



## SNOHOMISH COUNTY 1999-2004 CAPITAL PLAN

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(Prepared March, 1999, and Incorporating Planning Commission Recommendations)

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## **1999-2004 CAPITAL PROGRAM**

This document is Snohomish County's capital facilities plan and the six-year financing plan for the 1999-2004 time frame. It accomplishes several objectives. The plan is an update of the 1995-2000 and 1998-2003 Capital Facilities Plans adopted in June, 1995, and August, 1998, respectively. It provides a multi-year look at the strategies and financing requirements for major capital programs to be undertaken by Snohomish County, many in collaboration with state agencies and other local jurisdictions.

This plan represents a further evolution of the county's capital facility planning effort under the Growth Management Act. One of the statutory requirements for GMA comprehensive plans is that they contain a capital facilities element, which serves as a major implementing mechanism for the land use element. Snohomish County's GMA Comprehensive Plan was adopted in 1995 and included the *1995-2000 Capital Facility Plan* as that required element. The *General Policy Plan*, the central document of Snohomish County's GMA Comprehensive Plan, calls for updating the capital facilities element every two years. In 1996 voters approved a modification to the County charter that called for a balanced six year capital plan to be prepared annually. This document fulfills both the GPP policy direction and the charter requirement implemented in Chapter 4.26 Snohomish County Code.

Snohomish County's pre-GMA capital improvement plans contained cursory cost data, and no maintenance and operation costs. In order to wisely allocate future dollars, a more detailed review of projects and associated operating costs is necessary. Snohomish County sees a strong link between operating and capital budgets. An initial attempt has been made to examine operating costs associated with new facilities in order to assess financial impacts on operating budgets. Put more simply, the County wants to insure it can afford to operate new facilities once they are constructed.

Since the Growth Management Act focuses on facilities, there is an opportunity to look at how changes in service delivery might be made, in order to avoid constructing new facilities. This approach was introduced in the *1995-2000 Capital Plan*, and will be developed further in this document and in future capital plans.

It is hoped the material contained in this document will be of assistance in future capital planning in Snohomish County. Detailed sheets for requested projects are available from the Finance Department for those who may wish additional detail beyond that provided in the narrative.

### **I. GENERAL FINANCING STRATEGIES**

After reviewing the extensive list of capital requests submitted by departments, and comparing them with anticipated revenues, it is apparent that financing capital needs will be challenging in future years. In response, the *Capital Plan* adopts the following five general strategies.

*General Strategies*      Looking across all department lines, the plan calls for: 1.) Non-“brick & mortar” solutions be utilized wherever possible; 2.) Similar departmental capital

needs be combined wherever possible for efficiencies and cost savings; 3.) Consider stretching Real Estate Excise Tax dollars by issuing intermediate term bonds; 4.) Existing facilities be fully utilized prior to the purchase, or construction of new facilities; 5.) Revenue generating activities (Evergreen Fair) move to funding capital improvements from receipts, rather than relying on Real Estate Excise Tax or General Fund revenues.

Snohomish County's six year capital financing plan hinges on specific policies in the areas of Real Estate Excise Taxes, voter approved issues, statutory changes, and funding strategies. These policies are presented in the sections below.

*Real Estate Excise*

During 1999 budget deliberations, the Snohomish County Council recommended adoption of six new Real Estate Excise Tax policies. The policies below will be formally adopted as part of modified fiscal goals and policies.

- 1.) Total debt service financed by Real Estate Excise Taxes (REET), should amount to no more than 50% of total REET revenues;
- 2.) Up to 75% of the available revenues from either REET 1, or REET 2 may be used for debt service, so long as the total used for debt repayment does not exceed 50%.
- 3.) A reserve equal to either \$500,000, or 20% of total indebtedness, whichever is higher, should be established from REET 1 dollars;
- 4.) Future budgets should include the following allocations: \$500,000 in REET 2 for surface water management and related endangered species projects; \$500,000 in REET 1 or 2 for direct endangered species projects; and \$500,000 in REET 1 for building repair and remodeling projects;
- 5.) When actual REET revenues exceed budget estimates, excess funds should be appropriated in the next year's budget cycle. The first use of excess funds should be to meet reserve requirements, followed by early retirement of outstanding debt; and
- 6.) Projects financed with REET funds should be for terms that are: a.) No longer than the usable life of the project, and b.) For shorter terms if the County is close to the 50% debt limit.

*Voted Issues*

The 1999-2004 Capital Plan proposes one voter approved issue, funded by sales tax increases: Construction of a new justice center complex that includes space for incarcerations and other law and justice departments. This project is presently being scoped, and a possible election date has not been determined.

*Law Changes*

It is projected the County will have significant demands for corrections facilities during the next six years. In order to meet new State sentencing mandates, voter approved incarceration initiatives, and general population growth, it is recommended that the State or Federal government fund 75% of the cost of new corrections facilities. Additionally, new revenue sources authorized by the State or Federal government should be considered for construction and/or operation of corrections facilities.

