budget continues these efforts, including through adding significant training funding to both the FMD and RES budgets. Concurrently, FMD is moving forward with an employee development program that highlights creating opportunities for advancement and skill improvement for its highly diverse workforce.

Strategic Climate Action Plan (SCAP)

FMD will continue to utilize the Fund to Reduce Energy Demand as a means to implement several initiatives that will reduce long-term energy costs and greenhouse gas emissions. These initiatives include energy-efficient lighting retrofits and plumbing upgrades to reduce unnecessary water usage. In the Major Maintenance Reserve Fund eight of the 18 projects will reduce overall energy use through improved HVAC and other system efficiencies. The proposed increase in parking fees is also intended to incentivize use of transit for County staff on the downtown campus.

Best Run Government

FMD intends to invest in greater employee engagement and training. In the 2015 employee survey, FMD scored below the County average on 'access to tools and resources' and 'ability to attend trainings.' Increased investments in staff training will enable FMD to continue to improve efficiency and customer service as well as improve employee engagement.

FMD's budget proposals also reflect the intent to implement greater efficiencies in service delivery for building tenants, improved budgeting and billing for ratepayers in County-owned space, better management of real property information, and implementation of the RES Line of Business and performance audit findings. These improvements are expected to improve FMD's operations and maximize customer satisfaction.

Capital Improvement Program

Long Term Lease Fund

The Long Term Lease Fund includes the budget authority necessary to pay for leased space and related costs. Agency operating budgets include lease payments to the Long Term Lease Fund that are paid by the Facilities Management Division to the landlords. Largely due to the King Street Center becoming a County-owned facility in 2017, the amount of lease payments has been reduced significantly from the 2015-2016 adopted budget.

Major Maintenance Reserve Fund

The Major Maintenance Reserve Fund (MMRF) is for managing project budgets associated with maintaining buildings operated by the Facilities Management Division. The fund provides resources for periodic replacement of major building systems and components so that each building will realize its full useful life. The MMRF Facility Condition Assessment database tracks building infrastructure and generates a recommended timeline and rough cost for maintaining each major component and sub-component.

Due to revenue limitations, King County has been unable to fully fund the major maintenance program. The backlog of facility infrastructure work continues to be a challenge.

Increased Investment: The total request is being increased from \$12 million in 2015-2016 to over \$18 million in the 2017-2018 biennium, with significant additional contributions from tenants in downtown office buildings.

24/7 Building Group Pilot Program: FMD has been working with PSB to address Council's audit recommendations to improve the efficiency of budgeting for MMRF. This includes an implementation plan explaining the changes that will occur, with the goal of aligning programs and their appropriations with the new streamlined rate model. In the pilot program for the 24/7 building group, the proposed appropriation is for all subprojects in the group. Utilizing the same procedure that other County agencies use for programmatic projects will make budgeting easier. The proposed MMRF reporting component will help FMD and PSB to better understand infrastructure needs and provide more information about projects that have been completed.

Building Repair and Replacement Fund

Projects are budgeted in the Building Repair and Replacement (BR&R) Fund to address facility goals such as life safety, equity and social justice, environmental sustainability, and service delivery infrastructure planning and improvement. While life-safety is the highest priority category, resources from the General Fund, levy proceeds, and bond financing were also programmed in the 2017-2018 biennium to address the highest priority projects in the three other project categories. A combined total of \$14.1 million is proposed in the 2017-2018 biennial budget BR&R Fund in addition to a \$3.2 million reallocation of existing Children and Family Justice Center (CFJC) budget to fund the Alder School replacement.

In the category of **life-safety**, projects are proposed to install bullet proof shielding for the King County Sheriff's Office (KCSO) first floor reception area of the Courthouse and to install security checkpoints at the Administration Building entrances similar to what is found at in the Chinook Building and the King Street Center.

In the interest of **environmental sustainability** projects are proposed to facilitate installation of solar panels on the roof of the Maleng Regional Justice Center and to clean-up lead deposits at the KCSO training range.

To further **equity and social justice** goals, wellness rooms and gender neutral restrooms will be provided in the King County Courthouse and the Administration Building. To continue to provide dental services to low income population in north and south King County, a combination of dental equipment and floor replacement will be funded in the 2017-2018 budget. For the CJFC, \$3.2 million of existing budget is proposed for reallocation within the project to construct the replacement Alder School facility. This education facility serves at-risk students in King County.

The **service delivery infrastructure planning and improvement** project category has the largest share of the BR&R budget due to the construction budget for the AFIS new latent fingerprint processing laboratory funded from a voter approved 2012 to 2018 levy. This \$8.9 million AFIS budget increment will result in a completed facility at the County's Blackriver building by the end of 2018. A \$2.4 million project is proposed to procure and implement a facility management system that will allow FMD to incorporate industry best practices to comprehensively plan, manage, and report on its asset management activities in a fully integrated process. Long term facility planning will be initiated in a proposed civic campus project. The initial phases of the planning process outlined in the Civic Campus Scoping Report transmitted to the County Council in early 2016 will be funded using \$687,232 of re-programmed financial resources.

Youth Services Facility Fund

The Children and Family Justice Center (CFJC) construction budget in the Building Repair and Replacement (BR&R) Fund relies on voter approved levy revenue backing from the Youth Services Facility Fund. To fully reimburse the BR&R Fund for the previously approved construction budget and to avoid incurring inter-fund borrowing costs, \$193 million of additional transfer budget authority is proposed for the 2017/2018 budget. This will supplement the \$26 million of transfer budget authority previously approved in biennial and supplemental ordinances.

2017-2018 Executive Proposed Operating Budget FACILITIES MANAGEMENT DIVISION (EN_A60100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	99,599,043	97,373,260	304.0	4.0
Base Budget Adjustments	2,064,042	323,512	(0.1)	(4.0)
Decision Package Adjustments	11,537,366	15,139,794	24.1	2.0
2017-2018 Executive Proposed Budget	113,200,451	112,836,566	328.0	2.0
2017-2018 Executive Proposed Ordinance	113,201,000	112,837,000	328.0	2.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Space Planning Program Manager Adds a project management lead to coordinate the large number of planning requests and alternatives analysis related to the County's long-term facility planning. The additional resources will allow for FMD to employ a more proactive rather than reactive approach and pursue the division's strategic initiatives.	317,320	0	1.0	0.0
(DS_002) Security Technician Brings fire alarm installation and inspection in-house and adds capacity for in-house fire and security projects. Allows for management of existing security systems. This is partially supported by the repurposing of existing budget used for the outsourcing of security projects.	68,620	0	1.0	0.0
(DS_003) On-call after-hours premium for Security Electrician Allow for after-hours security and fire systems outage response.	142,658	0	0.0	0.0
(DS_004) On-call after-hours premium for Locksmith Allow for after-hours support for locksmith customer requests.	117,368	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget

FACILITIES MANAGEMENT DIVISION (EN_A60100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_007) Assistant Facilities Manager Adds a backup position for the Building Services Facilities Manager. This section includes over 250 personnel, overseeing all services to the County's building inventory. This position was eliminated in the 2015-2016 budget, but its absence has affected FMD's ability to implement major building initiatives and effectively manage building services personnel.	351,681	0	1.0	0.0
(DS_008) Utility Worker Lead Adds a lead for utility field staff, assisting with the dispatch of building services staff across the County's building inventory.	184,557	0	1.0	0.0
(DS_009) Comprehensive Facilities Asset Management System Adds necessary resources to support FMD's IT project for a business system supporting facilities management. Included are labor budget for a database system administrator and a lead for the Maximo work-order system, as well as expenditure authority for debt-service on bonds.	1,135,230	0	2.0	0.0
(DS_010) Parking Facilities Project Manager Adds a project manager to oversee parking operations and financial management for County parking facilities.	284,423	0	1.0	0.0
(DS_011) Redefinition of FMD's Base Level of Services Adds appropriate labor budget to integrate the King Street Center and 4th & Jefferson Building into the County's general government building inventory. King Street Center was previously operated by a third party and its accretion to the County's inventory requires additional building services staff. FMD has redefined its service levels for the entire general government building inventory in order to grow the building portfolio without a commensurate increase in operational costs.	2,338,952	0	16.3	0.0
(DS_012) Fund to Reduce Energy Demand (FRED) Provides initial start-up funding for energy efficiency projects to reduce long-term energy costs. These projects include efficient lighting solutions at the Regional Justice Center, Goat Hill Garage, and Blackriver Building.	710,506	0	0.0	0.0
(DS_013) Shelter Service Expansion Increases the operating hours for the shelter in the County Administration Building and White Center locations. Additional costs include security and building operations.	450,000	450,000	0.0	0.0

2017-2018 Executive Proposed Operating Budget FACILITIES MANAGEMENT DIVISION (EN_A60100)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_120) Central Climate Change Costs Adjust Facilities Management Division's share of the central climate-related costs for 2017-2018; these costs include membership fees in climate related organizations, a countywide greenhouse gas inventory update, consulting fees, regulatory dues to the Puget Sound Clean Air Agency, as well as the centralization of costs for four FTEs to help agencies across the county with climate related activities. The allocation methodology is based on greenhouse gas emissions (51 percent DNRP, 45 percent DOT, and 4 percent FMD).	54,014	0	0.0	0.0
Administrative Service Changes				
(AC_001) Employee Engagement Increase FMD's budget for staff training, employee engagement initiatives, and equity and social justice programs. The status quo budget includes less than \$300 per employee for staff training, which negatively affects employee engagement and personnel skills. The increased investment will allow staff to stay current with technology, laws, and business processes, while bolstering FMD's ability to better engage, develop, and retain their workforce.	715,248	0	0.0	0.0
Technical Adjustments				
(TA_001) Project Management for Children & Family Justice Center and Harborview Medical Center Restores project management and communications support for major capital projects. Term-Limited positions are added for the Children & Family Justice Center (CFJC) and 0.8 FTE is added for ongoing financial support of the Harborview Medical Center.	692,846	0	0.8	2.0
(TA_002) Surface Water Management Adds budget for proposed rate increase from Water & Land Resource Division. This rate goes towards Surface Water Management maintenance and inspection fees for the County's building inventory.	326,926	0	0.0	0.0
(TA_003) Operating Costs for Increased Building Inventory Adds building operating costs for increased building inventory, including new additions to inventory such as King Street Center and 4th & Jefferson, as well as buildings not budgeted in 2015-2016, such as the Blackriver and Yesler Buildings. This will also support planned enhancements to the Administration Building plaza and Goat Hill.	3,130,096	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	14,689,794	0.0	0.0

**2017-2018 Executive Proposed Operating Budget
FACILITIES MANAGEMENT DIVISION (EN_A60100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(2,430,000)	0	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	33,000	0	0.0	0.0
Central Rate Adjustments	2,913,922	0	0.0	0.0
Total Decision Package Adjustments	11,537,366	15,139,794	24.1	2.0

2017-2018 Proposed Financial Plan
Facilities Management Internal Service Fund /000005511

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	984,000	\$ 1,658,160	1,294,274	1,469,098
Revenues				
Outside Leases \ Miscellaneous	1,525,095	997,523	1,072,337	1,152,762
Interest Earnings	84,858	-	-	-
Bldg. O&M Charges to GF Agencies	67,627,985	70,004,493	75,254,830	80,898,942
Bldg. O&M Charges to Non-GF Agencies	9,620,772	15,687,483	16,864,044	18,128,848
Architectural-Engineering	9,317,830	9,942,367	10,688,045	11,489,648
Hourly Crafts	5,090,216	8,108,058	8,716,163	9,369,875
Print Shop Operations	1,811,082	2,064,240	2,219,058	2,385,487
Other Revenues from GF Sources	2,615,276	2,445,455	2,628,864	2,826,029
Space Planning ⁴		1,330,292	1,430,064	1,537,319
Conservation		534,096	574,153	617,215
Asset Management		1,722,558	1,851,750	1,990,631
Total Revenues	97,693,113	112,836,565	121,299,308	130,396,756
Expenditures				
Director's Office	(12,414,575)	(13,557,194)	(14,506,197)	(15,521,631)
Capital & Major Projects	(8,361,434)	(8,295,988)	(8,876,708)	(9,498,077)
Building Services	(74,615,381)	(89,282,966)	(95,532,773)	(102,220,067)
Print Shop Operations	(1,627,563)	(2,064,303)	(2,208,805)	(2,363,421)
Total Expenditures	(97,018,953)	(113,200,451)	(121,124,483)	(129,603,197)
Estimated Underexpenditures				
Other Fund Transactions⁵				
FBOD Fund Balance Adjustment				
Total Other Fund Transactions		-	-	-
Ending Fund Balance	1,658,160	1,294,274	1,469,098	2,262,657
Reserves⁶				
Expenditure Reserve (s)				
Cash Flow Reserve(s)				
Rate Stabilization Reserve(s)				
Rainy Day Reserve(s)	(1,465,000)	(1,693,000)	(1,819,000)	(1,956,000)
Total Reserves	(1,465,000)	(1,693,000)	(1,819,000)	(1,956,000)
Reserve Shortfall	-	398,726	349,902	-
Ending Undesignated Fund Balance	193,160	-	-	306,657

Financial Plan Notes (samples below)

¹ 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue and expenditure growth of 7-8% and reflect the most recent estimates, including the outyear impact of supplementals.

⁴ New revenue line items in 2017-2018 reflect the new approach to cost recovery through consolidated rates recovering the full cost of space.

⁵ Other fund transactions include accounting adjustments to balance to budgetary fund balance and miscellaneous refunds/rebates.

⁶ Rainy Day Reserve set at 3% of annual revenues, per Council adopted fund balance policy.

⁷ This plan was update by T.J. Stutman on 09/15/2016.

2017-2018 Executive Proposed Operating Budget FMD PARKING FACILITIES (EN_A60150)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	5,741,644	5,741,644	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	1,695,356	4,264,356	0.0	0.0
2017-2018 Executive Proposed Budget	7,437,000	10,006,000	0.0	0.0
2017-2018 Executive Proposed Ordinance	7,437,000	10,006,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) General Fund Transfer Adjusts the amount of ending fund balance transferred to General Fund, bringing biennial ending sub-fund balance to zero. This transfer supports the General Fund's supports the transfer to DCHS and other programs.	1,463,456	0	0.0	0.0
Technical Adjustments				
(TA_001) Parking Taxes Corrects an error in how parking taxes are budgeted. The 2015-2016 budget included taxes as budgeted expenditures, while taxes are netted out of revenue.	(150,000)	0	0.0	0.0
(TA_050) Revenue Adjustment Adjusts the budgeted revenues, accounting for increased fees, facility usage, and inclusion of King Street Center parking garage.	0	4,264,356	0.0	0.0
Central Rate Adjustments	381,900	0	0.0	0.0
Total Decision Package Adjustments	1,695,356	4,264,356	0.0	0.0

2017-2018 Proposed Financial Plan
Parking Facilities / 000001415

Category	2015-2016 Estimated ¹	2017-2018 Proposed Budget ²	2019-2020 Projected ³	2021-2022 Projected ³
Beginning Fund Balance	-	-	-	-
Revenues⁴				
Parking Revenues from General Fund	1,790,429	2,059,000	2,141,000	2,227,000
Parking Revenues from Non-GF County Agencies	1,436,332	3,152,000	3,278,000	3,409,000
Parking Revenues from Non-County Entities	3,656,480	4,795,000	4,987,000	5,186,000
Total Revenues	6,883,241	10,006,000	10,406,000	10,822,000
Expenditures				
Debt Service	(2,440,624)	(2,365,164)	(2,365,164)	(2,365,164)
Major Maintenance	(362,144)	(594,852)	(631,000)	(669,000)
Operation Expenses	(588,876)	(813,528)	(862,000)	(914,000)
General Fund Support ⁵	(2,132,119)	(3,663,456)	(3,772,836)	(3,876,836)
Total Expenditures	(5,523,763)	(7,437,000)	(7,631,000)	(7,825,000)
Estimated Underexpenditures				
Other Fund Transactions⁶				
Revenue Adjustments for Operator Expenses	(1,359,478)	(2,569,000)	(2,775,000)	(2,997,000)
Total Other Fund Transactions	(1,359,478)	(2,569,000)	(2,775,000)	(2,997,000)
Ending Fund Balance	-	-	-	-
Reserves				
Total Reserves	-	-	-	-
	-	-	-	-
Ending Undesignated Fund Balance	-	-	-	-

Financial Plan Notes

¹ 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue and expenditure growth of 4-6% and reflect the most recent estimates, including the outyear impact of supplementals.

⁴ Proposed fee increases are expected to increase gross revenues by 15%.

⁵ General Fund Support is force-balanced to reflect that all surplus is redirected to support the DCHS transfer and other GF programs.

⁶ Other fund transactions reflect revenue redirected to parking facility operators, including operating expenses and management fees.

⁷ This plan was updated by T.J. Stutman on 09/14/2016.

2017-2018 Executive Proposed Operating Budget REAL ESTATE SERVICES (EN_A44000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	7,979,353	8,226,342	18.0	4.0
Base Budget Adjustments	(656,184)	268,720	0.0	(4.0)
Decision Package Adjustments	1,043,737	435,803	1.0	1.0
2017-2018 Executive Proposed Budget	8,366,906	8,930,865	19.0	1.0
2017-2018 Executive Proposed Ordinance	8,367,000	8,931,000	19.0	1.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Franchise Program Add staff to support the County's franchise program. The intent is to renew all expired permits for utilities operating within the County's right of way. This includes support for redesigning business processes, and is backed by revenues collected from permit applicants.	308,323	308,323	1.0	0.0
(DS_002) Business Process and Performance Improvements Adds a Term Limited position to support RES staff in the leasing and permits sections, allowing for existing staff to implement findings from the Real Estate Line of Business Plan as well as potential improvements noted in the 2016 County Auditor Performance Audit, including business process documentation, data enhancements, and customer outreach.	308,323	0	0.0	1.0

**2017-2018 Executive Proposed Operating Budget
REAL ESTATE SERVICES (EN_A44000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_003) Wireless Telecommunications Right of Way Fee Adjusts the annual use fee for wireless telecommunications operating in the County's right of way. This fee ordinance was the subject of a proviso response (Motion 2015-0276) in 2015-2016 and has been adjusted to only impact telecommunications antenna on separate support structures. The revenue generated from the fee increase is proposed to support the Line of Business Implementation staff in 2017-2018.	0	337,542	0.0	0.0
Administrative Service Changes				
(AC_001) Employee Training Increase training budget to provide staff with the ability to enhance skills and to maintain professional licenses.	5,420	0	0.0	0.0
(AC_002) Permit System Maintenance Reduction Reduce Accela permit system maintenance account.	(10,000)	0	0.0	0.0
Technical Adjustments				
(TA_001) Surface Water Management Fees Increase Surface Water Management budget for fee increases administered by the Water and Land Resources Division. These fees are assessed on properties within the General Fund's property inventory in the County's unincorporated areas.	201,700	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(210,062)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(76,000)	0	0.0	0.0
Central Rate Adjustments	305,972	0	0.0	0.0
Total Decision Package Adjustments	1,043,737	435,803	1.0	1.0

CAP SUMMARY REPORT

2017-2018 Biennial - Executive Proposed

3310 LONG-TERM LEASES - Facilities Mgmt.

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1039895	DES LTLF MASTER PROJECT PROGRAMMATIC		\$32,794,623	Long Term Lease Fund Master Project
3310 - LONG-TERM LEASES		Total	\$32,794,623	

3350 YOUTH SRVS FACILTS CONST - Facilities Mgmt.

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1121298	DES FMD 3350 T/T 3951 1117106	✓	\$191,964,731	Budget in this project makes budget authority available to transfer CFJC property tax levy collections to reimburse approved project budget in the CFJC construction project (project number 1117106 in Fund 3951 Building Repair and Replacement).
3350 - YOUTH SRVS FACILTS CONST		Total	\$191,964,731	

3421 MJR MNTNCE RSRV SUB-FUND - Facilities Mgmt.

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1039688	DES FMD MMRF CONTINGENCY PROGRAMMATIC		\$323,008	MMRF Emergent Need Contingency for Existing Projects
1039756	DES FMD MMRF CAP PRJT OVSIGHT ADMIN		\$11,838	King County Auditor Capital Project Oversight Allocation
1124124	DES FMD AB HEAT GEN SYSTMS STANDALONE		\$900,883	Administration Building Heat Generation System - This project will replace the primary heat exchangers and associated appurtenances in the Administration Building that provides the primary source of heat for domestic hot water and the building heating system.
1124472	DES FMD KCCH SYS REVITALIZ STANDALONE		(\$500,000)	King County Courthouse System Revitalization
1124606	DES FMD MMRF QUICK RESPONSE DES FMD MMRF CONTINGENCY		\$100,000	MMRF Quick Response Contingency
1127248	DES FMD AB REPL CHILLER CTRLS STANDALONE		\$137,073	Administration Building Replace Chiller Controls - This project will upgrade the building control system on the Admin Bldg. chillers including the installation of variable frequency drives (VFD's). The current chillers are currently being run inefficiently by sending them a false load signal that prevents them from short cycling on and off. Installation of the VFD' will prevent this and lengthen the life of the chillers.
1129710	DES FMD 24/7 FACILITY GROUP PROGRAMMATIC		\$5,919,505	24/7 Facility Group Master Project - This programmatic project will fund major maintenance repairs to FMD's 24/7 Facility Group. This group includes the Maleng Regional Justice Center (courthouse and detention

CAP SUMMARY REPORT

2017-2018 Biennial - Executive Proposed

				center) , King County Correctional Facility (KCCF), Regional Communication and Emergency Coordination Center (RCECC, and the Ravensdale Shooting Range Typical major maintenance will include either repair or replacement of major building systems: Exterior Enclosure, Interior Construction, Elevators, Mechanical, Electrical, Superstructure, and Foundations. These building systems were identified in the Facilities Management Division, Facility Condition Assessment as deficient or beyond their useful life. All of the identified projects proposed for the program were ranked in the top 10% of 1270 building deficiencies based on a formula that included building importance and condition, system importance and scheduled replacement factors as the primary criteria.
1129770	DES FMD ARV D4010 FIRE/SPRINK STANDALONE		\$1,447,361	Archives Building Fire Protection Sprinkler System - This project will change the existing sprinkler system to a pre-action system (dry) and separate the sprinkler main from the Records Bldg. The existing wet system is inappropriate for a record storage facility.
1129771	DES FMD DIS NE D5010 ELEC/DIST STANDALONE		\$134,192	Northeast District Court Electrical Service and Distribution - This project will test and repair known electrical deficiencies, and plan for other upgrades and replacements of the electrical system at the NE District Court. The specific scope of work includes: 1) Perform IR scanning (infrared) to locate hot spots due to worn or loose components; 2) Replace existing central inverter system for exit lighting, replace existing aged transformer, and other incidental repairs; 3) Retain Electrical engineering consultant to synthesize the IR report and recommend further scope of work repairs.
1129774	DES FMD PBDEO D3050 TP UNITS STANDALONE		\$1,043,131	Barclay Dean Building Terminal and Package Units - This project will replace rooftop HVAC units at the Barclay Dean building that have exceeded their life span. The scope of work will include the removal of 5 existing rooftop HVAC units that are past their expected life span and replaced with high efficiency RTUs. Additional work will include testing, adjusting, and balancing after new units are installed and commissioned.
1129776	DES FMD PBDEW D5010 ELE/DIST STANDALONE		\$218,118	Barclay Dean Building Electrical and Distribution - This project will repair Deficiencies in electrical subsystem in Police Barclay Dean Evidence storage building: 1) Replace existing Main Distribution Panel, 2) Install new battery-back egress and exit lighting, 3) Replace existing plastic multi-outlet strips serving security and HVAC controls plug in low voltage transformers with permanent receptacles and straps to keep plugs in place, 4) Load test generator and provide any required maintenance, verify battery charger is functioning properly, replace if required, verify generator cover is not leaking from rust areas.
1129784	DES FMD P#4 BUR D5010 ELE/DIST STANDALONE		\$425,667	Precinct #4 Burien Electrical Service and Distribution - This project will replace the 800A primary service panel, the 200A distribution panel, and 75kVA transformer at the Burien facility that includes the police precinct (1st floor) and district court (2nd floor).
1129785	DES FMD P#4 BUR D5031 FIRE ALM STANDALONE		\$177,587	Precinct #4 Burien Fire Alarm Systems - This project will renew the existing fire alarm control panel and all devices on both floors of the Burien facility, this includes both the police precinct (1st floor) and district court (2nd floor).
1129786	DES FMD ADMIN BLDG D5031 FIRE STANDALONE		\$737,994	Administration Building Fire Alarm Systems - This project will renew existing fire alarm system that will include the replacement of all devices and panels. This project assumes that the existing wiring is compatible with the new panels and devices. Existing panels are MXL models which will not have manufacturer support after Oct. 2018.