*Financing Method*

In order to stretch limited capital dollars, as well as minimize bond covenants that may limit County options, this plan adopts the following policies: 1.) Capital plans normally be financed for the life of the improvement, or ten years, in the case of Real Estate Excise Taxes when the 50% limit is approached; 2.) Since the County has ample unused debt capacity, future airport, surface water, and other potential revenue bond issues be considered as general obligation offerings. Solid Waste capital funding would need to be evaluated separately, with input from bond counsel and underwriters of existing offerings.

*1999 Strategies*

Several significant debt issues are planned for 1999. The County will be issuing long term debt for the following types of projects:

- 1.) Long-term financing for projects where interim/short term borrowings have taken place;
- 2.) Major facilities and radio purchases associated with 800 megahertz emergency communications system;
- 3.) Construction of private hangars and other capital projects at Paine Field; and
- 4.) Miscellaneous other computer systems and projects.

The table below provides more specifics about anticipated 1999 debt issues.

FIGURE 1: ESTIMATED 1999 LONG TERM BONDING

Class/Project	Estimated Amount	Term
<i>Long Term Financings:</i>		
GIS Phase III	\$3,000,000	9 Years
<i>800 Megahertz:</i>		
Infrastructure & Base Radios	\$16,465,000	15-20 Years
EMS Radios	\$235,000	5-7 years
<i>Airport:</i>		
Hangar Facilities (Kilo)*	\$46,000,000	15-20 Years
Chenault Beach/Harbor Point Intersection*	\$500,000	15-20 Years
Northwest Territories*	\$2,000,000	15-20 Years
Chenault Beach Road Park and Ride*	\$700,000	15-20 Years
Building C-3	\$1,170,000	15-20 Years
<i>Other Projects:</i>		
Auditor's Imaging System (Hart Systems)	\$500,000	5-7 Years
Auditor's Office Relocation	\$1,850,000	15-20 Years
Parks & Recreation – Athletic Fields-Land	\$1,000,000	15-20 Years
Sheriff- Gun Works Purchase	\$1,260,000	15-20 Years
<b>GRAND TOTAL</b>	<b>\$74,680,000</b>	

\* These projects were not appropriated in the 1999 budget. These will be appropriated upon finalization of the financing plan, subject to council approval.

**II. CAPITAL PLANS AND REASONS FOR PREPARING**

This capital facilities plan is a document that provides a multi-year list of proposed major capital expenditures and associated operating costs for the County. Snohomish County's 1995-2000

*Capital Plan* first attempted to project needs for major construction, land acquisition, and equipment to the year 2012, but particularly for the next six years into the future. The plan then provides a set funding strategy for the current fiscal year (reflecting concurrent budget decisions), and projected funding scenarios for the succeeding five years.

Long-range facility planning requires accurate population forecasting for the county, as well as policy direction concerning appropriate service levels for various facility types. Since the advent of the GMA, this level of analysis is now expected of cities and counties planning under its mandates. This document sets ranges for facility service guidelines that are used in projecting long-range facility needs.

Prior to the GMA the reasons for preparing a capital plan normally fell into five areas: 1.) It provides policy makers with a current and future vision of the capital needs each department sees for itself; 2.) It provides a mechanism for assessing both the programmatic and financial ramifications of funding or not funding particular programs; 3.) It provides a means of assessing future maintenance and operating costs, and their impacts upon the County's future finances; 4.) It provides an opportunity to combine similar projects across departmental lines; and 5.) It provides a "level playing field" for prioritizing projects, and determining how scarce financial resources will be utilized.

Since the adoption of growth management legislation by the State in 1990, the County is now required to establish funding plans for transportation and other capital facilities which serve development for a six-year time period. The law established significant requirements for facilities planning, and capital improvement financing first addressed by Snohomish County in the *1995-2000 Capital Plan*.

At the County level, a new capital planning requirement was approved by voters as part of the scheduled 1996 charter review. Snohomish County is now required to annually present a six year capital plan as part of the budget process. In order to avoid duplicate processes, this plan will fulfill this new charter requirement.

*Relation to Comp Plan* The predecessor to this capital plan was first adopted as part of the County's GMA Comprehensive Plan in 1995. The companion *General Policy Plan* provides the goal and policy framework for this capital plan and other components of the capital facilities element.

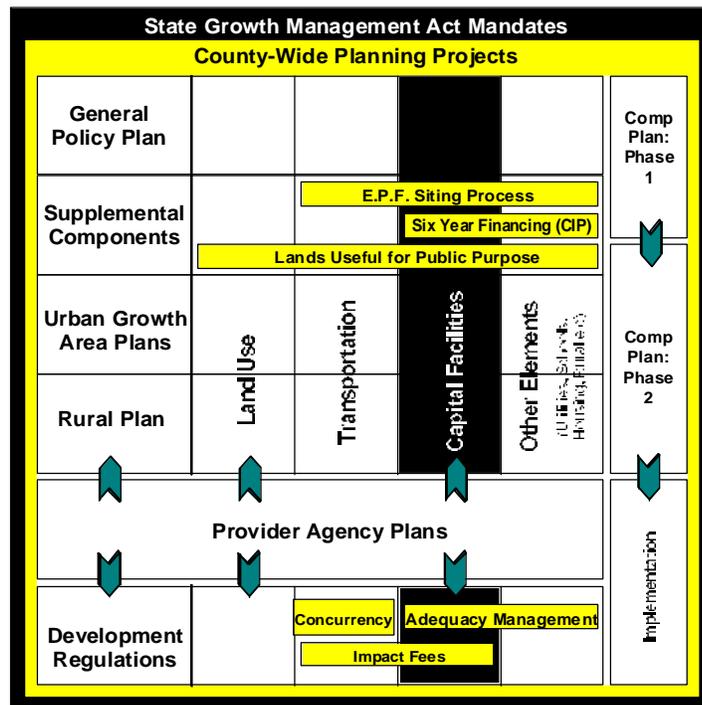
For the sake of efficiency, and in order to avoid running duplicate capital planning processes, the County is again electing to combine its six-year capital improvement program and a longer term plan for County-owned capital facilities into a single capital plan. This document presents capital planning initiatives for all County departments and divisions.

*Relation to GMA* Statutory capital facilities planning requirements are codified in RCW 36.70A.070. This section of the Growth Management Act calls for the following elements to be contained in a capital facilities plan: 1.) An inventory of capital facilities; 2.) A forecast of future needs for such facilities; 3.)

The proposed locations and capacities of expanding new facilities; 4.) A six-year financing plan.

The first two elements of the capital facilities plan, the inventory summary data and forecasts of future needs for county-provided facilities are contained in the report *Capital Facilities Requirements 1994-99 (and to 2013)* prepared by Henderson, Young & Company in March of 1994. Parks inventory information has been updated since that time, and is reflected in new inventory summary data and service guidelines and ranges contained in the parks section of this document. It is expected that the inventory data and analysis for other county facilities will be periodically up-dated as future capital plans are prepared. Proposed strategies for dealing with siting and capacities of new facilities, along with a six-year financing plan, will be presented in this document.

FIGURE 2: GROWTH MANAGEMENT PLAN - CAPITAL FACILITIES ELEMENT



Snohomish County’s capital plan is an integral part of its GMA Comprehensive Plan. Figure 1 illustrates graphically how this capital plan relates to other components of the County’s GMA Comprehensive Plan.

It should be noted that the total capital facilities and utilities elements include several other companion documents which address important facilities provided by other agencies. These companion documents cover facilities inventory and plan information for schools, parks, sewer, water, energy, emergency service facilities, and telecommunications. These associated capital planning efforts are in various stages of development. Their completion is not

expected before the conclusion of the County's second phase of growth management comprehensive planning.

*Related Documents*

The 1999-2004 Capital Plan draws on a number of existing departmental master plans, and several revised or new plans currently in the drafting stages. Existing master plans whose elements have been folded into the current plan include: 1.) *Comprehensive Parks & Recreation Plan* (1993; updated county inventory through May, 1997), *Fairgrounds Master Plan* (1994), *Corrections Space Study* (1989), *Office Space Study* (1989), *Solid Waste Management Plan*, *Capital Facilities Revenue Options* (1994), and the previously cited *Capital Facilities Requirements 1994-99 (and to 2013)* (1994) prepared by Henderson, Young & Company.

Additionally, the *Transportation Needs Report* completed in 1995, discusses transportation capital planning in greater detail. This document also provides information about mitigation fee calculations. Transportation project information is derived from the County's six year transportation improvement program (TIP), which is updated annually and most recently in 1997. The recently completed Airport Master Plan update was also called upon for support information in this updated document.

*Capital Project Types*

The 1999-2004 Capital Plan, as the 1995-2000 Capital Plan before it, divides projects into three broad categories: 1.) General Governmental; 2.) Transportation; and 3.) Proprietary. General Governmental activities are primarily tax and user fee supported. Departments discussed in the General Governmental section include: Superior Court, District Court, County Clerk, Juvenile Court, Sheriff, Prosecuting Attorney, Corrections, Medical Examiner, Human Services, Planning, Parks & Recreation, Assessor, Auditor, Finance, Treasurer, and Facilities Management.

Transportation plans include Airport and surface transportation. Although state growth management legislation calls for the transportation element to be examined as a separate category, summary information for transportation is also included in this document to facilitate a comprehensive look at the County's capital financing needs.

Proprietary activities rely primarily on fees generated from the sale of goods and services for their operations. The proprietary section will discuss Surface Water and Solid Waste. While the Airport is also a proprietary activity, due to statutory considerations, it is discussed as part of the transportation section.