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1129787	DES FMD ADMIN BLDG D5010 ELE/D STANDALONE		\$1,760,474	Administration Building Electrical Service and Distribution - This project will test the main switchgear, buss ducts, and main branch panels in Administration Building. This will require a full building shutdown and cooperation (and cost) with City Light. Includes correction of items noted in 2013-14 TEGG report by electrical inspection company, Seahurst, that includes replacement of certain transformers, providing appropriate clearance in electrical closets on each floor, replacing some panels and if necessary, repurposing power abandoned after boilers were removed from building.
1129788	DES FMD BLACK RIV D3050 TER/PA STANDALONE		\$785,254	Black River Office Building Terminal and Package Units - This project will perform functional testing of fan boxes, test & balance system, replace non-functioning fan boxes & VAV boxes, upgrade controls, commission systems in the Black River Office building.
1129789	DES FMD ADMIN BLDG D3060 CI STANDALONE		\$462,427	Administration Building Controls and Instrumentation - This project is the initial phase of a multiple phase project to renew the HVAC control system in the Admin Bldg. This phase will renew the HVAC controls on ½ of one floor of the six floors where the mixing boxes will be replaced, including floor level return air damper actuators and sensors. This project is dependent upon project 1129790 being done at the same time. Implementation includes tenant relocation and isolating ½ of one floor for construction and temporary relocation of tenants during construction. Project excludes renewal of fire alarm, lighting, ceiling or seismic bracing of other overhead systems.
1129790	DES FMD ADMIN BLDG D3050 TPU STANDALONE		\$1,446,665	Administration Building Terminal and Package Units - This project is the initial phase of a multiple phase project to replace the dual duct mixing boxes in the Admin Bldg. This phase will replace the mixing boxes on ½ of one floor of the six floors where the mixing boxes need to be replaced. This project is dependent upon project 1129789 being done at the same time. Implementation includes tenant relocation and isolating ½ of one floor for construction and temporary relocation of tenants during construction. Project excludes renewal of fire alarm, lighting, ceiling or seismic bracing of other overhead systems.
1129791	DES FMD ADMIN BLDG D3049 FAU STANDALONE		\$507,721	Administration Building Fans and Air Handling Units - Service and Repair the original Administration Building's Central HVAC hot and cold deck utility fan system (2 fans), the fan and air handling unit fans (2 Supply fans, 1 Return and 2 Exhaust fans), Replace all pneumatic controls, provide Testing and Balancing of fans.
1129793	DES FMD BLACK RIV B3010 ROF/EX STANDALONE		\$2,090,606	Black River Building Roofing Replacement and Exterior - Project includes replacement of roof and repairs of exterior wall cladding. Existing roof is 27 years old, has been patched extensively, and is well beyond its useful life. Cladding needs cleaning, sealing, and repairs of numerous holes and other damage.
3421 - MJR MNTNCE RSRV		Total	\$18,129,504	
SUB-FUND				
3951 BLDG REPAIR/REPL SUBFUND - Facilities Mgmt.				
Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1040874	DES FMD CAPITAL PRJCT OVERSGHT ADMIN		\$8,779	Capital Project Oversight - This is an administrative project payment to cover a proportionate share of the cost of the Capital Project Oversight (CPO) function in the King County Auditor's Office (KCAO).

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2017-2018 Biennial - Executive Proposed

1116719	DES FMD DC SECURITY VESTIBULES STANDALONE		(\$176,668)	District Court Security Vestibules - Project dis-appropriation of remaining budget in project to provide awnings over entryways to District Court facilities.
1117106	DES FMD Child/Fam Justice Ctr STANDALONE		\$0	Children and Family Justice Center - Redevelop of the existing 9.1 acre YSC site to include a 137,000 sf courthouse, 98,000 detention facility and parking garage for the new Children and Family Justice Center.
1122048	DES FMD AFIS PROP MGMT UNIT PL STANDALONE		\$8,918,530	AFIS Property Management Unit Relocation - This project includes the design and construction of a new latent fingerprint processing laboratory for the King County Regional Automated Fingerprint Identification System (AFIS) at the County's Blackriver Building.
1124148	DES FMD ASSET MANGMNT SYS STANDALONE		\$2,434,648	Asset Management System - This project is the first of two or three phases intended to purchase, configure, and implement a robust comprehensive system that will increase FMD's efficiency and effectiveness in managing, maintaining, and operating County buildings, leases, and other properties and assets. This project (Phase I) will procure and implement the initial modules of a comprehensive Integrated Workplace Management System solution to align existing Real Estate and Operations functions (currently kept in Excel spreadsheets, an Access database, and the Standardware program) with standard industry practices. The other currently-used programs that could be replaced in future phases include Maximo (maintenance work orders, preventive maintenance), Unifier (capital project control), Access (facility conditions, major maintenance planning), and a number of applications for tracking and managing energy and utility usage. Ultimately, the new comprehensive system will improve data accuracy and maximize revenue through more frequent market-rate adjustments, more efficient use of County-owned space, and reduced risk of forgone revenues from expired or unadjusted leases.
1124441	DES FMD RESOURC CONSERV GRANTS PROGRAMMATIC		(\$605,000)	Contingency Resource Conservation Grants - This CRCG project affords FMD the flexibility to begin resource conservation projects such as energy and water efficiency projects as time-sensitive external funding sources such as grants and other financial awards are approved for transfer to King County. As projects are begun they will be removed from a sub project status in the CRCG project and proposed as a standalone project in a supplemental or biennial budget ordinance.
1125015	DES FMD YESLER BR UTIL RELOC STANDALONE		\$468,333	Yesler Bridge Utility Relocation - Temporarily relocate KC utilities including a security camera, emergency generator fuel tank vents, and an engine exhaust pipe from underneath the Yesler 4th Avenue Bridge to accommodate City of Seattle work on the Yesler Street Bridge. FMD emergency generator vents and exhaust pipe will be temporarily relocated for the duration of the contract and then installed back at the Yesler Bridge site once the City of Seattle project is complete.
1129041	DES FMD MRJC SOLAR ENERGY STANDALONE		\$866,665	MRJC Solar Energy - This project will install solar electric energy generation equipment on the roof of the Maleng Regional Justice Center with roof maintenance to be completed prior to the solar panel installation on the roof.
1129759	DES FMD PH COLUMBIA DENTAL CLI		\$372,286	Columbia Dental Clinic - This project includes the replacement of six dental operatories with new modular operatories with digital x-ray and electronic health record capability and related dental casework. The existing

CAP SUMMARY REPORT

2017-2018 Biennial - Executive Proposed

	STANDALONE			inadequate and poor quality floor and sub-floor will be replaced. Construction work to occur on weekends to avoid interference with service delivery.
1129760	DES FMD PH NORTH DENTAL CLINIC STANDALONE		\$376,571	Public Health North Dental Clinic - This project includes the replacement of five dental operatories with new modular operatories with digital x-ray equipment and electronic health record capability and related dental casework. The existing inadequate and poor quality floor will be replaced and a secure half door will be installed at the entrance to the clinic. Construction work to occur on weekends to avoid interference with service delivery.
1129769	DES FMD BULLET PROOF GLASS STANDALONE		\$223,176	Bulletproof Glass - This project will remove and replace the existing reception counter in the KCSO on the 1st floor of the KCCH with a new bullet proof and secured reception counter, similar to standard reception counters in KCSO Precincts reception areas.
1129773	DES FMD ADMIN BLDG SECURITY STANDALONE		\$96,628	Administration Building Security - This project will provide two guard posts, one at the 4th Ave entry and one at the 5th Ave entry with replacement of master key locks.
1129781	DES FMD GENDER NEUTRAL RESTRMS STANDALONE		\$66,000	Gender Neutral Restrooms - This project will provide gender neutral restrooms at the Courthouse, King Street Center, and Administration Building.
1129783	DES FMD WELLNESS ROOM STANDALONE		\$69,067	This project will provide a Wellness Room for employees at the KC Courthouse. A Wellness Room will provide someone with medical issues, nursing mothers and employees needing a private area to attend to their health and wellness needs.
1130262	DES FMD KCSO S RANGE REMEDIATN STANDALONE		\$324,349	KCSO Shooting Range Remediation - The scope of this project includes: 1) Cleanup lead of contaminated soil from area around backstop and restoration of the surrounding ground surface, 2) removal and disposal of two Conex boxes & contents from behind backstop area, 3) removal of contaminated ditch sediments & restoration of ditch. Other assumptions are that the cleanup would be conducted as a maintenance activity and not a cleanup action under MTCA, and that grading permit would not be needed.
1130313	DES FMD CIVIC CAMPUS PLANNING STANDALONE		\$687,232	Civic Campus Planning - The project will implement the early phases of the Civic Campus Plan. Key tasks to include: 1.) Project Initiation: a.) assemble project team, b.) select consultant(s), c.) develop vision, guiding principles, concepts and goals; d.) engage stakeholders and community; and e.) create project charter and project management plan, 2.) Facility Needs Analysis: a.) identify operational and space needs by agency, b.) identify campus-wide operational and space needs by agency, and c.) create facility needs analysis report, and 3.) form a Project Steering Committee with members from the separately elected offices, the County Council, Executive, DAJD, and other departments/agencies.
3951 - BLDG REPAIR/REPL		Total	\$14,130,596	

CAP SUMMARY REPORT
2017-2018 Biennial - Executive Proposed

SUBFUND	
Grand Total	\$257,019,454

**2017-2018 Proposed Financial Plan
Long Term Lease Fund / 000003310**

Capital Improvement Program (CIP) Budget

	2015-2016 Carryforward (YE ITD Balance)	2017-2018 Proposed ¹	2017-2018 Total (Balance + Budget)	2019-2020 Estimated ²	2021-2022 Estimated ²
Capital Budget Revenue Sources:					
Revenue Backing from Fund Balance	-	-	-	-	-
Interfund Rent ⁶	-	30,912,598	30,912,598	31,839,976	32,795,175
Lease Admin Fee Collected from Agencies	-	1,882,025	1,882,025	1,938,486	1,996,641
Total Capital Revenue	\$ -	\$ 32,794,623	\$ 32,794,623	\$ 33,778,462	\$ 34,791,816
Capital Appropriation:					
Lease Payments	-	30,912,598	30,912,598	31,839,976	32,795,175
LTL Services ⁷	-	1,882,025	1,882,025	1,938,486	1,996,641
Total Capital Appropriation	\$ -	\$ 32,794,623	\$ 32,794,623	\$ 33,778,462	\$ 34,791,816

CIP Fund Financial Position

	2015-2016 Biennial to Date Actuals ³	2015-2016 Estimated ⁴	2017-2018 Biennial to Date Actual	2017-2018 Estimated	2019-2020 Estimated ⁵	2021-2022 Estimated ⁵
Beginning Fund Balance	1,079,161	1,079,161	332,581	332,581	332,581	332,581
Capital Funding Sources						
Interfund Rent	56,728,236	77,999,476	-	30,912,598	31,839,976	32,795,175
Lease Admin Fee Collected from Agencies	1,264,384	1,274,384	-	1,882,025	1,938,486	1,996,640
Investment Gain	9,422	9,938	-	-	-	-
	-	-	-	-	-	-
Total Capital Revenue	\$ 58,002,042	\$ 79,283,798	\$ -	\$ 32,794,623	\$ 33,778,462	\$ 34,791,816
Capital Expenditures						
Lease Payments	(56,242,425)	(78,129,344)	-	(30,912,598)	(31,839,976)	(32,795,175)
LTL Services - RES	(518,097)	(1,036,194)	-	(1,882,025)	(1,938,486)	(1,996,640)
Comprehensive Facility Asset Mgmt Sys Support	(120,398)	(148,998)	-	-	-	-
Lease Services - FMD Operations Support	(32,343)	(41,193)	-	-	-	-
KSC Transition	(4,172)	(12,516)	-	-	-	-
KSC Surplus	(141,147)	(12,056)	-	-	-	-
Auburn DPH Lease Termination	(501,135)	(501,135)	-	-	-	-
Chinook Reconfiguration	(47,996)	(148,942)	-	-	-	-
LTL Asset Management Project	(47,555)	-	-	-	-	-
Total Capital Expenditures	\$ (57,655,268)	\$ (80,030,378)	\$ -	\$ (32,794,623)	\$ (33,778,462)	\$ (34,791,816)
Other Fund Transactions						
Ending Undesignated Fund Balance	\$ 1,425,935	\$ 332,581	\$ 332,581	\$ 332,581	\$ 332,581	\$ 332,581

Financial Plan Notes:

¹ 2017-2018 Proposed Budget has been revised with updated information received 8/17/16

² Outyear budget estimates are based on estimated 3% annual increases.

³ 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 5/31/2016 using EBS report GL_030

⁴ 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 7/31/2016.

⁵ Outyear revenue and spending estimates are based on current revenue estimates and estimated increases at 3%/year.

⁶ The 2017-2018 Proposed Interfund Rent includes 6 payments in 2017 for the King Street 63-20 Lease totaling \$1,908,375 and estimated operating costs due to Wright Runstad for 5 months of \$1,085,542. Total of \$2,993,917 to be collected through FMD's Space Charge in 2017.

⁷ LTL Services include cost of RES leasing services, FMD Operations support, Conservation Management and allocation of the Comprehensive Facilities Asset Management System. This cost is backed by the Lease Admin Fee collected from agencies.

⁸ This plan was updated by Carolyn Mock on 9/9/16.

**2017-2018 Proposed Financial Plan
FMD Youth Services Facilities/000003350**

Capital Improvement Program (CIP) Budget

		2015-2016 Carryforward (YE ITD Balance) ¹	2017-2018 Proposed ²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated ³	2021-2022 Estimated ³
Capital Budget Revenue Sources:						
Revenue Backing from Fund Balance			64,620,069	64,620,069		
Levy for CFJC			126,984,662	126,984,662		
Interest Earnings			360,000	360,000		
Total Capital Revenue		\$ -	\$ 191,964,731	\$ 191,964,731	\$ -	\$ -
Capital Appropriation:						
CFJC Levy		0	191,964,731	191,964,731		
Total Capital Appropriation		\$ -	\$ 191,964,731	\$ 191,964,731	\$ -	\$ -

CIP Fund Financial Position

	2015-2016 Biennial to Date Actuals ⁴	2015-2016 Estimated	2017-2018 Biennial to Date Actual	2017-2018 Estimated ⁵	2019-2020 Estimated ⁶	2021-2022 Estimated ⁶
Beginning Fund Balance	38,829,813	38,829,813		64,969,033	0	0
Capital Funding Sources						
Levy for CFJC	36,119,547	46,563,723		48,930,500	51,295,311	26,781,768
Other Revenue		640,000	0	300,000	40,000	20,000
Total Capital Revenue	\$ 36,119,547	\$ 47,203,723	0	\$ 49,230,500	\$ 51,335,311	\$ 26,801,768
Capital Expenditures						
CFJC	(20,080,141)	(21,064,503)	0	(114,199,533)	(51,335,311)	(26,429,787)
Total Capital Expenditures	\$ (20,080,141)	\$ (21,064,503)	0	\$ (114,199,533)	\$ (51,335,311)	\$ (26,429,787)
Other Fund Transactions						
Ending Fund Balance	\$ 54,869,219	\$ 64,969,033	0	0	0	\$ 371,981
Fund Balance designated to current projects⁷			0	0	0	0
Reserves						
Expenditure Reserve(s) (Carryover)						125,000
Other Revenue ⁸						
Total Reserves	0	0	0	0	0	\$ 125,000
Projected Shortfall	0	0	0	0	0	0
Ending Undesignated Fund Balance	\$ 54,869,219	\$ 64,969,033	0	0	0	\$ 496,981

Financial Plan Notes

¹ 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA_103 report.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

³ Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

⁴ 2015-2016 (or 2017-2018) Biennial-to-Date Actuals reflects actual revenues and expenditures as of 06/30/2016, using EBS report 105.

⁵ 2015-2016 (or 2017-2018) Estimated reflects updated revenue and expenditure estimates as of 9/1/2016.

⁶ Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

⁷ Fund balance designated to current projects is for projects that are already appropriated.

⁸ Other Revenue consists of delinquent property tax collections in 2022 and 2023.

2017 -2018 Proposed Financial Plan
Major Maintenance Reserve Fund / 000003421

Capital Improvement Program (CIP) Budget					
	2015-2016 Carryforward (YE ITD Balance)¹	2017-2018 Executive Proposed²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated³	2021-2022 Estimated³
Capital Budget Revenue Sources:					
DOWNTOWN OFFICE BLDG GROUP	-	8,853,370	8,853,370	9,118,971	9,392,540
COURTHOUSE GROUP ⁹	11,629,987	2,173,910	13,803,897	2,239,127	2,306,301.12
YESLER BLDG GROUP	-	-	-	-	-
EARLINGTON GROUP	-	928,890	928,890	956,757	985,459
24/7 FACILITIES BLDG GROUP	-	5,092,640	5,092,640	5,245,419	5,402,782
DISTRICT COURT FACILITIES BLDG GROUP	-	204,238	204,238	210,365	216,676
KCSO PRECINCTS BLDG GROUP	-	103,408	103,408	106,510	109,706
PUBLIC HEALTH BLDG GROUP	-	194,576	194,576	200,413	206,426
INDUSTRIAL/STORAGE BLDG GROUP	-	483,620	483,620	498,129	513,072
GOAT HILL PARKING GROUP	-	594,852	594,852	594,852	594,852
FUND BALANCE TRANSFER ¹⁰	-	(500,000)	(500,000)	-	-
Total Capital Revenue	\$ 11,629,987	\$ 18,129,504	\$ 29,759,491	\$ 19,170,544	\$ 19,727,814
Capital Expenditure Appropriation:					
DOWNTOWN OFFICE BLDG GROUP	(250,022)	(8,840,935)	(9,090,957)	(9,106,163)	(9,379,348)
COURTHOUSE GROUP ¹⁰	(11,457,679)	500,000	(10,957,679)	-	-
YESLER BLDG GROUP	-	-	-	-	-
EARLINGTON GROUP	(24,355)	-	(24,355)	-	-
24/7 FACILITIES BLDG GROUP	(5,168,589)	(5,919,505)	(11,088,094)	(6,097,090)	(6,280,003)
DISTRICT COURT FACILITIES BLDG GROUP	(64,213)	(134,192)	(198,405)	(138,218)	(142,364)
KCSO PRECINCTS BLDG GROUP	-	(603,254)	(603,254)	(621,352)	(639,992)
PUBLIC HEALTH BLDG GROUP	(38,480)	-	(38,480)	-	-
INDUSTRIAL/STORAGE BLDG GROUP	(729,221)	(3,131,618)	(3,860,839)	(3,225,567)	(3,322,334)
GOAT HILL PARKING GROUP	(8,080)	-	(8,080)	-	-
ADMINISTRATIVE/OTHER GROUP w/GF	(682,952)	-	(682,952)	-	-
	-	-	-	-	-
Total Capital Expenditure Appropriation	\$ (18,423,592)	\$ (18,129,504)	\$ (36,553,096)	\$ (19,188,389)	\$ (19,764,041)

CIP Fund Financial Position						
	2015-2016 Biennial to Date Actuals⁴	2015-2016 Estimated⁵	2017-2018 Biennial to Date Actual	2017-2018 Estimated⁶	2019-2020 Estimated⁷	2021-2022 Estimated⁷
Beginning Fund Balance	19,185,822	19,185,822	451,622	451,622	2,682,732	(2,744,224)
Capital Funding Sources						
DOWNTOWN OFFICE BLDG GROUP	378,254	395,522		8,853,370	9,118,971	9,392,540
COURTHOUSE GROUP ⁹	-	-		13,803,897	2,239,127	2,306,301
YESLER BLDG GROUP	-	-		-	-	-
EARLINGTON GROUP	553,604	738,138		928,890	956,757	985,459
24/7 FACILITIES BLDG GROUP	-	-		5,092,640	5,245,419	5,402,782
DISTRICT COURT FACILITIES BLDG GROUP	-	-		204,238	210,365	216,676
KCSO PRECINCTS BLDG GROUP	-	-		103,408	106,510	109,706
PUBLIC HEALTH BLDG GROUP	473,136	736,416		194,576	200,413	206,426
INDUSTRIAL/STORAGE BLDG GROUP	411,170	548,226		483,620	498,129	513,072
GOAT HILL PARKING GROUP	271,608	362,144		594,852	612,698	631,078
ADMINISTRATIVE/OTHER GROUP w/GF	7,204,698	9,364,380		(500,000)	-	-
Total Capital Revenue	\$ 9,292,470	\$ 12,144,826	\$ -	\$ 29,759,491	\$ 19,188,389	\$ 19,764,041
Capital Expenditures						
DOWNTOWN OFFICE BLDG GROUP	(387,788)	(689,720)	-	(9,557,250)	(9,843,968)	(10,139,287)
COURTHOUSE GROUP ⁹	(2,167,753)	(5,162,618)	-	(11,985,819)	(1,911,507)	(1,968,852)
YESLER BLDG GROUP	-	-	-	-	-	-
EARLINGTON GROUP	(55,855)	(67,187)	-	-	-	-
24/7 FACILITIES BLDG GROUP	(10,477,654)	(14,258,250)	-	(8,177,302)	(8,422,621)	(8,675,299)
DISTRICT COURT FACILITIES BLDG GROUP	(103,145)	(177,140)	-	(134,192)	(138,218)	(142,364)
KCSO PRECINCTS BLDG GROUP	-	-	-	(603,254)	(621,352)	(639,992)
PUBLIC HEALTH BLDG GROUP	(58,360)	(106,151)	-	-	-	-
INDUSTRIAL/STORAGE BLDG GROUP	(1,169,004)	(2,011,654)	-	(3,279,280)	(3,377,658)	(3,478,988)
GOAT HILL PARKING GROUP	(18,665)	(22,290)	-	-	-	-
ADMINISTRATIVE/OTHER GROUP	(1,123,374)	(1,884,016)	-	(291,284)	(300,022)	(309,023)

Total Capital Expenditures	\$ (15,561,598)	\$ (24,379,026)	\$ -	\$ (34,028,380)	\$ (24,615,345)	\$ (25,353,806)
<u>Other Fund Transactions</u>						
Transfer unspent fund balance to General Fund ¹¹		(6,500,000)	-	6,500,000		
Ending Fund Balance	\$ 12,916,694	\$ 451,622	\$ 451,622	\$ 2,682,732	\$ (2,744,224)	\$ (8,333,989)
Fund Balance designated to current projects⁸	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Reserves⁸</u>						
Expenditure Reserve(s) (Carryover)		(18,423,592)				
Revenue Reserve(s) (Carryover)		11,629,987				
Total Reserves	\$ -	\$ (6,793,605)	\$ -	\$ -	\$ -	\$ -
Projected Shortfall ¹¹	-	6,341,983	-	-	2,744,224	8,333,989
Ending Undesignated Fund Balance	\$ 12,916,694	\$ -	\$ 451,622	\$ 2,682,732	\$ -	\$ -

Financial Plan Notes

¹ 2015-2016 Carryforward: MMRF budget revenue sources are based on streamlined rate. The revenue of \$11,629,987 for project 1130085 KCCH Electrical work (Ordinance #18341-Aug 30,2016) will have carryforward at the end of 2016, which is expected to be collected in 2017 (C10). MMRF expenditures are based on cost spending estimates. The Unexpended at Year End 2016 will carry forward into 2017.

² 2017-2018 Executive Proposed: The proposed revenue is consistent with revenue data from the 2017-2018 Proforma streamlined rate (D9-D21). The proposed expenditure is consistent with expenditure data from PIC and matches CIP Attachment A (D24-D37).

³ Outyear budget : Estimated reflects the assumed revenue growth of 3% per year. Information in PIC for outyears will not match until transition to budget by building group is completed. (F9-F37 & G9-G37).

⁴ 2015-2016 (or 2017-2018) Biennial: Biennial-to-Date Actuals reflects actual revenues and expenditures as of 06/30/16, using EBS report GL_030 (B44-B71).

⁵ 2015-2016 (or 2017-2018) Estimated : Revenue estimated was based on central rate (C44-C56). Expenditure estimated reflects updated data based on 2015 actual (ADJ-2015) and 2016 estimates cash flow from PPM's (C59-C71).

⁶ 2017-2018 Estimated: The proposed revenue is consistent with revenue data from the 2017-2018 Proforma streamlined rate (E44-E56). The proposed expenditure is consistent with expenditure data from PPM's cash flow on 9/2/16. (E59-E71).

⁷ 2019-2022 Estimated: Estimated reflects the assumed revenue and expenditure growth of 3% and reflects the most recent budget, including the outyear impact of supplementals. (F44-F71 and G44-G71).

⁸ Reserves: Expenditure Reserve(s)(carryover): \$18,423,592 is from 2015-2016 Budget Unexpended at Year End (C82). Revenue Reserve(s)(carryover): \$11,629,987 is from 2015-2016 Budget Unexpended at Year End (C10).

⁹ Courthouse project will be supported through bond proceeds and the debt service will be paid by the General Fund. The revenue will have carryforward at the end of 2016, which is expected to be collected in 2017 (C10).

¹⁰ Transfer fund balance from MMRF project 1124472 Courthouse Revitalization \$500,000 to F3951 BR&R.

¹¹ Transfer unspent fund balance to General Fund: \$6.5M is being transferred out in 15-16 and transferred back in 2017-2018 as provided by PSB (C75 , E75 & C88).

¹² This plan was updated by Li Yu on 09/15/16.

2017-2018 Proposed Financial Plan
FMD Building Repair and Replacement Fund/000003951

Capital Improvement Program (CIP) Budget					
	2015-2016 Carryforward (YE ITD Balance)¹	2017-2018 Proposed²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated³	2021-2022 Estimated³
Capital Budget Revenue Sources:					
Revenue Backing from Fund Balance	-	227,418	227,418	-	-
General Fund	800,000	2,000,000	2,800,000	2,100,000	2,200,000
Levy for CFJC	180,999,355		180,999,355	0	4,307,295
Levy for AFIS	100,000	8,918,530	9,018,530	0	0
Bond Proceeds		2,434,648	2,434,648		
Other Revenue		550,000	550,000		
Total Capital Revenue	\$ 181,899,355	\$ 14,130,596	\$ 196,029,951	\$ 2,100,000	\$ 6,507,295
Capital Appropriation:					
CFJC	(180,999,355)		(180,999,355)	0	(4,307,295)
AFIS Relocation Project	(100,000)	(8,918,530)	(9,018,530)	0	0
Other Projects	(800,000)	(5,388,066)	(6,188,066)	(2,100,000)	(2,200,000)
<i>Disappropriations (positive)</i>		176,000	176,000	-	-
Total Capital Appropriation	\$ (181,899,355)	\$ (14,130,596)	\$ (196,029,951)	\$ (2,100,000)	\$ (6,507,295)

CIP Fund Financial Position						
	2015-2016 Biennial to Date Actuals⁴	2015-2016 Estimated	2017-2018 Biennial to Date Actual⁴	2017-2018 Estimated⁵	2019-2020 Estimated⁶	2021-2022 Estimated⁶
Beginning Fund Balance	1,183,529	1,183,529		(3,746,251)	(2,921,183)	(11,758)
Capital Funding Sources						
Revenue Backing from Fund Balance	-	-	-	-	-	-
General Fund	3,625,214	3,938,952	-	2,800,000	2,000,000	2,000,000
Levy for CFJC	20,160,347	33,109,985	-	155,323,185	21,368,875	4,307,295
Levy for AFIS	114,952	649,141	-	9,018,530	-	-
Bond Proceeds	2,862,066	184,376	-	-	-	-
Interfund Borrowing Repayment Plan	-	-	-	2,020,355	2,909,425	-
Other Revenue	2,273,685	6,666,536	-	531,534	-	-
Reconciliation Closed Projects						
Total Capital Revenue	\$ 29,036,264	\$ 44,548,990	\$ -	\$ 169,693,604	\$ 26,278,300	\$ 6,307,295
Capital Expenditures						
CFJC	(20,425,815)	(33,109,985)	-	(155,323,185)	(21,368,875)	(4,307,295)
AFIS Relocation Project	(116,190)	(649,141)	-	(9,018,530)	-	-
Other Projects (includes KSC consolidations)	(12,812,155)	(15,719,644)	-	(4,526,821)	(2,000,000)	(2,000,000)
Interfund Loan Repayment						
Total Capital Expenditures	\$ (33,354,160)	\$ (49,478,770)	\$ -	\$ (168,868,536)	\$ (23,368,875)	\$ (6,307,295)
Other Fund Transactions						
Ending Fund Balance	\$ (3,134,367)	\$ (3,746,251)	\$ -	\$ (2,921,183)	\$ (11,758)	\$ (11,758)
Fund Balance designated to current projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves						
Expenditure Reserve(s) (Carryover) ⁷		(175,348,758)		(21,368,875)		
CFJC Levy Pending Collections ⁸		180,999,355		25,676,170	4,307,295	
Other Revenue ⁹		881,534				
Interfund Loans ¹⁰		4,929,780		2,909,425		
Expenditure Restrictions ¹¹		(7,500,000)		(4,307,295)	(4,307,295)	
Projected Project Close-out Budget ¹²				100,000	100,000	100,000
Total Reserves	\$ -	\$ 3,961,911	\$ -	\$ 3,009,425	\$ 100,000	\$ 100,000
Projected Shortfall	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ -	\$ 215,660	\$ -	\$ 88,242	\$ 88,242	\$ 88,242

Financial Plan Notes

¹ 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance as reported by the PA_103 report.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

³ Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

⁴ 2015-2016 (or 2017-2018) Biennial-to-Date Actuals reflects actual revenues and expenditures as of 06/30/2016, using EBS report 105.