*Funding Capital*

Capital funding for all three categories emanates primarily from operating revenues, grants, local improvements districts, late comer fees, and mitigation fees contributing sums towards capital construction. General governmental, transportation, and proprietary operations all use such debt financing strategies as bonding and leasing to help fund improvements. It is

strategies as bonding and leasing to help fund improvements. It is at this juncture that the similarities between general governmental and proprietary capital projects diverge.

In Washington State it is generally easier to fund proprietary capital improvements than it is general governmental improvements. Should a Council decide it is in a municipalities' best interest to carry out a proprietary improvement, it may unilaterally elect to increase charges for commodities like surface water, solid waste tipping fees, or airport leases. In the general governmental area, however, Washington State Law limits: 1.) The sources municipalities can use to raise funds for capital improvements; 2.) The tax rates that can be charged to raise funds for capital improvements; and 3.) The amount of general obligation debt (capacity) that can be issued to raise funds for capital improvements.

Another complicating factor in general governmental capital funding is reliance on voter approved funding. The *1999-2004 Capital Plan* proposes the use of voter approved funding over the next six years. This creates a great uncertainty regarding if, and when, certain improvements will take place.

*Capital Plan Process*

As part of the comprehensive planning program undertaken in response to the Growth Management Act, a study of county facilities concentrating on facility service guidelines was conducted by Henderson, Young & Company in 1993/1994. Utilizing inventory data provided by the departments, as well as existing population estimates provided by Planning, existing facility service guidelines for all county facilities were estimated. Preferred service guidelines were also suggested by the operating departments. Both existing and preferred service guidelines, together with forecasts of future population, were then used to forecast future capital facility needs. The results of this analysis are contained in the report *Capital Facility Requirements 1994-99 (and to 2013)*. The report functions as the inventory of capital facilities and the forecast of future needs for facilities, two required components of the capital facilities element.

Inventory data and the facility guidelines (ranges) for parks have been updated as part of the 26A program conversion process now under way. Updating of roads inventory and needs analysis by Public Works has also occurred since 1994. However, the Henderson -Young report continues to provide the foundation for determining need for many county facilities. At the time when the county's GMA planning horizon moves out beyond the year 2012, a complete update of that analysis and report should be conducted.

The process for developing the County's Capital Plan is integrally related to annual budget development. During the first six months of 1998 departments submitted a wide variety of requests for capital dollars. This information was transmitted to Finance, who updated the data base and worked with depart-

ments over the next few months to refine figures and develop improved maintenance and operation costs.

In late summer the County Executive developed a recommended 1999 capital plan for presentation to the Council as part of the 1999 budget. The complete plan was drafted in December, and is scheduled for Planning Commission review in February, 1999, with formal Council Adoption scheduled by March.

*Service Guidelines*

The previously referenced study by Henderson, Young and Company developed measures to function as facility service guidelines for each major category of county-owned facility. Together with future population forecasts, these facility service measures produce an indication of future facility needs at both existing and department-preferred levels. At the conclusion of that study, a concern emerged over the ability and desirability of setting specific facility service targets. This led County staff to consider alternative means of applying the service guidelines concept to facility planning.

The approach adopted in the first capital plan, which has been retained in this one, addresses these concerns while remaining within the spirit of the Growth Management Act. This approach involves the use of service *ranges* rather than single target numbers. This technique recognizes that facility capacity is usually added in large increments and that the service level may actually exceed the target for a period immediately after completion of a major project. Over time the service level will gradually decline (to the planned levels) as population growth occurs.

In many cases a facility's service level will fall below desirable guideline levels before the next project is brought on line. In reality, the service "meter" (like the fuel gauge in an auto) is always moving as population and capacity change. By using a value range, these dynamic fluctuations can be better accounted for than with a single value. This approach to service ranges has been used to develop the recommended plan described in Section VII of this document. Suggested ranges for each facility type are presented under the capital needs section for each department. As mentioned in the introduction, however, the County feels that changing the way services are delivered may be an appropriate approach to examine in an effort to reduce physical facility needs.

### **III. CAPITAL PLAN SUMMARY**

This section will present information about Snohomish County's capital plan for the 1999-2004 period, and discuss the County's 1999 plan in greater detail.

#### **1999-2004 Plan**

Snohomish County's 1999-2004 Capital Plan calls for expenditures of \$162 million in 1999 and has identified needs totaling sum \$660.3 million for the period 1999-2004. Figure 3 below presents requests for the entire six-year planning period.

FIGURE 3: TOTAL CAPITAL REQUESTS BY DEPARTMENT BY YEAR: 1999-2004

Department	1999	2000	2001	2002	2003	2004	Total 99-04
Airport	\$58,025,000	\$15,125,000	\$25,690,000	\$9,565,000	\$6,765,000	\$6,765,000	\$121,935,000
Assessor	\$0	\$0	\$1,140,250	\$0	\$0	\$0	\$1,140,250
Auditor	\$2,350,000	\$0	\$0	\$0	\$0	\$0	\$2,350,000
Clerk	\$54,000	\$75,000	\$500,000	\$0	\$0	\$0	\$629,000
Corrections	\$2,826,359	\$3,736,900	\$15,757,600	\$25,790,000	\$29,390,000	\$9,333,000	\$86,833,859
Debt Service	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Facilities Management	\$609,208	\$15,495,000	\$10,896,000	\$8,843,000	\$115,000	\$115,000	\$36,073,208
Information Services	\$2,126,000	\$3,260,600	\$2,210,000	\$2,180,000	\$3,110,000	\$3,200,000	\$16,086,600
Nondepartmental	\$3,077,057	\$0	\$0	\$0	\$0	\$0	\$3,077,057
Parks And Recreation	\$9,749,261	\$7,519,589	\$4,935,139	\$4,746,315	\$5,757,631	\$4,864,513	\$37,572,448
Planning	\$0	\$475,000	\$410,400	\$0	\$0	\$0	\$885,400
Public Works E R & R	\$3,692,200	\$3,096,885	\$5,083,459	\$7,224,557	\$5,356,155	\$4,645,168	\$29,098,424
Public Works Roads	\$54,326,000	\$50,187,000	\$45,600,000	\$36,507,000	\$39,045,000	\$38,154,000	\$263,819,000
Public Works Solid Waste	\$10,141,519	\$3,601,500	\$3,500,000	\$500,000	\$640,000	\$500,000	\$18,883,019
Public Works Surface Water	\$5,705,145	\$3,113,350	\$2,856,000	\$3,769,900	\$2,293,100	\$2,119,000	\$19,856,495
Sheriff	\$8,665,840	\$12,825,000	\$0	\$0	\$0	\$0	\$21,490,840
Treasurer	\$0	\$54,000	\$0	\$0	\$0	\$0	\$54,000
<b>Total Projects</b>	<b>\$161,847,589</b>	<b>\$118,564,824</b>	<b>\$118,578,848</b>	<b>\$99,125,772</b>	<b>\$92,471,886</b>	<b>\$69,695,681</b>	<b>\$660,284,600</b>

The overall magnitude of long range, county provided capital facility needs is broadly scoped in the Henderson -Young report. The methodology used in that report is adequate for producing general facility planning guidelines, but is not being adopted with this plan as prescriptive. Specific decisions on projects and services will be made during future capital budget and planning cycles in light of available funds and priorities as determined at that time. The guidelines referenced in this report are for planning purposes only, and do not serve as mandatory level of service standards. GMA based level of service standards are being adopted in this report only in the transportation arena, and there only where the phrase "level of service" is used.

As the County's Comprehensive Land Use Plan is refined through the Phase II UGA planning process, future capital needs for both county and other public facilities may become more quantifiable, and individual plans may be strengthened. Future capital plans should also be able to more fully address the impacts upon facilities of potential changes in the services delivered.

1999 Plan

Earlier it was mentioned that voter approved county charter changes in 1996 called for preparation of an annual six year capital plan. As part of this effort, a more detailed review of the plans and strategies for the coming year is in order. The full 1999 plan is presented in Appendix 5, and lists individual projects and funding sources.

The 1999 plan calls for some \$161.9 million in improvements. As noted earlier under the strategy section, present plans call for an issue to be placed before voters after 1999: construction of a satellite justice center.

**IV. GENERAL GOVERNMENTAL CAPITAL NEEDS**

General governmental capital projects amounting to \$33.7 million have been funded in 1999. Projects totaling \$235.8 million have been identified for the 1999-2004 time frame. The \$172 million represents projects that the County anticipates will be funded during the next six years. However, precise long-range determination of projects is difficult to make. Priorities may change as grant funding or other opportunities become available or known. Maintaining flexibility is essential in any realistic capital plan. As was discussed in the introductory section, both statutory restrictions and funding constraints will require annual updating of which projects should be funded in both the short and long term period.

Future general governmental funding scenarios are also clouded by two factors: First, the current plan calls for voter approved levy for a satellite justice center. If this issue is not approved by voters, how will these needs be carried out? In order to provide specific timing requirements for future voter approved bond issues, relevant dates for ordinance passage and election dates have been provided in the appendix.