⁵ 2015-2016 (or 2017-2018) Estimated reflects updated revenue and expenditure estimates as of 9/1/2016.

⁶ Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

⁷ The amounts represent approved budget that will be unspent and will be carried over into the next biennium.

⁸ The approved CFJC budget authority unexpended in a given biennium is shown as a pending collection for a subsequent biennium.

⁹ Other Revenue consists of a combination of General Fund, Other Agencies, Grants, and other miscellaneous revenue types

¹⁰ The Executive Finance Committee approved interfund loans for KSC space efficiencies to be repaid through O&M per square foot charges to be repaid in the 2019-2020 biennium.

¹¹ The expenditure carryover amount is reduced by the carryover subset of \$7.5M associated with excess CFJC levy proceeds. \$3.2M of the expenditure reserve is for the Alder School construction proposed in the 2017-2018 budget.

¹² The reserve for project close-out anticipates cancellation of budget balance remaining as projects are completed.

FINANCE AND BUSINESS OPERATIONS

Mission

Provide exceptional customer value for accounting, procurement, treasury, payroll, benefits, and small business services.

Overview

The Finance and Business Operations Division (FBOD) of Department of Executive Services (DES) provides critical financial and payroll business functions to King County and local government agencies to advance the financial stewardship goal of exercising sound financial management and building King County's long term fiscal strength. FBOD is comprised of five sections/units: Financial Management; Treasury; Procurement; Business Development and Contracts Compliance; and Benefits, Payroll and Retirement.

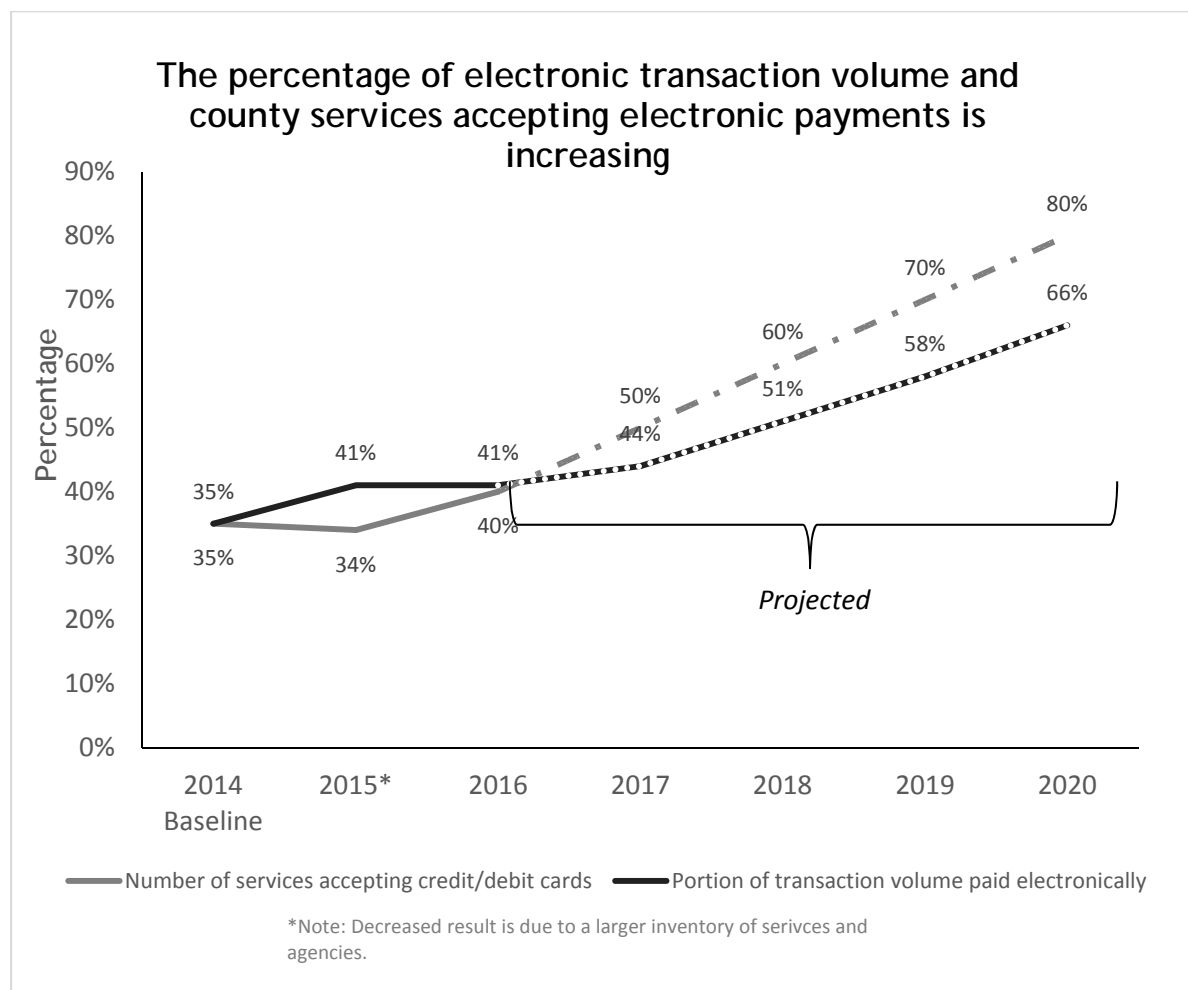
FBOD is the central business owner (or a co-business) owner for the following countywide financial value streams: budget to report; hire to retire; billing to cash; procure to pay; and assess to collect. A value stream is a coordinated set of activities involving multiple organizations that results in services or outputs to customers. FBOD's role as a central business owner is to provide expertise and leadership for standardizing and streamlining the flow of services/outputs through each value stream for the benefit of customers. The pace of standardization, as well as successes and challenges will continue to vary from value stream to value stream into the 2017-2018 biennium.

2017-2018 Problems, Opportunities and Priorities

Expand Electronic Payment for Customers

FBOD will continue to lead a countywide effort to expand the ability of the customers of King County to pay for products and services through electronic methods, including point-of-sale and online transactions using credit cards, debit cards, and checks. This effort represents FBOD's number one priority for the upcoming 2017-2018 biennium. The main goal is to create a more standard electronic payment environment across the County that is efficient and meets customer expectations. A temporary position was included in the 2015-2016 Budget to assist agencies in navigating a complex payment environment to expand current applications and to develop new ones. The proposed budget lengthens the term of this critical support position to continue through 2017 - 2018. Additionally, the budget includes additional funds to finish the work started in the previous biennium to complete this important IT project.

The following graph illustrates the progress made in increasing the percentage of electronic transaction volume and percentage of county services accepting electronic payments.



Streamlining Procurement Services

The current procurement systems and processes are wasteful – they are dependent on paper, rely on too many handoffs and facilitate long cycle times. This inefficient system leaves a continuous gap between the existing technology solutions and the business needs for customers. FBOD is seeking to fill this gap through a phased approach of planned technology modernization, starting with the procure to pay value stream. By providing a foundation of standard and supportable integrated systems, the procure to pay value stream will realize rapid transformation on the most valuable changes first, such as allowing electronic bids and submittals, while laying a roadmap for sustained efficiencies and future enhancements.

These improvements will improve customer service provided to internal and external customers by enhancing transparency, reducing cycle times, and providing self-service for ease of access. The initial scoping for this project is tentatively scheduled to begin during the 2017-2018 biennium and is expected to leverage a flexible three-phased approach to implementation. These phases will start with creating a new Online Vendor Registration (OVR) portal with links to internal databases such as SCS, continue with significant improvements in the Payables section of the value stream, then finish by integrating a new and improved CARTS system (contractor and reporting compliance system) into the package.

Replacing Obsolete Technology

FBOD and the Department of Assessments (DOA) are continuing to pursue solutions to problems identified in the joint agency assess to collect Line of Business (LOB). The 2017-2018 Proposed Budget begins the process to replace the current property tax accounting system, which includes tax account set ups and levy code functions in Assessments and the billing, collection, and disbursement of tax revenues in Treasury Operations. An important customer service enhancement is the continued development of a new web portal that will combine information from Assessments and Treasury Operations to better serve taxpayers.

Strengthening Internal Controls

The County's accounting expertise and internal control practices can vary widely between agencies and, in some instances, agencies subject to reductions are more susceptible to the loss of positions responsible for these functions. The Financial Management Section (FMS) of FBOD is planning to focus work during 2017-2018 to concentrate on strengthening internal controls and partnering with the Business Resource Center and other agencies to implement the BI Analytics Project. As reporting becomes more robust with BI Analytics, FMS believes this will improve internal controls by enhancing verification and error checking. Additionally, there will be increased service to customers by enhancing technical and analytical expertise while devoting less time to manipulating data from the systems.

Supporting the Requirements of ACA

There is a new body of work to support the mandatory requirements set out in the Affordable Care Act (ACA) by the federal government. The ongoing operations resources needed to meet the ACA 1094 and 1095 reporting requirements include a full-time position and a consulting contract with ADP. This new position will collaborate with Human Resources staff to ensure that proper business processes are in place and that they are followed correctly.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

Building on its past successes, FBOD's primary effort in support of equity and fairness focuses on expanding the regional network of certified small firms and increasing the number of contracts awarded to small businesses. FBOD will provide increased support of the P-card program that allows for direct and quick payment to small contractors and suppliers (SCS), accelerating their cash flow and ability to pay others. This will make it easier for SCS firms to do business with the County. FBOD is also proposing to remove the personal property tax assessment for mobile homes valued less than \$7,500, helping those at the lower end of the economic scale.

FBOD has implemented and is continuing support for an Apprenticeship Coordinator position to continue expanding opportunities for ESJ populations. A replacement of the CARTS system will be needed to support the County's small business program, the apprentice program, and the new priority hire program.

FBOD is proposing an FTE to support the design and full implementation of a countywide priority hire program in support of efforts initiated in 2016. The program will foster the inclusion of local workers from disadvantaged areas within King County into local large-scale construction projects. This new position will collaborate with County agencies involved in these projects to develop the program infrastructure, including staffing, policies, and compliance reporting systems. The goal is to find ways of implementing priority hire without substantially increasing staff resources.

Best Run Government

The County faces budget constraints due to structural imbalances given the one percent growth limit on property tax revenues and reductions in state and federal funding. To better hold management accountable for productivity improvements given the environment of countywide budget constraints, County leaders first need to fully understand the costs that drive their processes and activities, and become fluent in their agency's products and services. FBOD's proposed budget provides the resources necessary to continue the support and expansion of Activity Based Costing (ABC) managerial accounting information.

FBOD will continue executing its plan of transforming the organizational culture by emphasizing continuous improvement and operational excellence. Standard work is a central concept of FBOD's Lean management approach to ensure that processes run as designed and that employees are engaged in problem solving and improving processes. FBOD will continue to partner with Assessments to implement recommendations that are part of the LOB planning.

2017-2018 Executive Proposed Operating Budget FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	58,708,197	55,017,032	182.1	0.0
Base Budget Adjustments	1,567,491	0	0.4	2.0
Decision Package Adjustments	2,984,147	8,677,881	0.0	3.0
2017-2018 Executive Proposed Budget	63,259,835	63,694,913	182.5	5.0
2017-2018 Executive Proposed Ordinance	63,260,000	63,695,000	182.5	5.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Economic Opportunity and Empowerment Program (EOEP) for the Children and Family Justice Center (CFJC) Provide resources in FBOD's 2017-2018 budget to support the portion of Economic Opportunity and Empowerment Program (EOEP) implementation tied to apprenticeship requirements. EOEP implementation is funded from the capital appropriation for the Children and Family Justice Center (CFJC). The portion of EOEP implementation associated with small business participation will be handled using existing staff resources.	540,017	515,000	0.0	1.0
(DS_002) Establish Mobile Home Assessment Threshold Establish a threshold of \$7,500 for mobile home assets so that if the value of the assets is less than that, DOA does not assess the value of the assets and no taxes are billed. The change would affect approximately 2,750 mobile home owners with total assessed value of about \$15.3 million. This is similar to the existing threshold of \$7,500 for commercial businesses.	0	(64,000)	0.0	0.0

2017-2018 Executive Proposed Operating Budget FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_003) Affordable Care Act Functional Analyst III Add 1.0 FTE (Functional Analyst III) to support Affordable Care Act (ACA) reporting. This change is needed because of a new mandatory reporting schema required to comply with the ACA. This work began in 2015 and will continue indefinitely and will also include a consulting contract with ADP.	869,880	0	1.0	0.0
(DS_004) Foreclosure Unit Business and Finance Officer II Add a 1.0 TLT (Business and Finance Officer II) position to the property tax foreclosure unit for the 2017-2018 budget cycle. Foreclosure requirements and statutory obligations are beyond what can be handled by the existing 1.75 FTE in the foreclosure unit. The costs are entirely recoverable from the sale of the foreclosed properties. The change will better capture the total costs for administering the tax foreclosure process and increase the reimbursement to the General Fund.	309,946	279,808	0.0	1.0
(DS_006) Priority Hire Project/Program Manager III Add a new FTE (Project/Program Manager III) to support the design and implementation of the Priority Hire program with the goal of enabling individuals in economically disadvantaged zip codes to take better advantage of county capital improvement project opportunities.	277,449	0	1.0	0.0
Administrative Service Changes				
(AC_002) Procurement Technology Modernization Administrator III Position Reduction Reduce a 1.0 FTE Administrator 3 position in the Procurement and Payables section due to a decreased body of work. The body of work currently being handled by this position includes the administration of public disclosure requests and coordinating the transition from paper files to electronic files.	(277,449)	0	(1.0)	0.0
(AC_003) HR Analyst Position Reduction Eliminate a 1.0 FTE HR Analyst position, which mostly works on self-pay election when an employee is on an unpaid leave. This change finds efficiency by eliminating work that is siloed and distributes the work alphabetically to five other employees. These employees regularly work in the Benefits modules and will utilize a technology improvement available in the module to administer self-pay to further increase efficiency.	(240,904)	0	(1.0)	0.0

Technical Adjustments

2017-2018 Executive Proposed Operating Budget

FINANCE AND BUSINESS OPERATIONS (EN_A13800)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_001) Electronics Payments IT Business & Finance Officer III Restore a needed TLT (Business & Finance Officer III) to continue coordinating and managing the Electronic Payments IT project. The position is funded via the Electronics Payments IT project.	273,527	0	0.0	1.0
(TA_002) Other Non-Rate Revenues and Expenditures Obtain expenditure authority to collect expenditures incurred for the Employee Giving Program (EGP) and the Deferred Compensation Program (DCP). These are done on a reimbursable basis as actual costs are incurred and not via an allocation in the rate model to prevent any non-direct costs from being allocated to these programs.	898,220	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	7,947,073	0.0	0.0
(TA_100)	0	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(877,992)	0	0.0	0.0
Central Rate Adjustments	1,211,452	0	0.0	0.0
Total Decision Package Adjustments	2,984,147	8,677,881	0.0	3.0

2017-2018 Proposed Financial Plan
Financial and Business Operations Division / 000005450

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	3,854,000	1,203,501	888,578	1,482,623
Revenues				
- GF Rates	20,285,394	17,234,314	18,352,259	19,738,930
- GF True-up/Rebate	(407,805)			
- Non-GF Rates	30,231,883	36,435,107	38,824,745	41,787,133
- Non-GF True-up/Rebate	(914,304)			
- Revised Rate Uncollectable Business Resource Center	(776,634)			
- Other Revenue ⁴	7,166,253	9,151,088	9,334,110	9,520,792
- Employee Giving Program & Deferred Comp Revenue ⁵		874,404	946,979	1,025,578
- Interest Income	51,667			
- ACA Compliance Costs			870,000	
Total Revenues	55,636,455	63,694,913	68,328,093	72,072,434
Expenditures				
- Wages, Benefits & Retirements	(41,702,497)	(45,065,090)	(47,994,321)	(51,791,974)
- Direct Services	(6,723,210)	(6,295,790)	(6,925,369)	(7,617,906)
- Intragovernmental Services	(9,861,248)	(11,028,955)	(11,944,358)	(13,067,128)
- ACA Compliance Costs		(870,000)	(870,000)	
Total Expenditures	(58,286,954)	(63,259,835)	(67,734,048)	(72,477,008)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	1,203,501	1,638,578	1,482,623	1,078,048
Reserves⁶				
Expenditure Reserve (s)	(500,000)	(250,000)	(500,000)	(500,000)
Procure-to-Pay Reserve		(500,000)		
Total Reserves	(500,000)	(750,000)	(500,000)	(500,000)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	703,501	888,578	982,623	578,048

Financial Plan Notes (samples below)

¹ 2015-2016 Estimated includes 2015 Actual and 2016 Budgeted, less estimated underexpenditures.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue and expenditure growth as suggested by PSB and reflect the most recent estimates, including the outyear impact of supplementals. In 2019-2020 the Affordable Care Act (ACA) costs will be rolled into the rate model. Thus in 2021-2022 costs will not be a separate line item.

⁴ These revenues are detailed in the revenue plan submitted as part of the biennial budget and account for mostly treasury operations with some procurement operations. They are also reflective of \$1,402,688 in revenues associated with revenue-backed expenditures.

⁵ This revenue is not collected as part of the finance central rate. These charges are billed on a reimbursable (per-program transaction) basis that is different and unique from the rate model cost centers.

⁶ The Expenditure Reserve is for mailing and printing equipment used to produce the annual property tax mailings. This equipment requires occasional maintenance and replacement. The Procure-to-Pay reserve will be used to support the project during the 2017-2018 biennium should a refined proposal be accepted in the 2017 Omnibus or Supplemental. Note that there is no rainy day reserve nor rate stabilization reserve as the Comprehensive Financial Management Policies outline that FBOD (and other ISFs) should not have undesignated fund balance to the extent possible.

⁷ This plan was updated by Karl Nygard on 9/02/2016 and finalized by Andrew Cronholm on 9/02/2016.

HUMAN RESOURCES DIVISION

Mission

Provide the foundation of support in recruiting, hiring, developing, and retaining a quality workforce capable of meeting residents' needs now and in the future.

Overview

The Human Resources Division (HRD) of the Department of Executive Services develops and administers the County's personnel system and employment policies, countywide training and organizational development, workplace safety programs, and the County's benefits and workers compensation programs. HRD is a strategic partner in building a highly skilled, diverse, and motivated team of employees to meet our customers' needs.

HRD includes the Office of Human Resources within the General Fund along with Internal Service Funds supporting Employee Benefits and the Safety and Claims Management programs. Employee Benefits manages the County's medical benefits programs and oversees all strategic initiatives to control costs and improve employee health and well-being. Safety and Claims oversees the County's self-insured workers compensation and employee safety programs.

2017-2018 Problems, Opportunities and Priorities

The Human Resources Division's budget identifies needs and opportunities in each unit, expanding the level and quality of service offered to County agencies and employees.

Resourcing the County's "Best Run Government: Employees" Initiative

HRD is leading part of the Executive's ambitious work program building equity and opportunity for all employees while embracing continuous improvement and Lean management tools. Project management and support staff are needed in leadership training, job classification and career development, and employee engagement in order to implement the proposed initiatives.

Supporting Workplace Wellness and Developing New Health Plan Options

The County is negotiating new health benefits plans for employees beginning in 2018. The new options are expected to include Accountable Care Networks, which are projected to improve outcomes and reduce costs through better provider coordination and more efficient use of resources. Support is also requested to centralize management of 20 activity centers located in county facilities to ensure proper maintenance and repair of all equipment.

Creating and Sustaining a Countywide Supported Employment Program

The Supported Employment Program (SEP) has been supported in 2015-2016 by a term-limited program manager, and currently operates without dedicated position authority. Over time, the lack of dedicated SEP positions has led to a significant reduction of opportunities for persons with intellectual and developmental disabilities. The existing manager has been successful in conducting outreach with County agencies and developing a sustainable program. This position is proposed to be made permanent, with the addition of dedicated FTE authority to be loaned out to agencies hosting supported employees.

Applicant Tracking System Support

The County's online applicant tracking system (ATS) software subscription ends in 2016, and a new approach is proposed to allow the county to post job openings online, manage recruitment processes, and hire a diverse, competitive workforce. The Executive's Proposed Budget includes an Information Technology capital project for a replacement ATS system and a capital appropriation for the project cost is included in the 2017-2018 Proposed Budget. The operating budget proposal reflects the ongoing cost of new system licenses.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

The Human Resources Division recognizes Equity and Social Justice (ESJ) as a key value that makes the County a good place for employees to work. Within HRD, the division promotes ESJ values in its delivery of services through outreach and employee recruitment activities, and proposes to expand these activities in the 2017-2018 biennium in the Best Run Government: Employees project, with a replacement Applicant Tracking System, and the expansion of the Supported Employment Program

Strategic Climate Action Plan (SCAP)

The Human Resources Division furthers SCAP objectives in everyday operations, including efforts to reduce energy and paper use through online applicant tracking and digitization of Workers Compensation claim files, improved recycling and composting activities at HRD offices, and more efficient use of Fleet vehicles for employee travel. HRD managers have retired non-essential or duplicate equipment, including copiers and fax machines. Conference rooms and shared workspaces have individual light switches to reduce HRD's electrical consumption when not in use.

Best Run Government

The Human Resources Division supports the strategic initiative in its Best Run Government: Employees proposal, through managing employee healthcare and workers compensation costs, and through improving the recruitment process to hire a diverse workforce.

2017-2018 Executive Proposed Operating Budget HUMAN RESOURCES MANAGEMENT (EN_A42000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	14,676,569	1,380,399	38.0	1.0
Base Budget Adjustments	547,477	(1,233)	0.0	(1.0)
Decision Package Adjustments	173,593	(1,379,166)	2.0	2.0
2017-2018 Executive Proposed Budget	15,397,639	0	40.0	2.0
2017-2018 Executive Proposed Ordinance	15,398,000	0	40.0	2.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_006) Applicant Tracking System Adds funding to upgrade the County's online recruiting system to help attract diverse and high-quality applicants. The added resource are for the ongoing operating costs that accompany the Information Technology project proposal.	76,548	0	0.0	0.0
(DS_007) Eliminate Training and Development Institute Removes expenditure and revenue budget added in 2015-2016 for the King County Training and Development Institute. HRD has shifted focus to serving internal employees and expenditure and revenue-backing to expand course offerings to external clients is no longer necessary.	(832,000)	(1,082,220)	0.0	0.0
(DS_010) Best Run Government: Employees - Training, Development, Coaching and Mentoring Adds two FTEs to support the County's leadership and career development programs, with emphasis on leadership development and support.	1,233,567	0	2.0	2.0

Also adds 2 temporary positions to implement the County's 'Functional Job Classification' initiative. This program will improve the County's classification system and create easy-to-understand and consistent career families and related development plans across the government.

**2017-2018 Executive Proposed Operating Budget
HUMAN RESOURCES MANAGEMENT (EN_A42000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) HR Administration Allocation Transfers a portion of the administrative expenditure budget for the Human Resources Division from the General Fund appropriation to the Safety & Claims fund. The five administrative staff are budgeted in HRD's General Fund appropriation but provide service to all of HRD's operations. This decrease in the General Fund appropriation has a corresponding increase in the Safety & Claims fund.	(368,739)	0	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(296,946)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(124,000)	0	0.0	0.0
Central Rate Adjustments	188,217	0	0.0	0.0
Total Decision Package Adjustments	173,593	(1,379,166)	2.0	2.0

2017-2018 Executive Proposed Operating Budget EMPLOYEE BENEFITS (EN_A42900)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	527,545,264	497,736,640	12.0	3.0
Base Budget Adjustments	9,709,201	10,011,386	0.0	(3.0)
Decision Package Adjustments	29,796,883	29,822,419	3.0	3.0
2017-2018 Executive Proposed Budget	567,051,348	537,570,445	15.0	3.0
2017-2018 Executive Proposed Ordinance	567,052,000	537,571,000	15.0	3.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_002) Developing Accountable Care Networks Adds three temporary positions to support the development of Accountable Care Networks (ACNs) as an alternative to the existing medical plan options. ACNs are projected to improve outcomes and reduce costs through better provider coordination and more efficient use of resources. The requested positions will help develop the new approach, work closely with vendors, and help communicate the changes to all employees.	1,286,851	0	0.0	3.0
(DS_005) Activity Centers Centralization Provides equipment for the County's 18 activity centers that is safe, regularly maintained, replaced as needed and consistently available for employees.	211,668	0	0.0	0.0
(DS_009) Best Run Govt: Employee Engagement Adds 2 FTE positions to continue the County's comprehensive strategy to engage employees. Two temporary positions were established in 2015-2016; this change converts the Engagement Manager and Communications Specialist positions to FTEs. Additional resources are added for Alternative Dispute Resolution training and programs, employee survey costs, and communication expenses.	871,380	0	2.0	0.0

2017-2018 Executive Proposed Operating Budget

EMPLOYEE BENEFITS (EN_A42900)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(DS_012) Support for Retirement Navigator and Employee Giving Program Adds FTE authority and non-labor budget to continue support for employee assistance with retirement options and the Employee Giving Program. This extended temporary resources added in the 2015-2016 budget.	310,437	0	1.0	0.0
Administrative Service Changes				
(AC_001) HR Administration Allocation Transfers a portion of the administrative expenditure budget for the Human Resources Division from Employee Benefits to the Safety & Claims Fund. The finance staff budgeted in Employee Benefits provide service to all of HRD's operations including the administration of the County's workers compensation programs. The Employee Benefits Fund will be reimbursed by Safety & Claims for the cost of the administrative support provided.	(321,301)	0	0.0	0.0
Technical Adjustments				
(TA_001) Update Claim Expenditures per Actuarial Forecast Update the budgeted claim expenditures per the latest actuarial forecast.	27,445,885	0	0.0	0.0
(TA_050) Update Revenues Update the budgeted revenues per the latest forecast.	0	29,822,419	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(20,000)	0	0.0	0.0
Central Rate Adjustments	11,963	0	0.0	0.0
Total Decision Package Adjustments	29,796,883	29,822,419	3.0	3.0

2017-2018 Proposed Financial Plan
Employee Benefits /000005500

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Estimated³	2021-2022 Projected³
Beginning Fund Balance	68,392,000	78,255,707	75,218,449	51,017,990
Revenues				
Funding Rate Recovery	447,249,963	486,835,355	525,782,183	567,844,758
Interest Revenue	1,011,378	1,298,053	1,401,897	1,514,049
Other Non-Rate Revenue	44,676,217	49,437,037	53,392,000	57,663,360
Unrealized Gains & Settlements	9,640			
Total Revenues	492,947,198	537,570,445	580,576,081	627,022,167
Expenditures				
Insurance Claims	(472,242,534)	(528,872,905)	(592,337,654)	(663,418,172)
Benefits Administration	(9,832,005)	(10,574,342)	(11,208,803)	(11,881,331)
Best Run Govt: Employees ⁴	(1,008,952)	(1,160,456)	(1,230,083)	(1,303,888)
Reserve/Contingency	0	(26,443,645)	(29,616,883)	(33,170,909)
Total Expenditures	(483,083,491)	(567,051,348)	(634,393,422)	(709,774,300)
Estimated Underexpenditures	0	26,443,645	29,616,883	33,170,909
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	78,255,707	75,218,449	51,017,990	1,436,766
Reserves				
Expenditure Reserves ⁵	(24,427,272)	(27,571,710)	(30,880,315)	(34,585,953)
JLMIC PFR ⁶	(41,274,048)	(33,157,328)	(16,578,664)	-
ATU PFR ⁶	(6,800,235)	(8,810,046)	(4,405,023)	-
Rainy Day Reserve	(5,754,152)	(5,679,365)	-	-
Total Reserves	(78,255,707)	(75,218,449)	(51,864,002)	(34,585,953)
Reserve Shortfall	-	-	846,012	33,149,187
Ending Undesignated Fund Balance	-	-	-	-

Financial Plan Notes

¹ 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue and expenditure growth of 6-12% and reflect the most recent estimates.

⁴ Best Run Government: Employees includes HRD employee engagement initiatives backed by Rainy Day Reserves.

⁵ Expenditure Reserves reflect the actuarial projections for Incurred but Not Reported claims.

⁶ Protected Fund Reserves (PFRs) reflect those reserves apportioned for pre-existing bargaining groups.

⁷ This plan was updated by T.J. Stutman on 09/15/2016.

2017-2018 Executive Proposed Operating Budget SAFETY AND CLAIMS MANAGEMENT (EN_A66600)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	73,808,533	55,847,553	30.0	0.0
Base Budget Adjustments	1,704,297	(59,665)	0.0	0.0
Decision Package Adjustments	(2,114,766)	(1,007,888)	21.0	0.0
2017-2018 Executive Proposed Budget	73,398,063	54,780,000	51.0	0.0
2017-2018 Executive Proposed Ordinance	73,399,000	54,780,000	51.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_003) Supported Employee Program Manager Adds a program manager to support and further develop the County's Supported Employment Program (SEP), which provides employment opportunities for individuals with developmental and intellectual disabilities. This position is funded by a portion of the revenue from industrial insurance rates.	273,527	0	1.0	0.0
(DS_004) Supported Employment Program FTE Authority Adds FTE authority for 20 positions, to be used to increase the number of supported employees in 2017-2018. The FTE authority will be located in the Safety & Claims budget to be loaned to departments for the specific purpose of employing persons with developmental disabilities. The positions are to be funded by departmental salary savings or other internal funding. This approach is modeled after the City of Seattle's program for supported employees.	0	0	20.0	0.0
Administrative Service Changes				

2017-2018 Executive Proposed Operating Budget

SAFETY AND CLAIMS MANAGEMENT (EN_A66600)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_001) HR Administration Allocation Transfers a portion of the administrative expenditure budget for the Human Resources Division to the Safety & Claims fund. The administrative staff are budgeted in HRD's General Fund and Employee Benefits appropriations, but provide service to all of HRD's operations including the administration of the County's workers compensation programs. This increase in the Safety & Claims appropriation has a corresponding decrease in the HRD General Fund and Employee Benefits appropriations to reflect the transfer amount.	690,041	0	0.0	0.0
Technical Adjustments				
(TA_001) Claim Expenditure Adjustments Updates expenditure budget to align with the most current actuarial forecast.	(4,061,720)	0	0.0	0.0
(TA_050) Revenue Adjustments Revises budgeted revenues to match current forecast.	0	(1,007,888)	0.0	0.0
(TA_113) Vacancy Rate Adjustment Capture the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(20,000)	0	0.0	0.0
Central Rate Adjustments	1,003,386	0	0.0	0.0
Total Decision Package Adjustments	(2,114,766)	(1,007,888)	21.0	0.0

2017-2018 Proposed Financial Plan
Safety and Workers Compensation Fund /000005420

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	115,037,000	110,372,057	95,753,994	87,768,047
Revenues				
Industrial Insurance Rates ⁴	52,370,742	53,180,000	63,816,000	76,579,200
Miscellaneous Revenue	1,539,836	1,600,000	1,760,000	1,936,000
Interest Income	1,219,418	-	-	-
Total Revenues	55,129,996	54,780,000	65,576,000	78,515,200
Expenditures				
Claim Expenditures	(47,354,315)	(54,578,000)	(57,852,680)	(61,323,841)
Administration	(12,440,624)	(14,820,063)	(15,709,267)	(16,651,823)
Reserve Contingency		(4,000,000)	(4,000,000)	(4,000,000)
Total Expenditures	(59,794,939)	(73,398,063)	(77,561,947)	(81,975,664)
Estimated Underexpenditures		4,000,000	4,000,000	4,000,000
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	110,372,057	95,753,994	87,768,047	88,307,584
Reserves⁵				
Expenditure Reserve (s)	(88,009,000)	(82,313,000)	(85,605,520)	(89,029,741)
Total Reserves	(88,009,000)	(82,313,000)	(85,605,520)	(89,029,741)
Reserve Shortfall	-	-	-	722,157
Ending Undesignated Fund Balance	22,363,057	13,440,994	2,162,527	-

Financial Plan Notes

¹ 2015-2016 Estimated reflect year end information from EBS as of September 2016.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue growth of 20% to remove the impact of rebates in 2015-2018, and expenditure growth of 6%.

⁴ Industrial Insurance rates have been lowered in 2015/16 and in 2017/18 due to the decision to rebate excess fund balance to ratepayer agencies.

⁵ Expenditure Reserve is consistent with the actuarial report, reflecting open claims and incurred by not reported claims.

⁶ This plan was updated by T.J. Stutman on 09/14/2016.

RECORDS AND LICENSING SERVICES DIVISION AND REGIONAL ANIMAL SERVICES OF KING COUNTY

Mission

Licensing

With a commitment to exceptional service, we support consumer protection and public safety through licensing and regulation of vehicles, vessels, taxicabs, for-hire drivers, and hobby kennels.

Recorder's Office

The King County Recorder's Office is committed to providing our community with exceptional customer service through prompt and accurate recording; preservation and reproductions of documents; accurate collection of real estate excise tax; and courteous issuance and recording of marriage documents.

Archives, Records Management and Mail Services (ARMMS)

Manage current, inactive, and historic records and information assets in compliance with laws, regulations, and industry standards.

Regional Animal Services (RASKC)

Provide King County with sustainable, cost-effective animal services which protect people and animals, while providing compassionate animal care.

Overview

The Records and Licensing Services Division (RALS) strives to provide customer focused, accessible licensing services; to ensure that all appropriate records related to King County government operations are preserved and easily accessible; to ensure that all County agencies have approved local records management policies and retention schedules; to either adopt, return or transfer all animals that come into the shelter; to resolve all critical animal control calls in a timely and thorough manner; and to provide all internal services in an efficient, responsive, and cost effective manner. The Records and Licensing Services Division is comprised of four sections: Vehicle/Vessel and For-hire Driver Licensing; Recorder's Office; Archives, Records Management and Mail Services; and Regional Animal Services of King County. Major products from these sections include: vehicle/vessel license renewals; tab-registration and title work; For-hire driver's licensing and regulatory services; recorded documents (electronic and paper); public records and maps; referral services for King County archival records; marriage licenses; metered outgoing US mail for County agencies; inter-agency mail distribution; pet licenses; and animal shelter care and field enforcement. Product customers commonly served include: vehicle/vessel owners, licensed for-hire drivers, vehicle owners and applicants, transportation network companies and drivers, title/escrow companies, King County residents and the general public, internal County agencies, pet owners, and contract municipalities.

2017-2018 Problems, Opportunities and Priorities

Systems Upgrades and Continuous Improvements

With new information systems approved and underway and new information management system replacement projects proposed, the 2017-2018 biennium will be a period of great change. The State funded Vehicle and Vessel Licensing system project is underway, with the Department of Licensing planning to implement the new system in December 2016. The recording system in the Recorder's Office is scheduled for replacement, with implementation planned for the first quarter of 2017. The City of Seattle has initiated a project to replace the For-hire (FH) Licensing system, with implementation anticipated in late 2017. Lastly, the County's Electronic Records Management System is in need of an upgrade to the next generation platform. Supporting these new systems post implementation is a key issue for RALS in the 2017-2018 biennium.

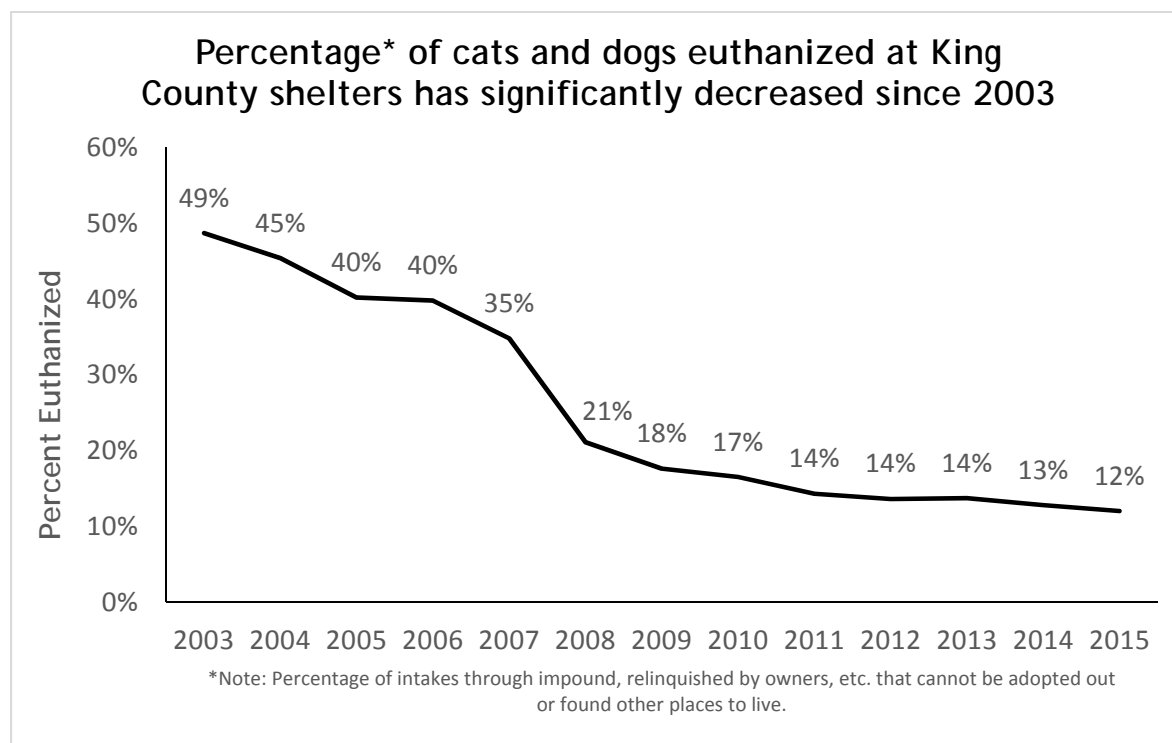
With nearly two years of processing Transportation Network Company (TNC) driver applications for FH permits and vehicle endorsements, a new regulatory approach is needed. Thousands of applications have been reviewed and permits issued, yet many of these drivers may never drive. New and different transportation models are emerging that do not necessarily align with existing code, due to narrow definitions based primarily on characteristics of service. The FH transportation industry is undergoing transformative change, enabled by technology and innovation that is changing the way people choose to move throughout the region. Finding ways to reduce regulatory burdens that unfairly limit competition, or that create unnecessary and inefficient work, establishing certain regulatory standards and roles at the right level of government, and fostering an environment that guides innovation in transportation services that achieve public policy interests, are all major challenges to be addressed in the 2017-2018 biennium.

Another challenge to address is ensuring records management remains a high priority for County agencies, as it is fundamental responsibility of government. Working with County agencies to establish file plans and retention schedules that help organize and simplify records management processes, and implementing an electronic records management system that is more intuitive and user friendly compared to the existing system, are key challenges and opportunities for the 2017-2018 biennium. More information can be found in the line-of-business document.

Lastly, RALS is committed to developing a culture of continuous improvement and Lean approaches to problem solving. While much progress has been made already (e.g., identifying ways to repurpose records management cardboard boxes for RASKC use), RALS intends to continue making progress. With new information management systems coming online, opportunities to redesign core processes around new technology and new capabilities, huge opportunities are anticipated in the coming biennium.

Advancing Municipal Partnerships

Establishing, updating, and/or renewing Interlocal Agreements (ILAs) for RASKC services is a priority issue for RASKC in the coming biennium. With 25 municipal partners in the RASKC program, 18 jurisdictions receiving regulatory services, and opportunities to expand service to more jurisdictions, RALS will spend significant time and effort working to secure agreements for services into the future. The ILAs are purposely designed to meet customer service needs and provide a standard of care that results in animal lives saved. The below chart highlights the success of the ILAs and the RASKC program on the whole, as the percentage of cats and dogs euthanized at King County shelters has significantly decreased since 2003.



Alignment with Executive Strategic Initiatives

Equity and Social Justice

All divisions and offices of DES will continue to use the “Countering Bias” video to train the increasingly diverse hiring panels convened to insure applicants are treated with respect and without bias in the hiring process. There will also be an expansion of ESJ related trainings available to all employees, and each division and office will continue to ensure its supervisors and managers complete the Basic ESJ training, if not already completed, with 6 months of filling the position. An ESJ Academy will be offered to allow employees a mechanism to develop additional skills and become ESJ practitioners.

In the For-hire Licensing group, significant efforts have been and continue to be made with an ESJ interest. The division has placed all training and testing online. This has allowed lower or no cost to applicants, 24/7 availability, and greater overall convenience. Other RALS efforts include: redesigning RALS related web pages to update and reorganize information in a manner that is more customer focused; translating key web pages and various forms into alternative languages (Chinese, Spanish, Vietnamese); hiring staff with bi-lingual skills; and reformatting various forms for easier completion by customers.

In 2017-2018, RALS has several additional efforts planned. The division plans to add greater search capability for recorded documents and to increase the types of documents that can be recorded and obtained online. Additionally, updating the electronic records management system provides an opportunity to make access to records easier and more efficient. RASKC will continue to increase access to no and low cost spay and neuter services through partnerships with non-profit organizations. RALS is evaluating changes to for-hire regulations with intent to increase efficiency and remove potentially disparate provisions that unintentionally limit competitiveness.

Strategic Climate Action Plan (SCAP)

RALS looks to innovate through continuous improvement efforts which have an impact on the division’s environmental footprint. Examples include: redirecting boxes from the Records Center, that are otherwise bound for recycling, to the RASKC Pet Adoption center where they are converted to cat condos and carriers; requiring all company submitted for-hire driver applications to be submitted electronically; annually avoiding over 250,000 paper copies (and associated filing cabinets and office space) and thousands of customer trips to downtown; conducting for-hire license pick-up events where hundreds of pre-processed for-hire driver permits can be picked up during a weekend or evening event to avoid waiting in traffic or a trip to downtown Seattle; and increasing Mail Services delivery locations within the county to include new customers from outlying areas, avoiding unnecessary trips by multiple agencies.

In 2017-2018, RALS will continue to explore and implement innovative ways to increase customer convenience and limit negative impacts to the environment. These include, but are not limited to: increasing access to online services (recording, animal services, licensing); consider shifting for-hire driver licensing requirements, from individual driver permits and vehicle endorsements to licensing these same organizations to operate and auditing them for code compliance; consider restructuring the for-hire regulatory environment to establish standards and oversight responsibility at the appropriate level of government; and creating an intentional shared mobility system that is designed to accommodate the changing mobility solutions that are emerging.

Best Run Government

In June 2013, RALS embarked on a division-wide effort to implement continuous improvement (CI) tools and approaches to improve overall operational performance. The division trained employees in the foundations of continuous improvement work: Plan-Do-Check-Act, visual management, small process improvements, and 360-degree CI Leadership evaluations. As of June 2016, portions of the following major business processes have been redesigned: Regional Animal Services (shelter and field services); Recording Office (document recording and counter operations); dispositioning of records from inactive records storage to Archives or disposal; processing of vehicle/vessel title transactions and sorting of related high volume incoming mail; and For-hire Driver Application Processing, including online training and testing, and electronic application processing. Many efficiencies have emerged from these process redesigns, such as increased productivity of 250 percent in document recording, and identification of records in the Records Center as “potentially eligible for disposition” due to lack of clear filing information, and processing over six times the average annual count of applications for a for-hire license/permit.

In 2017-2018, RALS plans to continue its work on small incremental improvements as well as pursue larger scale improvements, while ensuring the culture required to support continuous improvement is nurtured and grows. RALS will improve its tracking and reporting of key operational metrics, including using more robust customer feedback mechanisms. Additionally, RALS will expand process redesigns in each of the sections.

RALS plans to implement the new recording system in early 2017, allowing the County to fully leverage system capabilities and design, resulting in streamlined and automated functions. In partnership with the City of Seattle, a new For-hire Licensing System will be implemented, allowing for more process improvements and a conversion from a mostly paper based system to an electronic system. Finally, the electronic records management system will be upgraded to the next generation platform, one that is significantly more user friendly, before the legacy system can be retired.

2017-2018 Executive Proposed Operating Budget RECORDS AND LICENSING SERVICES (EN_A47000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	21,314,011	42,774,828	79.5	0.0
Base Budget Adjustments	562,495	232,894	(3.0)	0.0
Decision Package Adjustments	1,856,765	6,363,124	5.0	0.0
2017-2018 Executive Proposed Budget	23,733,271	49,370,846	81.5	0.0
2017-2018 Executive Proposed Ordinance	23,734,000	49,371,000	81.5	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Licensing Subagent Oversight Administrative Specialist III Add oversight and outreach capacity -- 1.0 FTE (Administrative Specialist III) -- to Vehicle and Vessel Licensing section to increase the quality and accuracy of vehicle and vessel transactions completed through the 22 licensed sub-agents county-wide.	179,645	0	1.0	0.0
(DS_003) For-Hire Status Quo Customer Service Specialist III Add 3.0 FTEs (Customer Service Specialist III) to maintain status-quo resources dedicated to the for-hire licensing effort until regulatory changes are implemented. The continued increase in workload volume has created significant backlogs.	528,594	0	3.0	0.0
(DS_004) Records Management Positions Conversion to General Fund Convert the two existing fee-for service positions in Records Management from the current fee-for-service model into a General Fund supported element of the core Records Management program.	360,290	0	0.0	0.0
Technical Adjustments				

**2017-2018 Executive Proposed Operating Budget
RECORDS AND LICENSING SERVICES (EN_A47000)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_001) Landmark System Support Reallocation Functional Analyst Reallocate the resources no longer needed from KCIT, due to the new information management system, to establish a functional analyst position dedicated to the Records Office.	241,268	0	1.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	6,363,124	0.0	0.0
Central Rate Adjustments	546,968	0	0.0	0.0
Total Decision Package Adjustments	1,856,765	6,363,124	5.0	0.0

2017-2018 Executive Proposed Operating Budget REGIONAL ANIMAL SERVICES OF KING COUNTY (EN_A53400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	14,302,794	14,007,895	40.5	0.0
Base Budget Adjustments	122,609	123,457	2.7	0.0
Decision Package Adjustments	220,091	343,531	0.0	0.0
2017-2018 Executive Proposed Budget	14,645,494	14,474,883	43.2	0.0
2017-2018 Executive Proposed Ordinance	14,646,000	14,475,000	43.2	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) RASKC Veterinary Services Support Shift a portion of a General Fund supported position to donation supported. There is a companion DP (AC_001) in the Animal Bequest fund.	0	0	0.0	0.0
(AC_002) RASKC General Fund Support Realignment Reduce expenditure authority in an effort to limit or reduce the General Fund contribution.	(32,000)	(71,553)	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	415,084	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	0	0	0.0	0.0
Central Rate Adjustments	252,091	0	0.0	0.0
Total Decision Package Adjustments	220,091	343,531	0.0	0.0

2017-2018 Proposed Financial Plan
Regional Animal Services of King County Operating Fund / 000001431

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	936,937	663,374	492,763	(22,552)
Revenues				
Pet Licensing Revenue	5,872,579	6,073,416	6,377,087	6,632,170
Animal Business Licensing	2,720	3,000	3,000	3,000
Pet Licensing Late Fees	114,681	160,000	163,200	166,464
Civil Penalties/Pet License Fines	287,972	220,000	224,400	228,888
Animal Adoption Fees	183,407	150,000	153,000	156,060
City Reimbursement for RASKC Services	1,501,820	1,658,000	1,740,900	1,827,945
City Rebate	(6,000)	(12,000)	(12,000)	(12,000)
Enhanced Services	5,603	511,226	511,226	511,226
Other Misc. Fees	209,385	240,800	245,616	250,528
Other Financing Sources (General Fund Transfer)	5,261,994	5,090,441	5,090,441	5,090,441
Contribution Animal Bequest Fund (Donations)	280,000	380,000	380,000	380,000
Total Revenues	13,714,161	14,474,883	14,876,870	15,234,723
Expenditures				
Wages, Benefits and Retirement	(8,212,247)	(8,926,913)	(9,377,773)	(9,914,533)
Capital	(110,884)	(60,000)	(60,000)	(60,000)
Direct Services	(1,745,568)	(2,244,064)	(2,244,064)	(2,244,064)
Intergovernmental Services	(3,169,026)	(3,414,517)	(3,710,348)	(4,057,921)
Total Expenditures	(13,237,724)	(14,645,494)	(15,392,185)	(16,276,518)
Estimated Underexpenditures				
Other Fund Transactions⁴				
GF Refund	(750,000)			
Total Other Fund Transactions	(750,000)	-	-	-
Ending Fund Balance	663,374	492,763	(22,552)	(1,064,348)
Reserves⁵				
Cash Flow Reserve(s)	(150,000)	(150,000)	(150,000)	(150,000)
Total Reserves	(150,000)	(150,000)	(150,000)	(150,000)
Reserve Shortfall	-	-	172,552	1,214,348
Ending Undesignated Fund Balance⁶	513,374	342,763	-	-

Financial Plan Notes (samples below)

¹ 2015-2016 Estimated includes 2015 Actual plus 2016 Budgeted, less estimated underexpenditures for 2016.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume expenditure growth per budget instructions and reflect the most recent estimates, revenue assumes 5% for licensing and city reimbursement and 2% for other revenues and 0% for GF transfer.

⁴ Other fund transactions include accounting adjustments to balance to budgetary fund balance and a one-time fund balance reduction related to underspent General Fund support in 2013-2015.

⁵ Cash Flow Fund Balance Reserve: Sets aside fund balance to offset fluctuations in revenue/expenditures that result in periods of negative fund balance. This reserve will help avoid negative fund balances that would require interfund loaning at an increased cost to the Animal Services Fund. The current reserve estimate functions as a placeholder pending further fund balance analysis and data availability.

⁶ Ending Fund Balance and Reserve Shortfall are being closely monitored. While there is a positive number in 2017-2018 fund balance, the current budgeted expenditures are greater than budgeted revenue, resulting in an annual reduction in fund balance from a budget perspective. The negative Ending Undesignated Fund Balances signals an increased risk that the fund could dip into a negative fund balance situation depending on the timing of revenues and expenditures.

⁷ This plan was updated by Sean Bouffiu on 08/24/2016 and Andrew Cronholm 9/1/2016.