FIGURE 4: GENERAL GOVERNMENTAL CAPITAL REQUESTS BY YEAR: 1999-2004

DeptName	1999	2000	2001	2002	2003	2004	Total 99-04
Assessor	\$0	\$0	\$1,140,250	\$0	\$0	\$0	\$1,140,250
Auditor	\$2,350,000	\$0	\$0	\$0	\$0	\$0	\$2,350,000
Clerk	\$54,000	\$75,000	\$500,000	\$0	\$0	\$0	\$629,000
Corrections	\$2,826,359	\$3,736,900	\$15,757,600	\$25,790,000	\$29,390,000	\$9,333,000	\$86,833,859
Debt Service	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Facilities Management	\$609,208	\$15,495,000	\$10,896,000	\$8,843,000	\$115,000	\$115,000	\$36,073,208
Information Services	\$2,126,000	\$3,260,600	\$2,210,000	\$2,180,000	\$3,110,000	\$3,200,000	\$16,086,600
Nondepartmental	\$3,077,057	\$0	\$0	\$0	\$0	\$0	\$3,077,057
Parks And Recreation	\$9,749,261	\$7,519,589	\$4,935,139	\$4,746,315	\$5,757,631	\$4,864,513	\$37,572,448
Planning	\$0	\$475,000	\$410,400	\$0	\$0	\$0	\$885,400
Public Works	\$3,692,200	\$3,096,885	\$5,083,459	\$7,224,557	\$5,356,155	\$4,645,168	\$29,098,424
Sheriff	\$8,665,840	\$12,825,000	\$0	\$0	\$0	\$0	\$21,490,840
Treasurer	\$0	\$54,000	\$0	\$0	\$0	\$0	\$54,000
<b>Total General Gov't</b>	<b>\$33,649,925</b>	<b>\$46,537,974</b>	<b>\$40,932,848</b>	<b>\$48,783,872</b>	<b>\$43,728,786</b>	<b>\$22,157,681</b>	<b>\$235,791,086</b>

The following pages contain preliminary recommendations for meeting future capital requirements for each department. Also presented are capital needs analyses for each department as developed in the Henderson -Young and other related studies. This presentation is premised upon the assumption that projects and funding levels may change.

Superior Court

Superior Court has identified major needs in the areas of information systems and court facilities. These requests are presently being reviewed by Facilities Management and Information Services as part of their customer service projects.

*Recommendation* First, that Superior Court examine ways of reducing capital requirements, such better utilization of space, including shared facilities. Second, that Real Estate Excise Taxes be utilized as the primary method for internally financing improvements. Third, that the County work with the State to provide capital funding sources where additional mandates or initiatives have substantially increased Superior Court expenses. And fourth, that the County pursue examination of a comprehensive law and justice center.

*Service Guidelines* The Snohomish County Superior Court is located in the County Courthouse on the Central Campus and at the Denney Juvenile Justice Center (DJJC). In 1993, the court had 13 courtrooms. During that year, 18,482 court cases were filed. By 1998, the court had 14 courtrooms, including three at DJJC. The number of cases filed increased to 25,182. The annual increase in the number of cases filed exceeds 7% per year.

Without changing service delivery methods, in order to maintain the 1993 service ratio the County would either need to build an additional six courtrooms by 2004 at a capital cost of nearly \$6.0 million, based on costs provided by Henderson Young & Company, county consultants, as provided in their 1993 report. The 1993 report called for construction of ten new courtrooms. However, since 1993 new courtrooms have been added at DJJC and one ex parte courtroom has been built at the courthouse. Construction inflation costs (10% annually) have been incorporated into the estimated costs for the six courtrooms. The cost per courtroom is based on design, construction, equipment, and furnishing costs for a typical 3,750 square foot courtroom, which includes judicial chambers, jury deliberation room and staff area. No further additions are planned until the new law and justice center discussed below is programmed, funded and completed.

As in the 1993 report, the assumption remains one courtroom/hearing room per judicial position (judge/hearing officer). Snohomish County Superior Court currently has 17 judicial positions. Effective April 1, 1999, it will have 18 judicial positions. Based on current case filings and 18 judicial positions, the court will have one judicial position per 1,469 cases filed. As a comparison, King County has one judicial position per 1,133 cases filed and Spokane County has one judicial position per 1,122 cases filed.

As of December 1998, on a population basis Snohomish County Superior Court has one judicial position per 31,678 residents. King County's figures are one judicial position per 28,140. Spokane County has one judicial position per 25,055.

The Superior Court Judicial Weighted Caseload Study, developed by the State's Office of the Administrator for the Courts (OAC), was last updated in December 1986. Since that time, significant legislative and citizen-initiative mandates have added to the Court's workload, without accurate assessment of the impacts. During 1999, Superior Court, Executive and Council staffs will work together to develop criteria for adding judicial positions.

*Long-Term Needs*

A substantial increase in the rate of criminal, juvenile offender and "Becca Bill" case filings over the general population growth has been experienced by Superior Court in recent years. Projecting this filings rate forward produces a significant need for additional new courtrooms and support space over those needed to respond to population growth during the next 15 years. Simply maintaining the 1993 ratio of courtrooms to cases would require the addition of six new courtrooms by the year 2004 if these projections are realized. The estimated total cost (in current dollars) for those additional courtrooms is \$6.7 million. Additional capital costs for equipment upgrades, furniture and other capital replacement needs are roughly estimated at \$680,000 for that period.

A new law and justice complex is proposed as the long-range answer to this need. As currently envisioned, this complex would also contain new facilities for court-affiliated county functions, such as the County Clerk and the Prosecutor. In addition, various operational solutions mentioned above will also be sought to improve system performance and reduce case backlogs, thereby lowering the number of courtrooms that would otherwise be needed to process the forecasted caseloads according to OAC recommendations.

*Comp Plan*

Although case filings rather than population were used to forecast courtroom needs, those forecasts are not inconsistent with the Office of Financial Management population forecasts that were the primary driver of the new comprehensive plan. The proposed law and justice complex is currently being scoped by Facilities Management. A planning study of law and justice operations is also called for in the *General Policy Plan* which, if undertaken soon, could provide guidance for the programming of this project. These alternatives will be developed from available land within designated urban growth areas, and the siting process will be consistent with the "common siting process" for essential public facilities of a countywide nature called for in the *Countywide Planning Policies* and adopted by Snohomish County as part of the *General Policy Plan*. There are no concurrency requirements for Superior Court facilities.

District Court

In 1999 the four previously separate district courts have been consolidated as divisions of one Snohomish County District Court. Through this consolidation, operational improvements are currently in progress to optimize facilities. In 1999 South and Evergreen Divisions of Snohomish County District Court have identified future needs for major facilities repair and renovation. These requests are presented as part of Facilities Management customer service projects.

*Recommendation* First, it is recommended that District Court examine ways of reducing capital needs, with future requirements funded through Real Estate Excise Tax receipts. Second, it would seem appropriate to look at combining courts that serve large urban growth area markets and encouraging jurisdictions to contract with them for municipal court activities, or contract with cities for use of their courts when not in session. Again, an over-all strategic plan for all law and justice functions should be pursued and should address each division of the District Court as part of a system.

Involving the District Court in any efforts to contract with various local jurisdictions to provide services is critical to maintaining current service levels, as well as delivery upon any contract services.

*Service Guidelines* Each of the four divisions of the District Court which serve Snohomish County have a somewhat different caseload and space need. The “courtroom capacity” ranges from 7,606 cases/year (South) to 10,099 (Evergreen) under 1993 facility configurations. Until better support data can be made available, these figures may be considered the upper and lower limits of an acceptable service range for all divisions. More information about the nature of the cases filed at each court and their average time of disposition could be valuable for capital budget decision-making, as all caseloads may not have equivalent facility impacts. If this is so, then weighted averages or “equivalent cases” may have to be used to account for variations in caseload makeup among the divisions, and corresponding adjustments would be required for the range limits.

*Long-Term Needs* The District Court, like Superior Court, is forecasting an increase in case filings over the next 15 years. Based on case filing activity during the past 5 years, the countywide growth rate is expected to average 4% annually, ranging from 2% in the Everett Division to 6% in the Cascade Division. Because traffic infractions constitute the majority of each court’s caseload, the recent growth in district court filings may be more closely related to the greater increases in total vehicle miles than to the lower - but still significant - rate of population growth.

Given current caseload projections and state weighted caseload studies, barring any major enhancement to the mandated court case responsibilities of the court, would require the addition of four or five new courtrooms at an estimated cost of \$ 2.2 million (in 1993 dollars) by the year 2013. In addition, the costs for equipment upgrades and other capital replacement needs of the

four divisions during the next 15 years are roughly estimated at \$930,000 (in 1993 dollars).

If the projected growth rates are realized, half of these new courtrooms will be needed in the Cascade Division. This magnitude of need indicates that a new court facility may be the most appropriate solution for that division. Courtroom expansion at Cascade is included in the six-year financing plan as an interim solution. The remaining new courtrooms to be added over the next 15 years could be distributed among the other three divisions in the form of remodeling and addition projects to satisfy both courtroom and support space needs.

*Comp Plan*

Although case filings rather than population were used to forecast courtroom needs, those forecasts are not inconsistent with the Office of Financial Management population forecasts that were the primary driver of the new comprehensive plan. If one or more new sites are required to accommodate new district court facilities, the alternatives can be expected to emerge from the planning study of law and justice operations called for in the *General Policy Plan*. These alternatives will be developed from available land within designated urban growth areas, and the siting process will be consistent with the “common siting process” for essential public facilities of a countywide nature called for in the *Countywide Planning Policies* and adopted within the *General Policy Plan*. There are no concurrency requirements associated with district court facilities.

*Sheriff*

Sheriff 1999 Capital needs revolve around three primary projects: 1.) Impound vehicle storage (\$375,000); 2.) Phase I 800 mghz communication system (\$17.7 million total cost—county share \$5.6 million); and 3.) Law enforcement range and training facility (\$1.4 million). Future projects include completion of the 800 mghz system (\$10.7 million), and a new north county precinct facility (\$1.7 million). The precinct facility may be included as a part of a new justice center, should the center be located in north county.

Moreover, the County will negotiate the purchase of Gun Works as a Sheriff shooting range with the understanding that Gun Works is a temporary solution to the Sheriff’s needs. Upon development of a Parks/Sheriff shooting facility, Gun Works shall be sold. Proceeds from the Gun Works sale shall be applied to the following project costs: 1.) Construction of the Sheriff’s shooting range (including reimbursement of the costs); 2.) Construction/purchase of an evidence building; and 3.) Cleanup of the inactive Sheriff’s range at Paine Field. Any remaining funds shall revert back to the General Fund.