2017-2018 Executive Proposed Operating Budget ANIMAL BEQUESTS (EN_A53800)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	280,000	200,000	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	100,000	80,000	0.0	0.0
2017-2018 Executive Proposed Budget	380,000	280,000	0.0	0.0
2017-2018 Executive Proposed Ordinance	380,000	280,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Appropriation Authority to Replace General Fund RASKC Care Increase the Animal Bequest Fund appropriation authority to replace previous General Fund supported veterinary care in RASKC's on-site veterinary clinic.	100,000	80,000	0.0	0.0
Total Decision Package Adjustments	100,000	80,000	0.0	0.0

**2017-2018 Proposed Financial Plan
Animal Bequests /000001432**

Category	2015-2016 Estimated ¹	2017-2018 Proposed Budget ²	2019-2020 Projected ³	2021-2022 Projected ³
Beginning Fund Balance⁴	394,591	415,597	315,597	215,597
Revenues				
Contribution Animal Bequest Fund (Donations) ⁵	301,006	280,000	280,000	280,000
Total Revenues	301,006	280,000	280,000	280,000
Expenditures				
Intergovernmental Services ⁶	(280,000)	(380,000)	(380,000)	(380,000)
Total Expenditures	(280,000)	(380,000)	(380,000)	(380,000)
Estimated Underexpenditures				
Other Fund Transactions⁷				
Due from other funds				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	415,597	315,597	215,597	115,597
Reserves⁸				
Cash Flow Reserve(s)	(100,000)	(100,000)	(100,000)	(100,000)
Total Reserves	(100,000)	(100,000)	(100,000)	(100,000)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	315,597	215,597	115,597	15,597

Financial Plan Notes (samples below)

¹ 2015-2016 Estimated includes 2015 Actual and 2016 Budgeted, less estimated underexpenditures.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections - fixed at 2017-2018 Proposed; no outyear changes anticipated.

⁴ The shown 2015-2016 Beginning Fund Balance is correct, though does not align with FBOD's published number. RALS is actively working with FBOD to update their amount to align with the shown number.

⁵ Donations deposited to balance sheet accounts and not in "revenue" accounts.

⁶ Expense is the Regional Animal Services expense (55394) Expense Type to reimburse RASKC for donation supported services (RASKC Cost Center 534010).

⁷ Other fund transactions include accounting adjustments to balance to budgetary fund balance.

⁸ Reserve established to avoid periods of negative fund balance and to provide time to adjust expenditures should donations decline.

2017-2018 Executive Proposed Operating Budget RECORDERS OPERATION AND MAINTENANCE (EN_A47100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	4,442,781	3,219,126	6.5	0.0
Base Budget Adjustments	(644,802)	(1,000)	0.0	0.0
Decision Package Adjustments	439,144	392,115	0.0	0.0
2017-2018 Executive Proposed Budget	4,237,123	3,610,241	6.5	0.0
2017-2018 Executive Proposed Ordinance	4,238,000	3,611,000	6.5	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	392,115	0.0	0.0
Central Rate Adjustments	439,144	0	0.0	0.0
Total Decision Package Adjustments	439,144	392,115	0.0	0.0

2017-2018 Proposed Financial Plan
Recorder's Operations and Maintenance /000001090

Category	2015-2016 Estimated ¹	2017-2018 Proposed Budget ²	2019-2020 Projected ³	2021-2022 Projected ³
Beginning Fund Balance	2,114,273	1,506,198	879,316	347,107
Revenues				
Document Preservation	936,861	1,070,193	1,140,987	1,140,987
Recording Fee Surcharge	1,933,243	2,082,688	2,304,952	2,304,952
Investment Interest less Service Fee	22,956	8,344	10,000	10,000
Other Revenue	10,491	9,000	9,000	9,000
Real Estate Property Tax Admin. Assistance Account (REPTAAA) ⁴	488,018	440,016	440,016	440,016
Total Revenues	3,391,569	3,610,241	3,904,955	3,904,955
Expenditures				
Wages, Benefits and Retirement	(1,148,088)	(1,253,387)	(1,297,547)	(1,381,696)
Direct Services	(488,442)	(885,657)	(885,658)	(885,659)
Intergovernmental Services	(1,423,928)	(1,876,159)	(2,031,880)	(2,222,877)
Transfers to Other Funds ⁵	(939,186)	(221,920)	(222,079)	(222,275)
Total Expenditures	(3,999,644)	(4,237,123)	(4,437,164)	(4,712,507)
Estimated Underexpenditures				
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	1,506,198	879,316	347,107	(460,445)
Reserves⁶				
Expenditure Reserve (s)				
Cash Flow Reserve(s)	(100,000)	(100,000)	(100,000)	(100,000)
Rate Stabilization Reserve(s)				
Rainy Day Reserve (60 days)	(283,705)	(291,833)	(291,833)	(291,833)
Total Reserves	(383,705)	(391,833)	(391,833)	(391,833)
Reserve Shortfall	-	-	44,726	852,278
Ending Undesignated Fund Balance	1,122,493	487,483	-	-

Financial Plan Notes (samples below)

¹ 2015-2016 Estimated includes 2015 Actual and 2016 Budgeted, less estimated underexpenditures.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear projections assume revenue adjustments per the OEFA Forecast (August 2016) and expenditure growth per Budget Instructions.

⁴ Real Estate Excise Tax (REET) Electronic Technology funding source ended July 2010. eREET funding resumed Jan 1, 2014. The funds collected are designated to support the maintenance and operation of an annual revaluation (eReVal Technology Reserve) system for property tax valuation (Assessor); and maintenance and operation of an electronic processing and reporting system (eREET Technology Reserve) for real estate excise tax affidavits (RALS-Recorder's Office). These funds are split 50/50 to each of the two above noted systems.

⁵ Transfers to other funds in 15-16 includes the following: \$336,742 to the Assessor, \$2,448 to KCIT CIP, and \$599,996 to the Records & Licensing Software Application (Anthem) Replacement Project. In 2017-2018, the transfer is 220K Assessments and 1,920 to KCIT.

⁶ Cash Flow Reserve: sets aside fund balance to offset fluctuations in revenue/expenditures that result in periods of negative fund balance. This reserve will help avoid negative fund balances that would require interfund loaning at an increased cost to the Recorder's O&M Fund. The current reserve estimate functions as a placeholder pending further fund balance analysis and data availability. Rainy Day Reserve has been established and is based on 60 days of operating expenditures (excluding capital outlay and contingencies).

⁷ This plan was updated by Sean Bouffiu on 8/22/2016 and Andrew Cronholm on 9/1/2016.

OFFICE OF RISK MANAGEMENT

Mission

A remarkable team whose mission is to balance risks and opportunities, and provide equitable, respectful, and responsive risk management services to our customers

Overview

The Office of Risk Management (ORM) works closely with all County agencies to optimize risk, protect assets, and provide effective risk services at sustainable costs to support agencies in reaching overall business objectives. ORM's primary customers are County agencies, claimants and other government agencies. ORM provides services including Enterprise Risk Management, Insurance Procurement, Insurance and Indemnification in Contracts, and Liability and Recovery Claims investigation.

2017-2018 Problems, Opportunities and Priorities

Insurance Rebate to County Agencies

In the 2017-2018 biennium ORM will refund \$20 million in fund balance to agencies. ORM's goal in developing the Insurance Fund budget is to provide a reliable self-insurance program with financial stability, setting appropriate funding levels without generating excessive surplus or deficit. ORM has used conservative management and budget practices that have led to accumulated fund balance. The Risk Management Committee has approved a lower rate stabilization reserve and refined the process for projecting claim settlements, resulting in lower rates and less accumulation of fund balance.

Self-Insured Retention Level

The Office of Risk Management has several analytical tools and methods to help County agencies understand and address the risks they own. The Enterprise Risk Management (ERM) Program presents significant opportunities for ORM to partner with county agencies in identifying and reducing loss exposures and minimizing the impact of future claims. One of the goals of the ERM program is to reduce severe losses which over time will allow King County to affordably lower the self-insured retention level. ORM is working on several comprehensive loss control projects with Transit to reduce their severe claims with the goal of aligning their self-insured retention with the rest of the county, and reducing the overall retention further.

Consolidation of the Office of Civil Rights and Open Government (OCROG) and the Office of Risk Management (ORM)

ORM and OCROG propose to consolidate in the 2017-2018 biennium, moving the OCROG budget to ORM's internal service fund. The consolidation of these two offices will provide many benefits including improved communication and early identification of emerging issues around employment practices and public records, financial stability for the services provided by OCROG, and program support for currently unsupported roles within OCROG due to General Fund constraints.

This proposal also includes the addition of 1 FTE to provide support to programs and services provided by OCROG. Currently the Director and Program Managers are performing financial and administrative support duties in addition to their program work. This position will provide financial and administrative support to the programs OCROG provides.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

ORM is committed to supporting King County's equity and social justice priority to achieve greater institutional and regional equity and social justice. In 2015, the Deputy Director of ORM completed her ESJ practicum and is a certified trainer for the Basic ESJ training. She is continuing her education in this area so that she can also be a trainer for *Race: The Power of an Illusion and Micro-Aggressions in the Workplace* classes to educate and engage employees in areas of equity and opportunity.

To promote fairness and opportunity in County government practices, ORM has added an ESJ section to the case evaluation worksheet, which is used to brief department directors and the County Executive on claims and lawsuits. The ESJ component of the worksheet provides a formal process for ORM and the Prosecuting Attorney's Office (PAO) to discuss equity considerations when evaluating damages, and ensures consistency and equity in the evaluation of claims and lawsuits.

Best Run Government

In response to the King County Employee Engagement Survey, ORM has worked with Integris to develop an 18-month employee engagement, employee and leadership development, and continuous improvement roadmap. ORM started by building a solid foundation of trust, respect, healthy conflict, and accountability which will enable the office to focus on customer service, continuous improvement, and enterprise alignment.

2017-2018 Executive Proposed Operating Budget RISK MANAGEMENT (EN_A15400)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	67,035,026	63,050,639	21.0	0.0
Base Budget Adjustments	1,103,364	183,961	0.0	0.0
Decision Package Adjustments	17,657,701	(19,716,336)	5.0	0.0
2017-2018 Executive Proposed Budget	85,796,091	43,518,264	26.0	0.0
2017-2018 Executive Proposed Ordinance	85,797,000	43,519,000	26.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Agency Consolidation: Office of Civil Rights and Open Governance and Office of Risk Management Consolidates the Office of Civil Rights and Open Governance (OCROG) into the Office of Risk Management (ORM). This transfers 4 FTEs into ORM along with a commensurate amount of non-labor budget from the General Fund into the ORM Internal Service Fund. Includes the addition of 1 FTE to provide support to programs and services provided by OCROG; this partially restores some resources eliminated in previous budgets due to General Fund constraints.	1,852,552	0	5.0	0.0
Technical Adjustments				
(TA_001) Loss Control Adjustment Adjusts the loss control account used for risk reduction and mitigation measures. The resources support the work of the Enterprise Risk Management Program through assisting agencies as risk owners in implementing specific loss control plans to mitigate priority risks.	771,932	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget
RISK MANAGEMENT (EN_A15400)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_002) Claim Expenditure Adjustment Updates the judgments and claim settlement account based on the claims funding requirement recommended by the actuary.	10,276,000	0	0.0	0.0
(TA_003) Major Accident Response Reconstruction Unit Inflationary Adjustment Adjusts the salary and benefits for the cost of two FTEs from the Sheriff's Major Accident Response Reconstruction (MARR) Unit who provide services to the Roads Division.	36,508	0	0.0	0.0
(TA_004) Insurance Premium Adjustment Adjusts the projected insurance premiums in 2017-2018. Premiums are paid for coverage on excess liability, property, marine, foreign liability, flood and fiduciary liability.	3,255,118	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(19,716,336)	0.0	0.0
Central Rate Adjustments	1,465,591	0	0.0	0.0
Total Decision Package Adjustments	17,657,701	(19,716,336)	5.0	0.0

2017-2018 Proposed Financial Plan
Insurance Fund /000005520

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	105,102,000	95,597,735	73,468,762	78,256,043
Revenues				
Internal Service Rates	66,302,771	63,518,264	71,140,456	76,831,692
Internal Service Rate Rebate ⁴	(4,171,930)	(20,000,000)		
Interest	1,200,000	-	-	-
Other Misc Revenue	3,896			
Total Revenues	63,334,737	43,518,264	71,140,456	76,831,692
Expenditures				
Claim and Settlement Expenditures ⁵	(44,456,686)	(49,814,000)	(49,175,000)	(49,801,000)
Insurance Premiums	(18,350,000)	(20,340,304)	(21,560,722)	(22,854,366)
Operating Expenditures	(9,297,416)	(14,611,329)	(14,941,363)	(15,867,727)
Transfers to Other Funds (MARR)	(734,900)	(780,458)	(824,944)	(874,441)
Transfer to FMD Capital ⁶		(250,000)		
Total Expenditures	(72,839,002)	(85,796,091)	(86,502,029)	(89,397,534)
Estimated Underexpenditures⁷		20,148,854	20,148,854	20,148,854
Other Fund Transactions				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	95,597,735	73,468,762	78,256,043	85,839,055
Reserves				
Actuarial Reserve for Losses Incurred ⁸	(77,000,000)	(77,000,000)	(85,944,000)	(86,975,000)
Rate Stabilization Reserve ⁹	(7,500,000)	(7,500,000)	(7,500,000)	(7,500,000)
Total Reserves	(84,500,000)	(84,500,000)	(93,444,000)	(94,475,000)
Reserve Shortfall ¹⁰	-	11,031,238	15,187,957	8,635,945
Ending Undesignated Fund Balance	11,097,735	-	-	-

Financial Plan Notes

¹ 2015-2016 Estimated reflect year end information from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Out year projections are based on growth assumptions provided by PSB and assume revenue and expenditure growth of 3% - 12% and reflect the most recent estimates, including the out year impact of proposals.

⁴ The 2017/2018 rebate is based on the ending undesignated fund balance as of December 31, 2015. The Risk Management Committee approved this on March 16, 2016.

⁵ The 2017/2018 claim and settlement expenditures are based on the actuarial study as of 12/31/2016.

⁶ The 2017/2018 transfers to FMD capital reflect the moving costs to accommodate the proposed consolidation of ORM and OCROG.

⁷ The estimated under expenditures reflect the balance between the actuarial estimate for claim and settlement expenditures and the ORM projection. ORM looks at loss payment history, current open claims, and the actuarial estimate to calculate the

⁸ Reserve is per the actuarial recommendation to fund incurred liabilities for losses limited to the self-insured retention level. The actuary's required reserve as of 12/31/2015 was \$88.5 million. Based on 2016 claim payout projections, ORM estimates the required reserve at 12/31/2016 to be \$77 million.

⁹ Rate Stabilization Reserve calculated at one loss with current Self-Insured Retention (SIR) level of \$7.5 million. This will lessen the impact on agency rates if catastrophic losses occur.

¹⁰ The reserve shortfall projected in 2019/2020 is based on financially conservative claim reserving and actuarial projections. ORM is working with county agencies to reduce losses and reduce the projected actuarial reserve for losses incurred which will reduce the projected reserve shortfall in outyears. If necessary, ORM will raise internal service rates in outyears to rebuild the

¹¹ This plan was updated by T.J. Stutman and C. Hellner 9/19/2016.

KING COUNTY INFORMATION TECHNOLOGY (KCIT)

Mission

Deliver smart information technology solutions that support our customers.

Overview

The King County Department of Information Technology (KCIT) manages the County's information technology (IT) infrastructure, resources, and investments to support County departments and agencies in their provision of quality services to County residents. Specifically, KCIT develops and implements countywide IT standards, policies, and guidelines in line with industry standards and best practices. It advises all County elected officials, departments, and divisions on technology planning and project implementation. It also implements measures that ensure the security and integrity of County IT systems and data critical to the day-to-day operations of County departments.

KCIT's services to County departments and agencies include:

- End-User Customer Support and Training
- Business Analysis and Solutions
- Regional Services: Geographic Information Systems (GIS), Institutional Network (I-Net), and emergency radio communication
- IT Project Management

KCIT-Managed Funds

Operating Funds:

- 4501 Radio Communication Services
- 4531 I-Net Operations
- 5481 GIS
- 5531 KCIT Services
- 0100 Cable Communications
- 1511 PSERN Levy

Capital Funds:

- 3473 Radio Services
- 3771 Countywide IT Projects
- 3781 KCIT Capital Projects
- 3361 PSERN Capital Program

The Department also provides fee-based services (GIS, Radio, and I-Net) to external customers such as schools, libraries, government agencies, nonprofits, and other institutions.

Led by the Chief Information Officer, KCIT is organized into three divisions: Infrastructure and Operations, Enterprise Business Services, and Emergency Radio Communications. It manages six operating funds and four main capital funds.

In 2016, KCIT earned a 4th place in the annual Digital Counties Survey conducted by the Center for Digital Government and the National Association of Counties. The survey identifies the best technology practices among US counties. King County was recognized for innovation, improved transparency, and proactively addressing citizen demands and expectations.

2017-2018 Problems, Opportunities and Priorities

Application Modernization

Countywide application modernization has been a priority for KCIT in the past few years. While KCIT has made some progress in this area, application modernization remains a top priority for KCIT in the next biennium. Many of the applications used by County agencies are obsolete or aging quickly given fast-paced advancements in technology in the recent years. The Transit Division of the Department of Transportation alone has over 40 applications that are run in legacy environments. Some of those systems are over 15 years old. These applications are critical to Transit's operations and could pose a serious risk to its business if not updated promptly.

In 2017-2018, the County will add and implement thirty (30) new IT projects totaling \$142 million in new appropriation. Most of these projects will modernize the aging applications used by County agencies that are critical to their core operations. Three quarters of the total portfolio will be invested in modernizing applications and IT systems used by Metro Transit. The 2017-2018 IT investments will contribute significantly to Best-Run Government, Regional Mobility, Physical Behavioral Health Integration, and other Executive priorities and programs. The new technology solutions will enable agencies to improve internal efficiencies and services to the public through effective digital systems and mobility, when feasible.

Data Driven Government

Enabling departments and agencies to better use data already captured or could potentially be captured through use of applications and appropriate data management practices is another top priority in the next biennium. Increased use of data is critical to departments/agencies' understanding of the current processes and outcomes, analyzing opportunities, measuring results, making more informed decisions, and ultimately improving services to County residents.

Specifically, KCIT will develop a countywide data management program to provide standard practices and tools for good enterprise data management. It will also make data modernization a critical component of any new application architecture, separating reporting data from transaction data and designing the framework and architecture that best supports reporting needs. Modernizing legacy IT structures will enable new types of data sourcing, storage, and analysis, helping departments to better

integrate information currently not accessible unless specific reporting programs are created for a specific business need to access that data. Modern data storage will improve the quality and accessibility of data for querying and analysis across lines of business, departments, and agencies.

Digital Security

King County continuously experiences malware and cyberattacks that carry the risk of causing a major disruption to County operations costing the County significant resources and, potentially, putting County residents at risk due to breach of their private information stored on County systems. The threats are becoming increasingly sophisticated and harder to prevent. As part of its efforts to thwart such attacks, KCIT continuously updates security software across all IT infrastructures (servers, desktops, and mobile devices) and makes sure that employees have appropriate authorization to access systems they require to perform their jobs. In 2017-2018, KCIT will also launch a comprehensive information security awareness program for all King County employees. As part of this program, KCIT will inform employees of their information security obligations and what to do to prevent or act upon a security incident. A successful implementation of the information security awareness program will greatly reduce the risks of significant adverse impact on the confidentiality, integrity, and/or availability of County information and the cost of potential disruption and/or litigation.

Emergency Radio Communication

2017-2018 is the first biennial budget for the PSERN operating fund. The fund collects levy funds for the Puget Sound Emergency Radio Network (PSERN), a voter-approved public safety wireless communications program. The program will replace the region's aging emergency radio communications network and upgrade the equipment used in County's 9-1-1 dispatch centers. These investments will increase reliability and coverage of the emergency radio system.

Regional Collaboration

There are significant opportunities for expanding collaboration with regional governments, nonprofits, businesses, and other institutions and leveraging resources to achieve shared objectives. One example is GIS. King County and several other regional agencies have successful GIS operations, while others have only limited GIS capability. Despite interest in a regional approach to GIS in the mid-1990s, actual development and operation has been along jurisdictional lines. Much of the work to operate a GIS could be shared on a regional basis and there are many examples where this occurs successfully across the U.S. and Canada. In 2017-2018, KCIT will work with the City of Seattle and others to develop a plan for a regional, integrated, collaborative, and sustainable GIS that meets the needs of public agencies within the King County region. The Equity and Social Justice section below highlights another example of a regional collaboration opportunity: expansion of broadband and wireless connections for underserved populations/residents.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

Ensuring equal opportunity and access to the internet for all of county residents, regardless of age, income, or ability, allows them to participate in the economy and society. King County plays an important role—both as a service provider and as regional convener—in connecting people to the resources they need to succeed in an increasingly digital world. Some examples that illustrate the advance King County has already made in the areas of digital equity and inclusion are:

- Accessible websites for blind, deaf, and hearing-impaired.
- Open data made available to software developers and interested residents.
- Digital communications portals like the Assessor's Parcel Viewer.
- Affordable broadband internet services for education, municipalities, and nonprofits, benefitting students, teachers, government workers, and non-governmental organizations.

In 2017-2018, KCIT will take the following actions in order to further expand opportunities for underserved County residents to benefit from digital technologies:

- Development of a comprehensive Digital Equity Plan that will outline the vision, goals, and the approach to expanding access to broadband services for underserved communities in King County, especially low-income qualifying residents and students. The plan will identify specific public and private partnerships and initiatives that would utilize existing capabilities and leverage the County's ongoing investments in Best Start for Kids, Youth Action Plan, 311, and Smart Cities.
- Collaboration with Connecting Community Consortium (C3), a regional education nonprofit organization, to activate a fiber network around Lake Washington to provide low-cost access to high speed connectivity and member-managed services.
- Expansion of the I-Net fiber to more schools, governments, and nonprofit organizations throughout the County. This also involves integrating I-Net assets with partner assets to more effectively deliver broadband and wireless connections in rural areas and to underserved populations.

Best Run Government

In 2017-2018 KCIT will continue to improve the costing of its products and services using the Activity Based Costing (ABC) principles. KCIT used the ABC principles to estimate the cost of supporting each application and determining its Application Services Rates by rate-paying agency for 2017-2018. Providing departments with information on how much each application cost to support encouraged the departments to re-assess the value of each application against its cost. As a result, a number of departments identified applications that they no longer deemed to be worthy investments and, together with KCIT, worked out a plan to discontinue the support for such applications, ultimately reducing their costs and allowing KCIT to better focus its resources. Other KCIT services, such as customer support that includes desktop services, have already used the cost per unit method to charge customers, increasing departments' understanding of the cost drivers of the service and thus encouraging optimization of service consumption. Going forward, KCIT will continue looking into expanding the use of the ABC model to further drive down the cost of its services.

In addition, the 2017-2018 portfolio of IT projects will replace outdated software applications and inefficient business processes currently used by many departments and agencies with modern data management systems and more effective, automated analytical tools that will result in substantially reduced manual data processing, reduced time spent on ensuring compliance with various statutory/legislative mandates, increased revenues, and improved services to the public.

Capital Improvement Program

Countywide IT Projects Capital Fund (3771)

The Countywide IT Projects Capital Fund (3771) hosts IT projects sponsored by King County agencies/ departments that do not have their own capital funds (e.g., departments of Executive Services, Assessments, Community and Human Services, Adult and Juvenile Detention, and others). A total of thirteen new IT projects approved by the Executive and one new equipment replacement project will be added to the Countywide 3771 CIP fund in 2017-2018. The new IT projects were selected following a rigorous and transparent prioritization process described in the 2017-2018 Technology Business Plan. The total value of the new projects is \$30.38 million.

KCIT Enterprise Capital Fund (3781)

The KCIT Enterprise Capital Fund (3781) manages several IT enterprise projects, such as Countywide Telecom System Replacement project, Enhanced Wireless Connectivity project, and Westin Network Connection Upgrade projects. The fund also manages various capital equipment replacement projects that follow an established capital equipment spending plan to do a systematic replacement of County IT equipment when it reached the end of its useful life. The 2017-2018 projects include Network, Server, and I-Net replacement projects. These three projects are on KCIT's Equipment Replacement Priority Plan, which is based on the age of each equipment and related technology changes. The KCIT 2017-2018 rates include a collection plan for each of the three projects. The total value of the projects is \$4.35 million.

PSERN Capital Fund (3361)

The PSERN Capital Fund (3361) is designated for the PSERN capital project. As funds are appropriated for the PSERN project, they are transferred from the PSERN operating fund to the PSERN capital fund. In 2017 or 2018, there will be a request for an additional PSERN capital appropriation. The PSERN capital project is subject to Mandatory Phased Appropriation (MPA) requirements of the King County Code.

Radio Communication Capital Fund (3473)

The Radio Communication Capital Fund (3473) is used for upgrades of the 800 MHz trunked radio system and equipment replacement projects for handheld radios. No new projects are being added to the fund in 2017-2018.

2017-2018 Executive Proposed Operating Budget KCIT SERVICES (EN_A43200)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	177,463,600	170,822,905	342.2	5.0
Base Budget Adjustments	6,005,369	(107,581)	0.0	(3.0)
Decision Package Adjustments	9,091,252	16,028,253	7.0	(2.0)
2017-2018 Executive Proposed Budget	192,560,221	186,743,577	349.2	0.0
2017-2018 Executive Proposed Ordinance	192,561,000	186,744,000	349.2	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_003) Transit IT Modernization Modernize approximately 20 business applications critical to DOT Transit operations. If not updated timely and properly, these applications (run in legacy environments, with some being 15 years old) impose a serious risk on the business.	4,994,942	4,994,942	0.0	0.0
(DS_006) IT Project Prioritization System Purchase a third-party application to use for prioritizing County investments in technology modernization. The application will facilitate the County's decision making concerning IT investments, contributing to greater transparency and stakeholder engagement in prioritizing IT projects.	176,000	88,000	0.0	0.0
(DS_008) Employee Security Awareness Program Carry out ongoing security awareness training and programs for county-wide users to minimize security breach.	110,000	0	0.0	0.0
(DS_010) Digital Equity Program Development Develop a regional Digital Equity Action Plan that will bring regional partners together to collaborate on specific initiatives to promote digital equity in the region in concert with the County's existing I-Net efforts.	50,000	50,000	0.0	0.0

2017-2018 Executive Proposed Operating Budget

KCIT SERVICES (EN_A43200)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) I-Net and Network Service Alignment Combine the resources associated with overall network support by KCIT encompassing KCWAN and I-Net. KCWAN will be a provider of network services to I-Net, consistent with KCIT focus on Manage by Services as described in the KCWAN line of business.	3,429,440	3,847,172	7.0	0.0
(AC_006) Reduced Data Center Space Adjust FMD central rates to remove the building lease cost for the Sabey data center in Tukwila. With the decommissioning of the mainframe and successful servers virtualization efforts, there is less space needed at the data center.	(421,272)	0	0.0	0.0
Technical Adjustments				
(TA_001) Adopted Budget Adjustment Add positions requested by KCIT to balance the proforma budget to the adopted level.	0	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	7,048,139	0.0	0.0
(TA_097) Removal of TLT Designation Streamline TLT tracking. Number of TLTs fluctuate based on needs. Having the counts in the budget does not provide accurate information but require effort to track and reconcile.	(7,887)	0	0.0	(5.0)
(TA_098) Correction to Proforma Adjustment Correct the FTE and TLT counts in the proforma to match the adopted budget.	14,848	0	(2.5)	3.0
(TA_099) Accounts Realignment Move appropriation within the KCIT service fund (000005531) to align resources with the 2017-18 KCIT services.	0	0	0.0	0.0
(TA_100) Proforma Adjustment Adjust FTEs in the proforma to match the adopted budget counts.	896,747	0	2.5	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(2,065,130)	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget
KCIT SERVICES (EN_A43200)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	39,000	0	0.0	0.0
Central Rate Adjustments	1,874,565	0	0.0	0.0
Total Decision Package Adjustments	9,091,252	16,028,253	7.0	(2.0)

**2017-2018 Proposed Financial Plan
KCIT Services/5531**

Category	2015-2016 Estimated ²	2017-2018 Proposed Budget ³	2019-2020 Projected ⁴	2021-2022 Projected ⁴
BEGINNING FUND BALANCE¹	7,315,000	(1,179,258)	(6,995,902)	(9,591,439)
REVENUES				
KCIT Services - Order Forms	153,063,164	176,119,893	187,717,339	208,790,935
KCIT Services - Ad hoc/Project Revenue	11,813,230	5,043,511	5,462,122	5,975,562
Cost Reimbursement for custom PC, PC accessories, elected PC Lease	192,663	-	-	-
Service Reimbursement from KCIT Regional Services	-	1,340,236	1,451,476	1,587,914
Misc. Revenue including External Customers	750,511	839,081	908,725	994,145
Revenue Transfer from Capital Funds and Collection from the Countywide IT Rate for BEUM Network Project bond payment	1,628,503	1,008,000	-	-
Mainframe Bond Repayment from GF	3,810,882	3,810,882	3,810,882	-
Refunds to Agencies (Rebates/True Ups) ⁵	(314,800)	(1,418,026)	-	-
Total Revenues:	170,944,152	186,743,577	199,350,544	217,348,556
EXPENDITURES				
Operating Expenditure	(158,777,930)	(178,573,046)	(193,394,609)	(210,181,095)
Bond Payments	(12,473,230)	(12,509,000)	(6,618,775)	-
Data Center bond defeasance ⁶	(9,000,000)	-	-	-
Debt Service for Data Center ⁷	-	(1,478,175)	(1,486,400)	(1,477,700)
FMD space charge for King Street	(938,585)	-	-	-
Total Expenditures:	(180,251,160)	(192,560,221)	(201,499,784)	(211,658,795)
OTHER FUND TRANSACTIONS				
Equity Transfer from S&P Fund 5471 ⁸	699,133	-	-	-
Transfer from Security Project ⁹	113,617	-	-	-
Total Other Fund Transactions:	812,750	-	-	-
ENDING FUND BALANCE	(1,179,258)	(6,995,902)	(9,145,140)	(3,455,379)
RESERVES				
Reserve for Mainframe Project Extension and Mainframe bond payment ¹⁰	(302,600)	(100,817)	-	-
Reserve for Rebate - Services True up ¹¹	(1,418,026)	-	-	-
Reserve for Contingencies ¹²	-	-	-	-
Total Reserves:	(1,720,626)	(100,817)	-	-
RESERVE SHORTFALL¹³	2,899,884	7,096,719	9,145,140	3,455,379
ENDING UNDESIGNATED FUND BALANCE	-	-	-	-

Financial Plan Notes:

¹ Beginning fund balance is consistent with the Budgetary Fund Balance figures published by FBOD.

² 2015-2016 Estimated reflects updated revenue and expenditure estimates as of June 2016, and the impact of any proposed, but not approved supplementals.

³ 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

⁴ Outyear projections revenue and expenditure growth based on the inflation increase percentages that are provided by PSB.

⁵ Rebate and Service-Level True Up is based on the true up of the number of workstations and servers. This also includes a loan payment from DPH and DPD.

⁶ Bond defeasance may be required to restructure the space at the data center. The Executive Finance Committee has approved interfund loan borrowing up to \$8M until 2023, which will offset the temporarily negative fund balance. KCIT will recoup the balance after the existing KCIT data center and unified communication bonds are paid off with central rates.

⁷ Previously-hosted in General Fund, the bond payments for Sabey Data Center will move to KCIT Operating Fund beginning 2017-2018, until the bond is defeased.

⁸ Equity Transfer represents the fund balance transferred from the KCIT Strategy & Performance Fund (5471) to the KCIT Services Fund (5531) upon consolidation of the two funds.

⁹ Transfer from the Security Project applies the amount disappropriated from the capital project (EBS# 1047286) in the Q1-2016 Omnibus to the Security Awareness Program.

¹⁰ Reserved for the Mainframe bond payment. The collections are normalized, thus over collection in the beginning of the years will be applied to future payments.

¹¹ Reserve for rebate, true up, and service reductions based on inventory true up and customers projection.

¹² Reserve for contingencies will allow KCIT to respond to shifting customer expectations and demand for additional services, as well as to cover unanticipated increases in rates paid by KCIT and any salary & benefit increases. No funding will be available for such reserve until the fund balance becomes positive.

¹³ Reserve shortfall will go down beginning 2021-2022 after existing bonds are paid off (related to Footnote 6). The projected shortfall will be reduced when the decision to defease (one time payments) or not to defease the bond (taking over bond payments) is made. Currently, both scenarios are included in the financial plans.

¹⁴ This plan was updated by Junko Keeseker on 09/13/2016.

2017-2018 Executive Proposed Operating Budget RADIO COMMUNICATIONS (EN_A21300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	9,181,987	7,786,488	14.0	0.0
Base Budget Adjustments	(1,115,331)	0	0.0	0.0
Decision Package Adjustments	726,590	1,502,865	0.0	0.0
2017-2018 Executive Proposed Budget	8,793,246	9,289,353	14.0	0.0
2017-2018 Executive Proposed Ordinance	8,794,000	9,290,000	14.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_007) Support for PSERN Project Add resources for Radio Communications to support the PSERN project implementation. Funding will be provided by the PSERN project.	1,400,000	1,400,000	0.0	0.0
Administrative Service Changes				
(AC_004) Business Support Services Pay for IT support (Finance/HR) and management oversight provided to Radio Communications by KCIT Services.	57,420	0	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	102,865	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflects the salary savings associated with the natural rate of employee turnover for a given agency and provide greater transparency in the budget.	(52,874)	0	0.0	0.0
Central Rate Adjustments	(677,956)	0	0.0	0.0
Total Decision Package Adjustments	726,590	1,502,865	0.0	0.0

**2017-2018 Proposed Financial Plan
Radio Communications/000004501**

Category	2015-2016 Estimated ²	2017-2018 Proposed Budget ³	2019-2020 Projected ⁴	2021-2022 Projected ⁴
BEGINNING FUND BALANCE¹	4,582,217	4,220,345	4,716,453	5,147,036
REVENUES				
Access Infrastructure O&M	3,643,663	4,107,082	4,447,969	4,866,078
Radio Services	2,605,845	2,641,207	2,860,428	3,129,308
Revenue from Site Lease and Valleycom Support Agreement and Other Misc. Revenue	926,699	765,688	788,659	812,318
Investment Earnings	41,293	29,540	33,015	36,029
Credit to KCIT Services for M&BF costs collected ⁵	(392,449)	(377,066)	(427,955)	(465,258)
Radio Replacement Reserve	669,653	572,902	572,902	572,902
Revenue from Projects	150,420	1,550,000	1,678,650	1,836,443
Total Revenues:	7,645,125	9,289,354	9,953,669	10,787,821
EXPENDITURES:				
Operating Expenditures	(6,906,998)	(8,793,246)	(9,523,085)	(10,418,255)
Transfer to Capital Fund	(1,100,000)	-	-	-
Total Expenditures:	(8,006,998)	(8,793,246)	(9,523,085)	(10,418,255)
ENDING FUND BALANCE	4,220,345	4,716,453	5,147,036	5,516,602
RESERVES				
Accumulated Radio Reserves ⁶	(2,571,158)	(3,240,811)	(3,813,714)	(4,386,616)
Current Period Contribution to Radio Reserve ⁶	(669,653)	(572,902)	(572,902)	(572,902)
Rainy Day Reserve (30 days)	(287,792)	(366,385)	(396,795)	(434,094)
Total Reserves:	(3,528,603)	(4,180,099)	(4,783,411)	(5,393,612)
RESERVE SHORTFALL	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	691,743	536,354	363,625	122,990

Financial Plan Notes:

¹ Beginning fund balance is consistent with the Budgetary Fund Balance figures published by FBOD.

² 2015-2016 Estimated reflects updated revenue and expenditure estimates as of June 2016, and the impact of any proposed, but not approved supplementals.

³ 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

⁴ Outyear projections assume revenue and expenditure growth % provided by PSB .

⁵ Credit to KCIT Services represents the Mandatory & Business Foundation (M&BF) rate collected on radio services and transferred to the KCIT Operating Fund.

⁶ Radio Reserve (both Prior Year Accumulation and Current Period Collection from Customers) is held for scheduled replacement of handheld radios; based on the number of radios.

⁷ This plan was updated by Junko Keeseker 9/12/2016.

2017-2018 Executive Proposed Operating Budget CABLE COMMUNICATIONS (EN_A43700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	783,417	6,161,567	1.5	0.0
Base Budget Adjustments	(17,285)	1	0.0	0.0
Decision Package Adjustments	3,365	346,458	(1.5)	0.0
2017-2018 Executive Proposed Budget	769,497	6,508,026	0.0	0.0
2017-2018 Executive Proposed Ordinance	770,000	6,509,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_003) Cable and I-Net Service Alignment Transfer the Cable FTEs to I-Net due to the service realignment. Cable will pay I-Net its share of the resource cost.	(1,280)	0	(1.5)	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	346,458	0.0	0.0
Central Rate Adjustments	4,645	0	0.0	0.0
Total Decision Package Adjustments	3,365	346,458	(1.5)	0.0

2017-2018 Executive Proposed Operating Budget I-NET OPERATIONS(EN_A49000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	4,882,967	5,497,310	8.0	0.0
Base Budget Adjustments	(514,471)	6,384	0.0	0.0
Decision Package Adjustments	2,564,980	1,211,324	(5.5)	0.0
2017-2018 Executive Proposed Budget	6,933,476	6,715,018	2.5	0.0
2017-2018 Executive Proposed Ordinance	6,934,000	6,716,000	2.5	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) I-Net Business Expansion Construct new I-Net sites for new and/or existing customers in King County based on their business needs. KCIT I-Net will provide a financing option for organizations that do not have enough capital funding for the up-front investment.	570,000	300,000	0.0	0.0
(DS_005) Development of I-Net Sites in Underserved Communities Construct new I-Net sites in underserved communities taking advantage of available fibers including those now provided through the C3 consortium agreement. This one-time appropriation will allow KCIT to extend I-Net services, including Internet access, to other government agencies and not-for-profit organizations in underserved communities of King County. This directly responds to Ordinance 2016-0239 and the Executive's Equity and Social Justice strategic initiative.	300,000	0	0.0	0.0

Administrative Service Changes

2017-2018 Executive Proposed Operating Budget

I-NET OPERATIONS(EN_A49000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
(AC_001) I-Net and KCIT Services (Network) Alignment Combine the resources associated with overall network support provided by KCIT encompassing KCWAN and I-Net. The funding will be used to pay for network hardware maintenance and business support services provided by KCIT Services. KCWAN will be a provider of network services to I-Net, consistent with KCIT focus on managing by services as described in the KCWAN line of business. Currently, the resources are split between two funds (I-Net and KCIT Services). The new arrangement will allow better utilization and management of existing resources.	544,550	0	(7.0)	0.0
(AC_002) Transfer of Equipment Replacement Reserve to KCIT Capital Fund Transfer I-Net equipment replacement reserve to the KCIT Capital Fund (3781) for tracking, accounting, and management purposes (consistent with KCIT practice on equipment replacement management).	691,456	0	0.0	0.0
(AC_003) Cable and I-Net Service Alignment Transfer resources from the Cable appropriation to I-Net operations, consolidating resources to improve utilization and management of existing resources.	417,462	416,182	1.5	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	495,142	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	9,000	0	0.0	0.0
Central Rate Adjustments	32,513	0	0.0	0.0
Total Decision Package Adjustments	2,564,980	1,211,324	(5.5)	0.0

**2017-2018 Proposed Financial Plan
I-Net Operations/000004531**

Category	2015-2016 Estimated ²	2017-2018 Proposed Budget ³	2019-2020 Projected ⁴	2021-2022 Projected ⁴
BEGINNING FUND BALANCE¹	1,112,642	662,067	443,609	532,366
REVENUES				
PEG Fee Cable TV	930,692	1,148,482	1,076,981	1,076,981
Investment Interest & Other Misc Revenue	13,657	4,634	3,105	3,727
Service Fees	4,698,728	5,123,950	5,573,698	5,707,042
KCIT Mandated & Business Foundation Service Fees	(297,965)	(278,230)	(302,652)	(309,892)
Transfer from Cable Communication Fund	-	416,182	439,488	466,297
Construction Reimbursement	-	-	108,000	216,000
Contingency Revenue	-	300,000	316,800	336,125
Total Revenues:	5,345,112	6,715,018	7,215,420	7,496,279
EXPENDITURES				
Operating Expenditure	(4,183,224)	(5,942,020)	(6,435,208)	(7,040,117)
Transfer to Capital Project ⁵	-	(691,456)	(691,456)	(691,456)
One-time Pilot Sites	-	(300,000)	-	-
Bond Payment	(691,875)	-	-	-
Total Expenditures:	(4,875,099)	(6,933,476)	(7,126,664)	(7,731,573)
OTHER FUND TRANSACTIONS⁶				
Internal Loan Repayment	(920,589)	-	-	-
Total Other Fund Transactions:	(920,589)	-	-	-
ENDING FUND BALANCE	662,067	443,609	532,366	297,071
RESERVES				
Rainy Day Reserve (30 days)	(203,129)	(288,895)	(296,944)	(322,149)
Total Reserves:	(203,129)	(288,895)	(296,944)	(322,149)
RESERVE SHORTFALL	-	-	-	25,078
ENDING UNDESIGNATED FUND BALANCE	458,938	154,714	235,421	-

Financial Plan Notes:

¹ Beginning fund balance is consistent with the Budgetary Fund Balance figures published by FBOD.

² 2015-2016 Estimated reflects updated revenue and expenditure estimates as of June 2016, and the impact of any proposed, but not approved supplementals.

³ 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

⁴ Outyear projections expenditure growth based on the inflation increase percentages that are provided by PSB; revenue was based on current rate and projected site increase.

⁵ Transfer of equipment reserve to capital project was to establish funding source dedicated to replace equipment on a routine basis. It was calculated by depreciating the last equipment upgrade (with cost escalation) by 10 year. PEG fee is the source for equipment replacement

⁶ Other fund transactions include Internal loan payments to the Radio Communication Capital Fund (3473). The last payment was made in 2016.

⁷ This plan was updated by Junko Keesecker on 09/13/2016.

2017-2018 Executive Proposed Operating Budget GEOGRAPHIC INFORMATION SYSTEMS(EN_A01100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	14,621,904	14,010,132	28.0	0.0
Base Budget Adjustments	506,695	0	0.0	0.0
Decision Package Adjustments	2,278,137	2,828,637	6.0	0.0
2017-2018 Executive Proposed Budget	17,406,735	16,838,769	34.0	0.0
2017-2018 Executive Proposed Ordinance	17,407,000	16,839,000	34.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_002) Esri GIS Software Enterprise License Agreement Renewal Renew the current Esri enterprise license agreement set to expire on August 15, 2018. The enterprise license provides the county with unlimited access to Esri software at a stable cost for the life of the agreement. The current annual cost is \$315,000 before sales tax. KCGIS Center is negotiating a new four-year agreement with Esri. KCGIS anticipates an increase of no more than \$80,000 before tax (26%) in annual cost. The enterprise license will provide access to all of the Esri GIS software required to meet current and anticipated future county needs.	87,680	0	0.0	0.0
(DS_004) Collaborative Regional GIS Plan Development Develop a plan to create a regional, integrated, collaborative, and sustainable geographic information system to meet the needs of public agencies within the King County region.	220,750	0	0.0	0.0
(DS_009) E-911 IT Staff Alignment Transfer E911 staff to KCIT Services to align with the County's initiative to consolidate IT services in the Executive Branch.	1,745,150	1,739,591	6.0	0.0

**2017-2018 Executive Proposed Operating Budget
GEOGRAPHIC INFORMATION SYSTEMS(EN_A01100)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_004) Business Support Services Pay the Regional GIS' share of KCIT business support costs (i.e., payroll, finance, HR, contracts, billing, and regional management).	508,820	0	0.0	0.0
(AC_005) GIS Staff Space Pay the Regional GIS's share of FMD space rates charged to KCIT under A43200 KCIT Services. The amount was calculated based on the number of positions in Regional GIS.	297,000	0	0.0	0.0
Technical Adjustments				
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	1,089,046	0.0	0.0
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	3,000	0	0.0	0.0
Central Rate Adjustments	(584,263)	0	0.0	0.0
Total Decision Package Adjustments	2,278,137	2,828,637	6.0	0.0

2017-2018 Proposed Financial Plan
Geographic Information System (GIS)/000005481

Category	2015-2016 Estimated ²	2017-2018 Proposed Budget ³	2019-2020 Projected ⁴	2021-2022 Projected ⁴
BEGINNING FUND BALANCE¹	1,518,000	689,380	221,414	214,988
REVENUES				
Agency O&M Rates	5,238,920	6,627,023	7,177,066	7,851,710
Agency Matrix Rates	4,571,856	4,203,428	4,552,313	4,980,230
Agency Client Services Rates	1,406,237	2,066,874	2,238,425	2,448,836
E911 Transfer	-	1,739,591	1,837,008	1,939,881
Contingency Imagery Revenue ⁵	-	1,719,500	1,817,512	1,942,920
External Imagery Revenue	744,746	1,142,000	1,207,094	1,290,383
Credit to KCIT for M&BF Costs Collected ⁶	-	(659,647)	(714,398)	(781,551)
Total Revenues:	11,961,759	16,838,769	18,115,019	19,672,409
EXPENDITURES				
Wages, Benefits and Retirement	(7,971,667)	(10,217,297)	(10,789,466)	(11,447,623)
GIS Plan Development	-	(220,750)	-	-
Contribution to Capital	(1,161,602)	-	-	-
Direct Services	(1,489,373)	(4,427,326)	(4,679,684)	(5,002,582)
Intergovernmental Services	(2,167,737)	(2,541,362)	(2,752,295)	(3,011,011)
Total Expenditures:	(12,790,379)	(17,406,735)	(18,221,445)	(19,461,216)
ESTIMATED UNDEREXPENDITURES	-	100,000	100,000	100,000
ENDING FUND BALANCE	689,380	221,414	214,988	526,181
RESERVES				
Prepaid Client Services Reserve ⁷	(100,765)	(100,765)	(100,765)	(100,765)
Revenue Variance Reserve	(308,190)	-	-	-
Strategic Sustainable Capacity Reserve	(280,425)	-	-	-
Total Reserves:	(689,380)	(100,765)	(100,765)	(100,765)
RESERVE SHORTFALL	-	-	-	-
ENDING UNDESIGNATED FUND BALANCE	-	120,649	114,223	425,416

Financial Plan Notes:

¹ Beginning fund balance is consistent with the Budgetary Fund Balance figures published by FBOD.

² 2015-2016 Estimated reflects updated revenue and expenditure estimates as of June 2016, and the impact of any proposed, but not approved supplementals.

³ 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

⁴ Outyear projections expenditure growth is based on the inflation increase percentages provided by PSB; revenue was based on the current rate and projected site increase.

⁵ Contingency Imagery Revenue reflects potential additional revenue from regional customers participants. Actual revenue will be offset by actual expenditures for this purpose.

⁶ Credit to KCIT Operating represents the Mandated & Business Foundation (M&BF) rate collected on GIS services and transferred to the KCIT Operating Fund.

⁷ The Prepaid Client Services Reserve represents the balance of prepaid client services revenue received, minus work completed on account.

⁸ Updated by Junko Keeseker on 09/13/2016

2017-2018 Executive Proposed Operating Budget
PUGET SOUND EMERGENCY RADIO NETWORK LEVY (EN_A15100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	29,152,237	0	4.0	0.0
Base Budget Adjustments	30,473,650	0	0.0	0.0
Decision Package Adjustments	1,738,863	61,086,660	0.0	0.0
2017-2018 Executive Proposed Budget	61,364,751	61,086,660	4.0	0.0
2017-2018 Executive Proposed Ordinance	61,365,000	61,087,000	4.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_004) Transfer to Capital Increase in expenditure so that it aligns with the total property revenue and fund balance expected to be transferred in 2017-2018.	1,153,704	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current OEFA forecast. This is the first full biennial budget for this fund. Revenues were not previously budgeted.	0	61,086,660	0.0	0.0
Central Rate Adjustments	585,159	0	0.0	0.0
Total Decision Package Adjustments	1,738,863	61,086,660	0.0	0.0

2017-2018 Proposed Financial Plan
PSERN Levy Fund /000001511

Category	2015-2016 Estimated ¹	2017-2018 Proposed Budget ²	2019-2020 Projected ³	2021-2022 Projected ³
Beginning Fund Balance	-	278,090	-	-
Revenues				
Levy Proceeds	29,430,327	61,086,660	64,039,009	66,993,813
Total Revenues	29,430,327	61,086,660	64,039,009	66,993,813
Expenditures				
Election Cost	(1,741,063)			
Fire Service Protection ⁴	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Transition Cost ⁵			(750,000)	
Transfer to Capital	(26,411,174)	(59,364,750)	(61,289,009)	(62,374,466)
Total Expenditures	(29,152,237)	(61,364,750)	(64,039,009)	(64,374,466)
Estimated Underexpenditures				
Other Fund Transactions ⁷				
Total Other Fund Transactions	-	-	-	-
Ending Fund Balance	278,090	-	-	2,619,347
Reserves				
Rate Stabilization Reserve(s) ⁶				(2,619,347)
Total Reserves	-	-	-	(2,619,347)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	278,090	-	-	-

Financial Plan Notes

¹ 2015/2016 Estimated reflects updated revenue and expenditure estimates as of August 2016, and the impact of any proposed, but not approved supplementals.

² 2017/2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion, and August 2016 OEFA forecast.

³ Outyear projections assume revenue growth based on August 2016 OEFA forecast.

⁴ Assumed the payments associated with fire district service protection, \$1M annually. If the payments are not made, the fund will set aside this as reserve.

⁵ Transition Cost - This reserve funds the transition costs to the new radio network.

⁶ Rate Stabilization reserve is for mitigation of operating costs for the new system.

⁷ This plan was updated by Junko Keesecker on 09/01/16

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3771 OIRM CAPITAL PROJECTS - King County Information Technology

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1123944	DOA PTAS STANDALONE		\$504,148	The Department of Assessments' (DOA) Property Tax Administration System (PTAS) project will review DOA's business, technical, and functional requirements for a new PTAS system; conduct an RFI and an RFP; and select a vendor for a modern, stable and accurate system to deliver our tax revenue for the County and the multiple jurisdictions that the County serves.
1124170	DES FBOD CW Elec Pmt Imp Sppt STANDALONE		\$357,752	The Countywide Electronic Payment Implementation Support Project (led by the Finance and Business Operations Division (FBOD) of the Department of Executive Services (DES)) will consolidate Web/online, point-of-sale (POS), and interactive voice response (IVR) payment functions across King County under a single merchant services provider. An RFP has been issued to select a new vendor, which will replace the current vendors (FIS and Bank of America). The selected vendor will also provide an integrated Web-based reporting platform for all electronic payments to give the County full visibility of transactions countywide. The selected vendor will provide a hosted payment gateway to accept cardholder information, thus reducing the County's PCI risk. From a larger perspective, the project will provide effective fiscal, business practice, policy and technical support to departments for the implementation of electronic payments.
1124179	DES HRD Replacement of NeoGOV STANDALONE		\$763,938	The NEOGOV Replacement Project (led by the Human Resources Division (HRD) of the Department of Executive Services (DES)) is working to replace the two NEOGOV systems being used separately by Public Health and all other County departments with a new Applicant Tracking System (ATS). The new ATS will integrate with PeopleSoft and enable King County to standardize its currently highly-varied recruitment business processes. A single system's reporting capabilities, combined with PeopleSoft integration, will enhance the County's visibility into its recruitment processes and outcomes. The visibility offered by these capabilities is critical to enabling process improvement, which the County will need as it continues to compete with very large employers based in the Seattle area (e.g., Starbucks, Boeing, Microsoft, and Amazon). These improvements, combined with a more robust and technically current system that leverages social media, will more effectively reach, attract and retain qualified candidates.
1129348	DES RALS Records Mgmt Sys Upgd STANDALONE		\$1,393,685	The Records Management System Upgrade Project (led by the Records and Licensing Services (RALS) Division of the Department of Executive Services (DES)) will replace the obsolete Autonomy Records Manager (ARM) software currently used to operate the County's Electronic Records Management System (ERMS). ARM is approaching end of life with vendor support ending in February 2017. This project will ensure that files are migrated from ARM and managed in a new solution that meets records management legal and best practice requirements. The new software will provide County employees with an easy to use system that includes improvements for managing and searching records.
1129465	KCEO Tabulation System Rplc STANDALONE		\$3,165,626	The Tabulation System Replacement Project (led by the King County Elections Office (KCEO)) will procure and replace the existing tabulation system (GEMS PCS), including the hardware (servers, computers, scanners, adjudication stations, back-up drives, etc.). Implementation of the new system will include onsite vendor support, extensive testing and training as well as documentation of business processes. The current system is

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				operating at its capacity and cannot accommodate any increase in additional registered voters and ballots for tabulation. The XP operating system that hosts the current system is no longer supported by Microsoft.
1129637	DCHS Physical Behav Hlth Int STANDALONE		\$4,930,146	The Physical Behavioral Health Integration Project (led by the Department of Community and Human Services (DCHS)) will expand the King County Behavioral Health Organization data system (implemented on April 1, 2016) into an integrated data system that will support both physical and behavioral health care delivery claims and services. The key components of the integrated model of care will be determined later in the year 2016. These will inform the exact changes to the system that will be needed.
1129638	DCHS PH Data Integration STANDALONE		\$2,714,136	The Data Integration Project will integrate client-level data stored within the Department of Community and Human Services (DCHS), Department of Public Health for Seattle and King County (PHSKC), and the Department of Adult and Juvenile Detention (DAJD). PHSKC maintains aggregate population health data (vital statistics, disease surveillance data, and community health indicators) and client-level data from emergency medical services, Public Health Centers, Jail Health Services, and Healthcare for the Homeless Network. Client-level Medicaid claims are shared between PHSKC and DCHS. DCHS holds client-level behavioral health, Veteran's, developmental disabilities, and employment services data as well as housing and services data within the Homeless Management Information System (HMIS). Client-level county and municipal jail data are also sent to DCHS. These datasets are not currently integrated either within or between their respective Departments. The new system will enable individual client "lookup" for direct care coordination, identification of high-risk groups based on flexible criteria for system-level care coordination, and extracting datasets for analysis of population health, program evaluation, and costs.
1129703	DOT Fleet Vehicle Loc for NRV STANDALONE		\$1,781,050	The Automatic Vehicle Location (AVL) for Non-Revenue Vehicles Project (led by the Fleet Administration Division of the Department of Transportation) will procure and implement a countywide AVL solution to outfit approximately 1,600 non-revenue vehicles used by the Transit and Airport divisions of the Department of Transportation (DOT) and the Solid Waste Division of the Department of Natural Resources and Parks (DNRP). Major project components include installing telematics hardware on the vehicles to capture vehicle location and information such as odometer readings, frequency of use, idle time, engine state, status of vehicle hardware (e.g., plow and sweeper blades, sanding equipment), among others. Additional components include a software interface to view real-time data in a cloud-based platform. The project scope also includes integrating AVL with the County's existing enterprise asset management systems including FASTER and Cityworks.
1129762	DAJD DAN Phase III STANDALONE		\$1,052,755	The Distributed Antenna Network (DAN) Phase III Project (led by the Department of Adult and Juvenile Detention (DAJD)) is a follow on project to DAN Phase I and DAN Phase II. All three projects have one primary purpose of eliminating the 800 MHz communication "dead spots" throughout the King County Correctional Facility (KCCF) and enhancing future 800 MHz capabilities by connecting the facility to the Seattle Simulcast System. These dead spots in the building do not allow DAJD staff to communicate with KCCF's Central Control in areas such as the elevators and stairwells resulting in a public safety issue. Completed in 2012, DAN Phase I provided a design for a small scale proof of concept and addressed the 800 MHz "dead spots" on floors 1-3. Slated for completion in 2016, DAN Phase II is addressing the 800 MHz "dead spots" on floors 4-7. DAN

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				Phase III will address the remaining floors 8-12 and connect to the Seattle Simulcast System that will serve all 12 floors of the building.
1129763	DAJD Jail Management System STANDALONE		\$12,189,034	The Jail Management System (led by the Department of Adult and Juvenile Detention (DAJD)) will procure a new, comprehensive and integrated jail management system to equip DAJD with the tools that will help it to achieve more effective and efficient jail operations. The new system will replace a system that has been in place since 1974 and includes dozens of disjointed applications and hundreds of highly inefficient, manual processes. For example, new capabilities will include automated calculation of inmate release date, increase data accuracy, and reduce time spent on locating files and manual processing.
1129863	DES RALS Hire License Sys Col STANDALONE		\$166,500	The Records and Licensing Services (RALS) Division of the King County Department of Executive Services (DES) is partnering with the City of Seattle on a For-Hire Licensing System Collaboration Project. The project will procure and implement a shared system that meets the needs of both RALS and the City. The City will host the software and take the lead on project management and contracting. RALS will provide project support to manage the County's project needs and facilitate implementation for the County functions. Specifically, the new system will support the regulatory functions of the For-hire Licensing Unit, including (a) licensing for-hire transportation companies, vehicles and drivers; (b) licensing taxi and for-hire vehicles and drivers; (c) processing applications for registering process servers; and potentially, (d) other business licensing functions. Expected benefits include: <ul style="list-style-type: none"> • Seamless access between City and County users • Customer facing web portals (B2G and C2G) • Secure Web environments and data • More efficient application processing
1129910	PSB Hyperion Upgrade STANDALONE		\$1,108,081	The Hyperion Upgrade Project (led by the Office of Performance, Strategy, and Budget (PSB)) will upgrade the County's Hyperion budget system to the most recent, stable version, mitigating the risk of the system's incompatibility with the latest versions of Internet Explorer, Microsoft Excel, and Java used by most of the County's Hyperion users, which could cause system issues during the 2019-2020 budget process. The upgrade will also provide enhanced functions and features, making the system more user-friendly.
1130197	KCSC ITA Court Video Improve STANDALONE		\$254,545	The King County Superior Court (KCSC) Involuntary Treatment Act (ITA) Court Video Improvement Project will upgrade Superior Court's video conferencing equipment and infrastructure in order to maintain and enhance the viability of video hearings for ITA Court. The current equipment will soon be nearing end-of-life and is not scalable for future expansion; the current system also provides sub-optimal audio connections with patients and their attorneys. The project includes upgrades to infrastructure, three new mobile video carts, upgrades to all existing video equipment at the hospital endpoints, and setting up a new video system in Swedish Ballard. There will be a total of 9 video conferencing sites at 7 hospitals.
3771 - OIRM CAPITAL PROJECTS		Total	\$30,381,396	
3781 ITS CAPITAL - King County Information Technology				

CAP SUMMARY REPORT

2017-2018 Biennial - Executive Proposed

Project Number	Project Name Class Code	Tech Adj	FY17-18	Current Scope
1047605	KCIT DSS REPLACEMENT KCIT ITS Equipment Replacement		\$2,655,575	As part of the Distributed System Services (DSS) Replacement Project, the King County Information Technology (KCIT) Department will replace platform infrastructure equipment used mostly by applications (i.e., servers, storage, backup, and equipment that support cloud technology where some applications reside). This equipment replacement project is in line with KCIT's internal policies and industry best practice related to replacing capital equipment that has reached the end of its useful life.
1047610	KCIT WAN REPLACEMENT KCIT ITS Equipment Replacement		\$1,000,000	As part of the Wide Area Network (WAN) Replacement Project, the King County Information Technology (KCIT) Department will replace various equipment used to provide network connections that enable County agencies to access specialized business applications, desktop business applications such as Skype for Business, Lync phones, and Cloud services. This equipment replacement project is in line with KCIT's internal policies and industry best practice related to replacing capital equipment that reached the end of its useful life.
1129570	KCIT I-Net ER KCIT ITS Equipment Replacement		\$691,456	As part of the Institutional Network (I-Net) Equipment Replacement (ER) Project, the King County Information Technology (KCIT) Department will replace various network equipment used to provide regional network connectivity for County agencies, as well as many other government and nonprofit agencies. This equipment replacement project is in line with KCIT's internal policies and industry best practice related to replacing capital equipment that reached the end of its useful life.
3781 - ITS CAPITAL		Total	\$4,347,031	
Grand Total			\$34,728,427	

**2017-2018 Proposed Financial Plan
IT Capital Fund / 00003771**

Capital Improvement Program (CIP) Budget					
	2015-2016 Carryforward (YE ITD Balance)¹	2017-2018 Proposed²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated³	2021-2022 Estimated³
CAPITAL BUDGET REVENUE SOURCES					
Revenue Backing from Fund Balance	11,542,756	422,617	11,542,756		-
Revenue for New IT Projects (GF, Dept Transfers, Rates) ⁷	-	22,018,981	22,018,981	-	-
Bond Proceeds for Existing IT Projects	25,056,504	-	25,056,504	-	-
Other Revenue	4,373,295	-	4,373,295	-	-
Biennial Project Funding ⁸	-	7,939,798	-	-	-
Total Capital Revenue:	40,972,555	30,381,396	62,991,536		-
CAPITAL APPROPRIATION					
GF Project Group	(20,103,999)	(17,166,108)	(29,330,309)		-
DES Project Group	(10,901,567)	(2,681,875)	(13,583,442)		-
DPH Project Group	(6,633,137)	-	(6,633,137)		-
DCHS Project Group	(940,955)	(7,644,282)	(8,585,237)		-
Others	(1,970,280)	(2,889,131)	(4,859,411)		-
Total Capital Appropriation:	(40,549,939)	(30,381,396)	(62,991,537)		-

CIP Fund Financial Position						
	2015-2016 Biennial to Date Actuals⁴	2015-2016 Estimated⁵	2017-2018 Biennial to Date Actual	2017-2018 Estimated⁵	2019-2020 Estimated⁶	2021-2022 Estimated⁶
BEGINNING FUND BALANCE	20,631,362	20,631,362	-	12,248,036	18,609,456	(0)
CAPITAL FUNDING SOURCES						
Project Revenue (Dept Transfers, Rates)	14,635,864	16,486,467		3,395,848	3,395,848	-
Bond Proceeds	965,937	2,317,073		17,763,752	7,292,752	-
Refunds and Other Transfers	(403,436)	(5,719,085)		-	(1,818,400)	-
Misc Revenue	(221,364)	315,737		-	-	-
Biennial Project Funding ⁸	-	-		22,018,981	7,939,798	-
Total Capital Revenue:	14,977,001	13,400,192	-	43,178,581	16,809,998	-
CAPITAL EXPENDITURES						
Prior Appropriation - GF Project Group	(3,415,664)	(4,406,098)		(2,388,321)	(17,715,678)	-
Prior Appropriation - DES Project Group	(2,768,406)	(4,415,371)		(10,899,501)	(2,066)	-
Prior Appropriation - DPH Project Group	(3,557,045)	(4,810,418)		-	(6,633,137)	-
Prior Appropriation - "Other" Project Group	(5,012,191)	(3,764,226)		(82,461)	(2,828,774)	-
New Appropriation Request (2017-2018 new projects)	-	-		(23,146,878)	(7,939,798)	-
Total Capital Expenditures:	(14,753,306)	(17,396,113)	-	(36,517,161)	(35,119,454)	-
OTHER FUND TRANSACTIONS⁹						
Transfer to KCIT Operating Fund ^a	(1,239,256)	(1,928,503)		(300,000)	(300,000)	-
Transfer In/out KCIT Enterprise CIP ^b	(2,372,893)	(2,372,893)		-	-	-
Other GAAP Transactions	(86,009)	(86,009)		-	-	-
ENDING FUND BALANCE	17,156,899	12,248,036	-	18,609,456	(0)	(0)
FUND BALANCE DESIGNATED TO CURRENT PROJECTS¹⁰	(16,324,957)	(30,078,939)	-	(27,179,656)	-	-
RESERVES						
Reserve for Refund - Completed/Cancelled Projects	(831,942)	-		-	-	-
Reserve for DOA Project	-	(84,000)		-	-	-
Reserve for Elections Equipment Replacement	-	(338,617)		-	-	-
Reserve for KCIT Wireless Project	-	(705,280)		-	-	-
Total Reserves:	(831,942)	(1,127,897)	-	-	-	-
PROJECTED SHORTFALL	-	18,958,800	-	8,570,200	-	-
ENDING UNDESIGNATED FUND BALANCE	-	-	-	-	-	-

Financial Plan Notes:

¹ 2015-2016 Carryover reflects estimates of year-end inception-to-date appropriation balances or actual balance per the PA_103 report.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

³ Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

⁴ 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 07/27/2016, using EBS report GL 10 for revenue and PA_103 for expenditure.

⁵ 2015-2016 Estimated reflects updated revenue and expenditure estimates as of June 2016.

⁶ Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

⁷ Revenue for New IT Projects (GF, Dept Transfers, Rates) includes the revenue associated with the 2017-2018 new IT projects approved by the Executive Office.

⁸ Biennial Project Funding includes new IT projects approved by the Executive Office.

⁹ Other fund transactions include transfers noted below and accounting adjustments to balance to budgetary fund balance.

^a To transfer collected countywide CIP rates to the KCIT operating fund to pay for bond payment funding the business empowerment project and for fund administration and central rates

^b To transfer collected countywide rates or bond proceeds for enterprise projects in 3781: Westin Project, Enhanced Wireless, IP Fax

¹⁰ Fund Balance Designated for Current Projects is for projects that are already appropriated and cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

¹¹ Prepared by Junko Keesecker on 09/13/2016

**2017-2018 Proposed Budget
KCIT ENTERPRISE CAPITAL FUND / 00003781**

Capital Improvement Program (CIP) Budget					
	2015-2016 Carryforward (YE ITD Balance)¹	2017-2018 Proposed²	2017-2018 Total (Balance + Budget)	2019-2020 Estimated³	2021-2022 Estimated³
CAPITAL BUDGET REVENUE SOURCES					
Revenue Backing from Fund Balance	1,090,576	-	1,090,576	-	-
Transfer from KCIT Operations	-	4,347,031	4,347,031		
Total Capital Revenue:	1,090,576	4,347,031	5,437,607		
CAPITAL APPROPRIATION					
ER Projects and Admin	(1,271,625)	(4,347,031)	(5,618,656)		
Total Capital Appropriation:	(1,271,625)	(4,347,031)	(5,618,656)		

CIP Fund Financial Position						
	2015-2016 Biennial to Date Actuals⁴	2015-2016 Estimated⁵	2017-2018 Biennial to Date Actual	2017-2018 Estimated⁵	2019-2020 Estimated⁶	2021-2022 Estimated⁶
BEGINNING FUND BALANCE	7,480,042	7,480,042		1,090,576	(181,049)	3,002
CAPITAL FUNDING SOURCES						
Service Rates	6,426,306	8,140,914		4,347,031	6,428,080	4,347,031
Other Misc Revenue	-	30,000		-	-	-
Refunds to Agencies	-	(37,434)		-	-	-
Total Capital Revenue:	6,426,306	8,133,480	-	4,347,031	6,428,080	4,347,031
CAPITAL EXPENDITURES						
Major Project / Unified Communications	(3,643,920)	(5,453,900)		-	-	-
Major Project / Mainframe Rehosting	(3,749,614)	(3,749,614)		-	-	-
Major Project / Countywide IT projects	(961,616)	(2,303,593)		(69,301)	-	-
ER Projects and Admin	(325,171)	(3,015,840)		(5,549,356)	(6,244,029)	(4,347,031)
Total Capital Expenditures:	(8,680,321)	(14,522,946)	-	(5,618,656)	(6,244,029)	(4,347,031)
OTHER FUND TRANSACTIONS⁷						
ENDING FUND BALANCE	5,226,027	1,090,576	-	(181,049)	3,002	3,002
FUND BALANCE DESIGNATED TO CURRENT PROJECTS⁸	-	(1,271,625)	-	-	-	-
RESERVES						
Reserve for Specific Projects ⁹	(5,226,027)	(1,896,998)		(1,896,998)	-	-
TOTAL RESERVES	(5,226,027)	(1,896,998)	-	(1,896,998)	-	-
PROJECTED SHORTFALL¹⁰	-	2,078,047	-	2,078,047	-	-
ENDING UNDESIGNATED FUND BALANCE	-	-	-	-	3,002	3,002

Financial Plan Notes:

¹ 2015-2016 Carryover reflects estimates of year end inception to date appropriation balances or actual balance per PA_103 report.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from PIC and matches the CIP Attachment A.

³ Outyear budget estimates are consistent with Attachment A out years estimates with exceptions noted.

⁴ 2015-2016 Biennial-to-Date Actuals reflects actual revenues and expenditures as of 05/31/2016, using EBS report GL_010.

⁵ 2015-2016 Estimated reflects updated revenue and expenditure estimates as of 06/30/2016.

⁶ Outyear revenue and spending estimates are based on current revenue estimates and project spending plans.

⁷ Other fund transactions include accounting adjustments to balance to budgetary fund balance.

⁸ Fund balance designated to current projects is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

⁹ The reserve for 2017-2018 and outyears is mainly for servers, database, and storage equipment replacement. This came from a dedicated revenue for equipment replacement.

¹⁰ Temporary projected shortfall is due to the internal loan borrowing for the mainframe project. This is planned to be repaid in 2020 as part of the mainframe loan rates.

¹¹ This plan was update by Junko Keesecker on 9/12/2016.

LEGISLATIVE AGENCIES

Mission

County Council, Administration, and Clerk Earn public trust, enhance quality of life, and protect public health and safety. Ensure adherence to legislative and legal processes and create and maintain accurate and required records to facilitate more effective government and provide consistent quality responsiveness to citizens.

Auditor's Office Promote improved performance, accountability, and transparency in King County government through objective and independent audits and studies.

Hearing Examiner Provide a public hearing process for land use and other critical issues that is fair, efficient, open and accessible to all citizens.

Law Enforcement Oversight Ensure the integrity, transparency, and accountability of the King County Sheriff's Office (KCSO) in misconduct investigations and foster greater community trust in KCSO.

Ombudsman-Tax Advisor Promote public confidence in King County government by responding to citizen complaints in an impartial, efficient and timely manner, and to contribute to the improved operation of County government by making recommendations based upon the results of complaint investigations.

Overview

Legislative agencies include the legislative branch of the County government represented by the County Council and Council Administration, as well as independent agencies represented by the offices of the Auditor, the Ombudsman, the Tax Advisor, the Hearing Examiner, Law Enforcement Oversight, the Board of Appeals/Equalization, and King County Television.

County Council The Council's role is to guide provision of quality regional services to county residents by all County departments and agencies through setting policies, enacting laws, and adopting budgets. The Council's review of ordinances, motions, and budgets help ensure that County government operates in an efficient, transparent, and cost-effective manner, with equal access for all county residents. The Councilmembers oversee the independent agencies and also serve on governing boards for issues that cross jurisdictional boundaries in areas such as transportation, public health, and criminal justice.

Council Administration The Council Administration includes the Council's central and administrative staff and the Clerk who collectively support the Councilmembers through development and analysis of proposed legislation, conducting special studies, handling legal and policy issues, and providing administrative and technical support.

County Auditor The County Auditor's Office conducts audits and studies and provides capital project oversight to ensure accountability and transparency, improve service delivery, and identify potential cost savings in County government.

Hearing Examiner The Hearing Examiner conducts quasi-judicial public hearings on land use applications and appeals of administrative orders and decisions; prepares reports of all hearings; and makes recommendations and decisions on these matters.

Ombudsman-Tax Advisor The Ombudsman-Tax Advisor Office investigates citizen complaints against County agencies and makes recommendations for resolution and improvements. These responsibilities include investigating alleged violations of the Employee Code of Ethics, the Lobbyist Disclosure Code, and employee complaints of improper governmental action and retaliation pursuant to the Whistleblower Protection Code. The Tax Advisor section answers inquiries about County real estate taxation and property valuations, and advises property owners considering a valuation appeal.

King County Civic Television King County Civic Television is the government access channel for King County, providing live and taped coverage of Council meetings and public forums, King County news events, and original programming to highlight County issues and services.

Board of Appeals/Equalization The Board of Appeals/Equalization is an independent body comprised of seven citizen members organized to adjudicate property value and other determinations made by the County Assessor, as well as various business license decisions and animal control orders.

Law Enforcement Oversight The Office of Law Enforcement Oversight (OLEO) provides civilian oversight of the King County Sheriff's Office. OLEO monitors ongoing investigations of misconduct, helps resolve cases, implements methods for increasing the level of public trust and transparency and identifies systemic issues within the Sheriff's Office.

2017-2018 Executive Proposed Operating Budget COUNTY COUNCIL (EN_A01000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	3,581,427	0	9.0	0.0
Base Budget Adjustments	119,351	0	0.0	0.0
Decision Package Adjustments	(9,750)	0	0.0	0.0
2017-2018 Executive Proposed Budget	3,691,028	0	9.0	0.0
2017-2018 Executive Proposed Ordinance	3,692,000	0	9.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	(9,750)	0	0.0	0.0
Total Decision Package Adjustments	(9,750)	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget COUNCIL ADMINISTRATION (EN_A02000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	30,354,918	0	100.1	0.0
Base Budget Adjustments	(181,033)	0	(3.0)	0.0
Decision Package Adjustments	(1,968,660)	0	0.0	0.0
2017-2018 Executive Proposed Budget	28,205,225	0	97.1	0.0
2017-2018 Executive Proposed Ordinance	28,206,000	0	97.1	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_109) Eliminate Courthouse Screening Rate Remove the courthouse screening rate that was previously charged to General Fund agencies that use King County's courthouses. This cost will instead be included in the budget of the King County Sheriff's Office.	(388,884)	0	0.0	0.0
(TA_113) Vacancy Rate Adjustment Reflect a three percent reduction in expenditures that the Council Administration will manage by holding positions vacant.	(900,000)	0	0.0	0.0
Central Rate Adjustments	(679,776)	0	0.0	0.0
Total Decision Package Adjustments	(1,968,660)	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget HEARING EXAMINER (EN_A03000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,102,615	0	3.0	0.0
Base Budget Adjustments	55,554	0	0.0	0.0
Decision Package Adjustments	41,625	0	0.0	0.0
2017-2018 Executive Proposed Budget	1,199,794	0	3.0	0.0
2017-2018 Executive Proposed Ordinance	1,200,000	0	3.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_198) Motor Pool Dispatch Rental Remove vehicle dispatch rental rates from the Fleet Motor Pool central rate account 55010 and move them into account 55258 Motor Pool ERR SVS. The amount was estimated based on 2015 actual rental billings and revised based on agency need and estimated usage for 2017-2018.	3,000	0	0.0	0.0
Central Rate Adjustments	38,625	0	0.0	0.0
Total Decision Package Adjustments	41,625	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget COUNTY AUDITOR (EN_A04000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	4,627,999	1,100,000	16.9	0.0
Base Budget Adjustments	184,840	0	(0.7)	0.0
Decision Package Adjustments	152,239	(1,100,000)	1.1	0.0
2017-2018 Executive Proposed Budget	4,965,077	0	17.3	0.0
2017-2018 Executive Proposed Ordinance	4,966,000	0	17.3	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) Increase 0.6 FTE to 1.0 FTE Add 0.4 FTE.	0	0	0.4	0.0
Administrative Service Changes				
(AC_001) Loan-Out Labor (Capital) Adjustment Adjust Loan-Out Labor for Capital Projects Oversight to zero out the cost center.	(29,910)	0	0.0	0.0
Technical Adjustments				
(TA_001) Loan-Out Labor Reduction Reduce Loan-Out Labor for County Auditor's Office.	167,904	0	0.0	0.0
(TA_050) Revenue Adjustments Revise budgeted revenues to match current forecast.	0	(1,100,000)	0.0	0.0
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending pattern.	(88)	0	0.7	0.0
(TA_113)	0	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget
COUNTY AUDITOR (EN_A04000)

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	14,332	0	0.0	0.0
Total Decision Package Adjustments	152,239	(1,100,000)	1.1	0.0

2017-2018 Executive Proposed Operating Budget OMBUDSMAN TAX ADVISOR (EN_A05000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	2,605,000	0	10.0	0.0
Base Budget Adjustments	182,509	0	0.0	0.0
Decision Package Adjustments	80,914	0	0.0	0.0
2017-2018 Executive Proposed Budget	2,868,423	0	10.0	0.0
2017-2018 Executive Proposed Ordinance	2,869,000	0	10.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	80,914	0	0.0	0.0
Total Decision Package Adjustments	80,914	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget KC CIVIC TELEVISION (EN_A06000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,401,464	0	5.0	0.0
Base Budget Adjustments	(166,746)	0	(1.0)	0.0
Decision Package Adjustments	96,583	0	1.0	0.0
2017-2018 Executive Proposed Budget	1,331,301	0	5.0	0.0
2017-2018 Executive Proposed Ordinance	1,332,000	0	5.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_110) Net Zero Adjustments Net zero changes to reflect current spending patterns.	530	0	1.0	0.0
Central Rate Adjustments	96,053	0	0.0	0.0
Total Decision Package Adjustments	96,583	0	1.0	0.0

2017-2018 Executive Proposed Operating Budget BRD OF APPEALS EQUALIZTN (EN_A07000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,547,639	0	4.0	0.0
Base Budget Adjustments	70,590	0	0.0	0.0
Decision Package Adjustments	243,169	0	0.0	0.0
2017-2018 Executive Proposed Budget	1,861,397	0	4.0	0.0
2017-2018 Executive Proposed Ordinance	1,862,000	0	4.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	243,169	0	0.0	0.0
Total Decision Package Adjustments	243,169	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget
OFFICE OF LAW ENFORCEMENT OVERSIGHT (EN_A08500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,450,230	0	4.0	0.0
Base Budget Adjustments	73,815	0	0.0	0.0
Decision Package Adjustments	98,417	0	0.0	0.0
2017-2018 Executive Proposed Budget	1,622,462	0	4.0	0.0
2017-2018 Executive Proposed Ordinance	1,623,000	0	4.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_113)	0	0	0.0	0.0
Central Rate Adjustments	98,417	0	0.0	0.0
Total Decision Package Adjustments	98,417	0	0.0	0.0

BOUNDARY REVIEW BOARD

Mission

The Boundary Review Board serves as an independent, quasi-judicial entity to provide a method of guiding and controlling the creation and development of municipalities in metropolitan areas so that residents and businesses may rely on the logical growth of local government.

Overview

The Boundary Review Board (BRB) is an independent quasi-judicial agency established by state mandate (RCW 36.93, et seq) which provides review of proposals for boundary changes by cities, fire districts, water, sewer, and irrigation districts within King County, including city or district annexations, new city incorporations, and district mergers. The Board employs three staff members: an executive director, administrative staff member, and independent legal counsel as required by various statutory mandates. The Board consists of 11 members: four members appointed by the King County Executive; four members appointed by the cities of King County and three members appointed by Special Purpose Districts.

In the case of annexations, mergers, and similar actions, the Board provides both administrative public review and, upon request, a comprehensive public hearing process leading to a final decision on the proposed action. In the case of new city incorporations, the Board oversees preparation of an impartial consultant study to assess the financial feasibility of the proposed new city. Following completion of the study, the Board holds a public hearing, establishes final boundaries, and makes a recommendation to the voters, who make the final decision in an election on the incorporation.

The Boundary Review Board provides a single, integrated product: the review and adjudication for all Notices of Intention (applications) for proposed creation of/changes to jurisdictional boundaries, summarized by a decision report. The primary customers served by this product are municipal governments and regional governing agencies including cities and special purpose districts.

2017-2018 Problems, Opportunities and Priorities

The major issue in the BRB budget for 2017-2018 is transition of urban unincorporated lands to local government. The State Growth Management Act encourages transition of urban unincorporated lands to local jurisdictions. The majority of King County's local jurisdictions have adopted comprehensive plans (including potential annexation areas) and consistent development regulations that permit the incorporation or annexation of unincorporated urban areas.

The workload of the BRB is driven by applications submitted by local jurisdictions for annexations, incorporations, mergers, and similar actions when citizens in those areas petition to join the jurisdiction and when the jurisdiction can provide sufficient resources to govern and serve the incoming populace. For the 2017-2018 biennium, pursuant to the King County Pending Annexations Forecasts, BRB's anticipated workload is based upon a prediction of approximately 41 notices of intention proposing the creation of or changes to the boundaries of cities and special purpose districts.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

The BRB addresses equity and social justice needs by providing all members of a community with notification of and opportunities to participate in both public review and implementation of each notice to create or change jurisdictional boundaries. Specifically, the BRB translates meeting notices into appropriate languages to address diverse populations of potential annexation areas, and ensures that American Disabilities Act (ADA) accessible facilities and interpreters are available to assist customers and stakeholders.

Best Run Government

The BRB achieves the "best run government" initiative by vigorously publicizing, promoting and providing its enhanced Application Planning Services Program (APSP) to regional and local governments. The APSP provides guidance to local jurisdictions and other stakeholders on procedure, legal requirements, technical, fiscal, and infrastructure standards, and tools for assessment of a proposed action. The BRB promotes the APSP by including it on its website, extending specific invitations to participate in APSP to jurisdictions and communities, and general outreach communication to relevant groups.

In addition, the effects of the Board's actions support transition of unincorporated lands to local governments which transfers County budget responsibility to other more resource-appropriate jurisdictions.

2017-2018 Executive Proposed Operating Budget BOUNDARY REVIEW BOARD (EN_A63000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	741,122	4,000	2.0	0.0
Base Budget Adjustments	66,817	0	0.0	0.0
Decision Package Adjustments	(39,614)	0	0.0	0.0
2017-2018 Executive Proposed Budget	768,325	4,000	2.0	0.0
2017-2018 Executive Proposed Ordinance	769,000	4,000	2.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	(39,614)	0	0.0	0.0
Total Decision Package Adjustments	(39,614)	0	0.0	0.0

OFFICE OF ECONOMIC AND FINANCIAL ANALYSIS

Mission

To promote wise management of the King County budget by providing reliable, accurate and objective economic and revenue data and forecasts and by contributing to the understanding of the effects of current and future economic conditions on County finances.

Overview

The Office of Economic and Financial Analysis (OEFA) provides County decision makers with reliable, accurate, and objective economic and revenue forecasts in order to promote prudent management of the King County budget. The Office also provides expertise on the impact of the current and projected economic conditions on county finances, operations, and services.

OEFA is an independent agency of King County with no affiliation either to the Executive Office or to the King County Council, which enables the creation of unbiased forecasts by professional economists. OEFA's forecasts serve as the bases for the County Executive's preliminary budget preparation, budget proposal and Council adopted budget, and any budget amendments.

OEFA's product families are economic forecasts, additional projects (such as collaborative analysis for county policy), and outreach (such as the OEFA website, Regional Economics and Forecasting Forum, and resources for ESJ analysis). Its customers for these products are the King County Office of Performance, Strategy and Budget (PSB), the County Executive and County Council, various departments within the County, other economic forecasting organizations and agencies, and the residents of King County.

2017-2018 Problems, Opportunities and Priorities

The one issue in OEFA's budget for 2017-2018 is an increase in funds for expenses categorized as supplies/books/subscriptions. These expenses include print and digital subscriptions, as well as regional and national data sources, all of which provide critical information needed for the production of the Office's forecasts.

Alignment with Executive Strategic Initiatives

Equity and Social Justice

In 2015-2016, OEFA has continued its involvement in King County's Equity and Social Justice Initiative (ESJ) and will extend that work into 2017-2018. The office's commitments include the following:

- Continue to incorporate ESJ principles in the forecasting work and continue its research efforts on county economic indicators.
- Develop forecasting presentations that include information on indicators across different margins (e.g. spatially across the county, across housing values, etc.).
- Serve as a resource in King County's efforts to better understand and enhance the determinants of equity by engaging with the ESJ Interagency Branch Team.
- Establish OEFA as a major resource for economic data/analysis that tracks King County's progress on achieving the objectives of ESJ.

Best Run Government

OEFA continues to operate on a relatively small budget, while expanding the scope and improving the quality of products it delivers. In addition to preparing and presenting two forecasts as required by the King County Charter, the office has provided a revised final forecast in August/September in order to provide the most up-to-date information for budget decision making. Since 2012, OEFA has more than doubled the number of tax revenue streams that it forecasts. In addition, OEFA continues to expand its role of providing cross-agency support and guidance related to revenue tracking, ad hoc forecasting and analysis, and other activities that are essential to county operations.

Despite OEFA's limited discretionary budget and its status as a non-revenue generating agency, it has been able to enhance County General Fund revenues via the sales tax miscode project. OEFA audits Washington State Department of Revenue data for misallocated sales taxes on a monthly basis. Recent work through the second quarter of 2016 indicates a cumulative recovery of \$160,431 in sales tax revenue. The total cumulative recovery since the project's inception in 2010 through the first two quarters of 2016 is \$1.5 million.

OEFA's work product encourages a growing and diverse King County by providing vital information that facilitates the wise use of County resources within the context of an ever-changing regional economy. In addition, OEFA focuses on delivering a high-quality, professional product that is responsive to the needs of the County and the community; contributing directly to the sound financial management of the County in order to build King County's long-term fiscal strength; and advancing public engagement by making OEFA's work accessible not only to offices within King County, but also to the community via the Web and through participation in outside activities.

2017-2018 Executive Proposed Operating Budget

OFFICE OF ECONOMIC AND FINANCIAL ANALYSIS (EN_A08700)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	982,047	0	2.5	0.0
Base Budget Adjustments	44,671	0	0.0	0.0
Decision Package Adjustments	(43,224)	0	0.0	0.0
2017-2018 Executive Proposed Budget	983,494	0	2.5	0.0
2017-2018 Executive Proposed Ordinance	984,000	0	2.5	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Subscriptions, estimated increases Increases the proposed budget for data services and periodicals to which OEFA subscribes. Cost increases, based on past increases by publishers, are estimated at 5% per year.	2,500	0	0.0	0.0
Central Rate Adjustments	(45,724)	0	0.0	0.0
Total Decision Package Adjustments	(43,224)	0	0.0	0.0

ADMINISTRATIVE AGENCIES

This section covers a group of cost centers that do not belong to any one particular department. Budgets in this category include the transfer to the Cultural Development Authority (CDA), Federal Lobbying, the Miscellaneous Grants fund, Memberships and Dues, and the State Auditor. Listed below are the 2017-2018 Proposed Budgets for these agencies.

Cultural Development Authority - \$6,396,000 Expenditure

This appropriation transfer funds to 4Culture, which is the County's Cultural Development Authority (CDA). In 2017-2018, the transfer will fund the one percent for Art program and the management of the County's art collection. This request includes a contingency to transfer funds to 4Culture to be used if the County sells General Fund owned property or if new capital projects are approved during the biennium generating additional contributions for the one percent for Art program. This appropriation request is less than in prior years because the County will not be receiving lodging tax revenues again until 2021. Under state law, the lodging tax revenue will be used to pay off CenturyLink Field debt from 2016 to 2020.

Federal Lobbying - \$520,000 Expenditure

The 2017-2018 Proposed Budget to fund Federal Lobbying is a contract extension for lobbying contract costs, and reflects the County Executive and King County Council collaborating to share a single lobbying firm. The contract is budgeted at 2015 – 2016 level.

Grants Fund - \$32,257,763 Expenditure / 53.89 FTEs

King County is projected to receive an estimated \$29 million of new grant awards into the Miscellaneous Grants Fund in the 2017-2018 biennium. The Proposed Budget includes a request for anticipated funding for new or expanded grants, and for funds remaining in existing grants. Budget appropriations for grants expire at the end of the budget period and are no longer carried over. Agencies and PSB will engage in a zero-base budget process in the next budget period to ensure that grant appropriations are updated and current.

Memberships and Dues - \$1,553,739 Expenditure

This appropriation funds the County's membership dues in the Puget Sound Regional Council, National Association of Counties, Washington Association of County Officials, Washington State Association of Counties, and support for economic development organizations. Additionally, funding for the Ethnic Heritage Council and HistoryLink is proposed. The table below provides detail for each contribution.

Organization Name	Amount
National Association of Counties (NACO)	\$77,250
Puget Sound Regional Council (PSRC)	\$72,758
Washington Association of County Officials (WACO)	\$462,291
Washington State Association of Counties (WSAC)	\$461,440
Economic Development Organizations	\$350,000
Ethnic Heritage Council	\$20,000
HistoryLink	\$110,000
Total	\$1,553,739

State Auditor - \$2,097,679 Expenditure

The State Auditor 2017-2018 budget increased by \$124,533, which is driven by an increase in total hours and an hourly rate increase compared to the prior biennium. This rate change comes in response to two major factors: a COLA increase for state audit staff and an increase in hours in response to feedback the County provided as part of the State Auditor's Office Perception Survey.

2017-2018 Executive Proposed Operating Budget CULTURAL DEVELOPMENT AUTHORITY (EN_A30100)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	57,596,322	57,596,322	0.0	0.0
Base Budget Adjustments	(54,693,000)	(54,693,000)	0.0	0.0
Decision Package Adjustments	3,492,678	3,492,678	0.0	0.0
2017-2018 Executive Proposed Budget	6,396,000	6,396,000	0.0	0.0
2017-2018 Executive Proposed Ordinance	6,396,000	6,396,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Direct Service Changes				
(DS_001) 1% For Art Program Contribution Increase the 1% for Art Program contribution to \$3,911,000 based on proposed capital projects.	1,911,000	1,911,000	0.0	0.0
Technical Adjustments				
(TA_001) Contingent Budget Authority Provide contingent budget authority to transfer funds to 4Culture related to the potential sale of General Fund owned property and for contributions to the 1% for Art program expected in the mid-biennium ordinance.	1,565,000	1,565,000	0.0	0.0
(TA_050) Revenue Adjustments Increase budgeted General Fund revenue by inflation to support the management of the County's art collection.	0	16,678	0.0	0.0
(TA_100) Status Quo Adjustment Adjust for the inflationary increase of managing the County's art collection.	16,678	0	0.0	0.0
Central Rate Adjustments	0	0	0.0	0.0
Total Decision Package Adjustments	3,492,678	3,492,678	0.0	0.0

**2017-2018 Proposed Financial Plan
CDA Fund /000001170, 1171, 1172**

Category	2015-2016 Estimated¹	2017-2018 Proposed Budget²	2019-2020 Projected³	2021-2022 Projected³
Beginning Fund Balance	1,067,005	2,558,464	2,058,464	2,058,464
Revenues				
Hotel/Motel Lodging Tax ⁴	25,203,633	-	-	26,252,742
General Fund Support ⁵	528,452	520,000	545,099	572,804
1% for Art Contributions	2,652,936	3,911,000	4,099,776	4,345,762
Bond Proceeds ⁶	28,788,531	-	-	-
Other/Contingency ⁷	135,648	1,965,000	-	-
Total Revenues	57,309,200	6,396,000	4,644,875	31,171,308
Expenditures				
Transfer to 4Culture	(28,385,021)	(4,431,000)	(4,644,875)	(31,171,308)
Building For Culture Transfer ⁶	(26,017,720)	-	-	-
Forecast Contingency ⁷		(1,965,000)		
Total Expenditures	(54,402,741)	(6,396,000)	(4,644,875)	(31,171,308)
Estimated Underexpenditures				
Other Fund Transactions				
GAAP Adjustment Budgetary Fund Balance	(1,415,000)			
Bond Proceeds Transfer to HPP ⁸		(500,000)		
Total Other Fund Transactions	(1,415,000)	(500,000)	-	-
Ending Fund Balance	2,558,464	2,058,464	2,058,464	2,058,464
Reserves				
Barn Again Reserve ⁸	(500,000)	-		
Preservation Action Fund ⁹	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Total Reserves	(2,500,000)	(2,000,000)	(2,000,000)	(2,000,000)
Reserve Shortfall	-	-	-	-
Ending Undesignated Fund Balance	58,464	58,464	58,464	58,464

Financial Plan Notes

¹ 2015-2016 Estimated is forecast based on revenue and expenditures from EBS and are consistent with the Budgetary Fund Balance figures published by FBOD.

² 2017-2018 Proposed Budget is consistent with expenditure and revenue data from Hyperion.

³ Outyear General Fund and 1% for Art Contributions are assumed to increase by Seattle CPI-W.

⁴ The County will not receive lodging tax revenue from 2016 through 2020. Lodging tax receipts will resume in 2021 with 37.5% of the total dedicated to arts and culture.

⁵ The General Fund transfers cash to 4Culture to support the stewardship of the county's art collection.

⁶ The CDA received bond proceeds in 2015 for the Building for Culture program. The majority of those proceeds will be transferred to 4Culture by the end of 2016.

⁷ The contingency in 2017-2018 provides authority to transfer revenue to 4Culture derived from the sale of General Fund owned properties and additional 1% for art contributions.

⁸ The Building 4Culture bonds included \$500,000 for the Barn Again program administered by DNR. The bond proceeds will be moved to DNR when expenditures are incurred.

⁹ The Building 4Culture bonds included \$2,000,000 for the Preservation Action Fund. The bond proceeds will be moved to 4Culture when the program is approved by Council.

This plan was updated by Aaron Rubardt on 9/1/2016.

2017-2018 Executive Proposed Operating Budget FEDERAL LOBBYING (EN_A64500)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	520,000	0	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	0	0	0.0	0.0
2017-2018 Executive Proposed Budget	520,000	0	0.0	0.0
2017-2018 Executive Proposed Ordinance	520,000	0	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

2017-2018 Executive Proposed Operating Budget SHERIFF GRANTS (EN_A20300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	5,282,498	5,282,500	2.0	0.0
Base Budget Adjustments	(188,510)	(140,000)	0.0	0.0
Decision Package Adjustments	(2,064,264)	(2,112,776)	0.0	0.0
2017-2018 Executive Proposed Budget	3,029,724	3,029,724	2.0	0.0
2017-2018 Executive Proposed Ordinance	3,030,000	3,030,000	2.0	0.0

Notes

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2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenues - Sheriff's Office Adjusts Sheriff's Office Grant Fund revenues for projected grants in the 2017-18 biennium.	0	3,029,724	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Sheriff's Office Adjusts Sheriff's Office expenditures for projected grants in the 2017-18 biennium.	2,507,968	0	0.0	0.0
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections for current and anticipated grant revenues in the 2017-18 biennium.	0	(5,142,500)	0.0	0.0
(TA_103) Clear Expenditure Accounts This clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(4,580,978)	0	0.0	0.0
Central Rate Adjustments	8,746	0	0.0	0.0
Total Decision Package Adjustments	(2,064,264)	(2,112,776)	0.0	0.0

2017-2018 Executive Proposed Operating Budget EXECUTIVE ADMINISTRATION GRANTS (EN_A40300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	3,318,025	3,318,030	6.0	2.0
Base Budget Adjustments	155,387	0	0.0	0.0
Decision Package Adjustments	2,192,077	2,347,458	2.0	(2.0)
2017-2018 Executive Proposed Budget	5,665,488	5,665,488	8.0	0.0
2017-2018 Executive Proposed Ordinance	5,666,000	5,666,000	8.0	0.0

Notes

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3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenues - Department of Executive Services Adjusts the Department of Executive Services Grant Fund revenue for projected grants in the 2017-18 biennium.	0	5,665,488	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Department of Executive Services Adjusts the Department of Executive Services Grant Fund expenditures for projected grants in the 2017-18 biennium.	3,684,212	0	0.0	0.0
(TA_004) Convert two OEM TLTs to FTEs Converts two Department of Executive Services, Office of Emergency Management positions from TLT to FTE status, in accordance with audit recommendation.	0	0	2.0	(2.0)
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections in current and anticipated grant revenues for the 2017-18 biennium.	0	(3,318,030)	0.0	0.0
(TA_103) Clear Expenditure Accounts Clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(1,509,240)	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget
EXECUTIVE ADMINISTRATION GRANTS (EN_A40300)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	17,105	0	0.0	0.0
Total Decision Package Adjustments	2,192,077	2,347,458	2.0	(2.0)

2017-2018 Executive Proposed Operating Budget PROSECUTOR GRANTS (EN_A50300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	2,749,993	2,750,000	0.7	0.0
Base Budget Adjustments	(2,569,141)	(2,750,000)	0.0	0.0
Decision Package Adjustments	2,662,148	2,843,000	0.0	0.0
2017-2018 Executive Proposed Budget	2,843,000	2,843,000	0.7	0.0
2017-2018 Executive Proposed Ordinance	2,843,000	2,843,000	0.7	0.0

Notes

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3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenue - Prosecuting Attorney's Office Adjusts the Prosecuting Attorney's Office Grant Fund Revenues for projected grants in the 2017-18 biennium.	0	2,843,000	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Prosecuting Attorney's Office Adjusts the Prosecuting Attorney's Office Grant Fund Expenditures for projected grants in the 2017-18 biennium.	2,662,148	0	0.0	0.0
Total Decision Package Adjustments	2,662,148	2,843,000	0.0	0.0

2017-2018 Executive Proposed Operating Budget SUPERIOR COURT GRANTS (EN_A51300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	9,292,743	9,293,000	37.7	0.0
Base Budget Adjustments	803,373	240,000	2.5	0.0
Decision Package Adjustments	(740,116)	(177,000)	0.0	0.0
2017-2018 Executive Proposed Budget	9,356,000	9,356,000	40.2	0.0
2017-2018 Executive Proposed Ordinance	9,356,000	9,356,000	40.2	0.0

Notes

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Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenues - Superior Court Adjusts Superior Court's Grant Fund revenues for projected grants in the 2017-18 biennium.	0	9,356,000	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Superior Court Adjusts Superior Court's Grant Fund expenditures for projected grants in the 2017-18 biennium.	1,148,860	0	0.0	0.0
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections in current and anticipated grant revenues for the 2017-18 biennium.	0	(9,533,000)	0.0	0.0
(TA_103) Clear Expenditure accounts Clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(1,829,580)	0	0.0	0.0
Central Rate Adjustments	(59,396)	0	0.0	0.0
Total Decision Package Adjustments	(740,116)	(177,000)	0.0	0.0

2017-2018 Executive Proposed Operating Budget ELECTIONS GRANTS (EN_A53590)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,595,981	1,595,981	0.0	0.0
Base Budget Adjustments	1	1	0.0	0.0
Decision Package Adjustments	(995,982)	(995,982)	0.0	0.0
2017-2018 Executive Proposed Budget	600,000	600,000	0.0	0.0
2017-2018 Executive Proposed Ordinance	600,000	600,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenue - Elections Adjusts Elections' Grant Fund revenue for projected grants in the 2017-18 biennium.	0	365,000	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Elections Adjusts Elections Grant Fund expenditures for projected grants in the 2017-18 biennium.	600,000	0	0.0	0.0
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections in current and anticipated grant revenues for the 2017-18 biennium.	0	(1,360,982)	0.0	0.0
(TA_103) Clear Expenditure Accounts Clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(1,595,982)	0	0.0	0.0
Central Rate Adjustments	0	0	0.0	0.0
Total Decision Package Adjustments	(995,982)	(995,982)	0.0	0.0

2017-2018 Executive Proposed Operating Budget JUDICIAL ADMINISTRATION GRANTS (EN_A54300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	325,361	325,354	2.0	0.0
Base Budget Adjustments	13,880	5,896	0.0	0.0
Decision Package Adjustments	310	8,301	0.0	0.0
2017-2018 Executive Proposed Budget	339,551	339,551	2.0	0.0
2017-2018 Executive Proposed Ordinance	340,000	340,000	2.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_002) Projected Biennial Grant Revenues - Judicial Administration Adjusts Judicial Administration's Grant Fund revenues for projected grants in the 2017-18 biennium.	0	339,551	0.0	0.0
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections in current and anticipated grant revenues for the 2017-18 biennium.	0	(331,250)	0.0	0.0
(TA_103) Clear Expenditure Accounts Clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(26)	0	0.0	0.0
Central Rate Adjustments	336	0	0.0	0.0
Total Decision Package Adjustments	310	8,301	0.0	0.0

2017-2018 Executive Proposed Operating Budget PUBLIC DEFENSE 214 GRANTS (EN_A95300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	2,687,977	2,687,970	1.0	0.0
Base Budget Adjustments	(294,071)	0	(1.0)	0.0
Decision Package Adjustments	2,030,094	1,736,030	1.0	0.0
2017-2018 Executive Proposed Budget	4,424,000	4,424,000	1.0	0.0
2017-2018 Executive Proposed Ordinance	4,424,000	4,424,000	1.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Technical Adjustments				
(TA_001) Add Grants Position Adds the DPD Grants position plus additional expenditure to match expected revenue.	613,862	0	1.0	0.0
(TA_002) Projected Biennial Grant Revenues - Public Defense Adjusts Public Defense's Grant Fund revenues for projected grants in the 2017-18 biennium.	0	4,424,000	0.0	0.0
(TA_003) Projected Biennial Grant Expenditures - Public Defense Adjusts Public Defense's Grant Fund expenditures for projected grants in the 2017-18 biennium.	3,809,970	0	0.0	0.0
(TA_101) Clear Revenue Accounts Clears revenue accounts for input of new projections in current and anticipated grant revenues for the 2017-18 biennium.	0	(2,687,970)	0.0	0.0
(TA_103) Clear Expenditure Accounts Clears non-labor, non-central-rate expenditure accounts for input of anticipated expenditures in the 2017-18 biennium.	(2,306,466)	0	0.0	0.0

**2017-2018 Executive Proposed Operating Budget
PUBLIC DEFENSE 214 GRANTS (EN_A95300)**

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	(87,272)	0	0.0	0.0
Total Decision Package Adjustments	2,030,094	1,736,030	1.0	0.0

2017-2018 Executive Proposed Operating Budget NON DEPARTMENTAL GRANTS (EN_A99300)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	6,000,000	6,000,000	0.0	0.0
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	0	0	0.0	0.0
2017-2018 Executive Proposed Budget	6,000,000	6,000,000	0.0	0.0
2017-2018 Executive Proposed Ordinance	6,000,000	6,000,000	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.

2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.

3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Central Rate Adjustments	0	0	0.0	0.0
Total Decision Package Adjustments	0	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget MEMBERSHIPS AND DUES (EN_A65000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,543,024	0	0.0	0.0
Base Budget Adjustments	(30,000)	0	0.0	0.0
Decision Package Adjustments	40,715	0	0.0	0.0
2017-2018 Executive Proposed Budget	1,553,739	0	0.0	0.0
2017-2018 Executive Proposed Ordinance	1,554,000	0	0.0	0.0

Notes

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2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Memberships and Dues Increase Add inflationary increase for the County's various memberships and dues which average 6 percent for the biennium.	40,715	0	0.0	0.0
Total Decision Package Adjustments	40,715	0	0.0	0.0

2017-2018 Executive Proposed Operating Budget STATE AUDITOR (EN_A61000)

Operating Budget Summary	Expenditures	Revenues	Reg FTE	TLT
2015-2016 Revised Budget	1,973,146	0	0.0	0.0
Base Budget Adjustments	19,596	0	0.0	0.0
Decision Package Adjustments	104,937	0	0.0	0.0
2017-2018 Executive Proposed Budget	2,097,679	0	0.0	0.0
2017-2018 Executive Proposed Ordinance	2,098,000	0	0.0	0.0

Notes

1. The 2015-2016 Revised Budget equals the 2015-2016 Adopted Biennial Budget plus all Adopted Supplementals as of the publication of this document.
2. Base Budget Adjustments include the removal of one-time changes from the Revised Budget, the annualization of mid-biennial supplemental changes and the increase of personnel budgets to 2017-2018 rates. Personnel budgets reflect projected 2017-2018 salary and benefit rates, current position classifications, and step/merit increases.
3. The Executive Proposed Budget is the sum of the Revised Budget, Base Budget Adjustments and Decision Package Adjustments. All FTEs / TLTs are rounded to the nearest 1/10th of a position and in some cases, rounded numbers may not add up to the FTE/TLT totals in Executive Proposed. In the Executive Proposed Ordinance, expenditure and revenue totals are rounded up to the nearest 1,000 and FTEs and TLTs are rounded up to the maximum monthly FTEs / TLTs in the Biennium.

Decision Package Adjustment Detail	Expenditures	Revenues	Reg FTE	TLT
Administrative Service Changes				
(AC_001) Increase in Hours and Hourly Rate Increase total hours by 2.4% and hourly rate by 3.8% from last biennium. This rate change comes in response to two major factors: a COLA increase for state audit staff and the feedback from the County provided as part of the State Auditor's Office Perception Survey.	104,250	0	0.0	0.0
Central Rate Adjustments	687	0	0.0	0.0
Total Decision Package Adjustments	104,937	0	0.0	0.0