*Recommendation*

It is recommended that voter approved bond issues be reviewed as a possible way of funding sheriff improvements, especially if included in a law and justice facility. Additionally, the Executive recommends that Real Estate Excise Taxes, user charges for services like shooting and training ranges, grants, and reallocation of funds be examined as possible ways of addressing the need

for sheriff facilities. Also endorsed are County requests for new revenue initiatives at the State level to address sheriff's facilities needs.

The Executive would also encourage contracting with other jurisdictions for both specific law enforcement services and joint use of facilities.

*Service Guidelines*

The existing service ratio is adequate for the 1999-2004 time frame, but the Executive is proposing to increase it over the next five years. Annexations and incorporations may reduce facilities needs in several areas.

This county service utilizes the unincorporated area population as the base, because it serves only that population. The growth projections reflect geographical distributions emerging from Puget Sound Regional Council small-area forecasts, as well as extended discussions with the cities. They do not, however, reflect any annexation activity by cities, thereby overstating the probable population of the unincorporated area in the forecast years. An attempt to forecast annexation activity should be undertaken as part of the growth monitoring process now required by recent amendments to the Growth Management Act. The results can be applied to these population projections to better estimate future demands on this governmental service.

*Administrative Space.* The 1993 ratio of 129 sf/1,000 population could be compared with that of other counties around the Pacific Northwest. The recommended level of 141 could be somewhere towards the upper end of that range, but comparative data on other counties would also be helpful in setting the upper limit. National standards, if available, would also be useful for that purpose. Relocation of the North Precinct station is planned for the year 2000 and should produce some improvement in this service ratio.

*Training Facilities.* The Sheriff is proposing a new weapons range/training facility to replace the small facility at Paine Field. The existing service ratio of 2.4 sf/1,000 population has been set as the lower service level limit. With the new facility as currently envisioned, the service ratio would increase to about 9.4 sf/1,000 if it were built today. This will represent the upper limit of the range at present. Once again, comparative data on other counties and national standards - if either exists - would be helpful in determining both ends of the range. The possibility of developing a facility for both training and recreational uses has also been discussed, and the Parks Department is also investigating development of a shooting range, part of which is funded.

*Evidence Storage.* The 1993 service ratio of 83 sf/1,000 population is considered inadequate by the department, which submitted a preferred level of 118 sf/1000. This preferred level represents the upper limit of the recommended range. The existing guideline will be considered the lower limit at the present time. As with other facilities, the use of national standards and/or compara-

tive data, if available, would be helpful for setting the lower limit in the future.

*Long-Term Needs*

Growth in the unincorporated population, which is the Sheriff's current customer base, is expected to slow as the effects of the state Growth Management Act begin to take hold. However, the demand for service may continue to increase with continuing urbanization and the attendant rise in the crime rate. In addition, the "Regional Services" legislation amending the GMA in 1994 is beginning to produce changes in local service delivery systems that may include an expansion of the traditional customer base - particularly through possible service contracts with smaller municipalities. Sheriff already provides services, under contract, to Stanwood, Goldbar and Darrington.

The long-term facility needs of the Sheriff in the four categories described above are about equally divided between growth-related capacity expansion and non-capacity projects involving capital replacement. Improving administrative support and training facilities to recommended levels, while maintaining current guidelines for evidence and vehicle storage will cost an estimated \$7.6 million. Major renovation and facility replacement projects identified in the Henderson/Young report would replace existing precinct stations and renovate the courthouse headquarters for another \$7.1 million. Equipment upgrades beyond the year 2000 can be expected to add another \$1.0 million to the department's long-term capital needs.

An additional major item identified in the Henderson/Young Report, as well as the Sheriff's Capital Improvement Plan requests, is a new 800 MGHZ emergency communications system. A fully integrated, countywide system was included in the previous capital plan and proposed through a voter bond issue that was defeated at the ballot box in 1996. The Sheriff now proposes to substantially reduce the scope and cost through a new bond proposal in 1999. Projected facility needs for the county's law enforcement functions over the next 15 years total about \$26 million, based on the reduced cost of the scaled-back 800 MGHZ system.

*Comp Plan*

The unincorporated county population forecasts based upon the Office of Financial Management population projections that drive the Comprehensive Plan were used to forecast Sheriff department facility needs. There are no concurrency requirements associated with these facilities.

County Clerk

The County Clerk's Office has raised needs in the areas of information systems and space. Information system project approved in the 1999 budget is the purchase of the "Jury Plus" software (\$28,000) and the "GAIN" records management software (\$26,000). Future years projects/capital purchases include document imaging (\$500,000) and interactive voice software (\$75,000). Pending a work flow analysis carried out in 1999, the document imaging project may be carried out this year. Space requests are presently being reviewed by Facilities Management as part of their customer service projects.

*Recommendation*      Recommend that County Clerk's new facilities needs be included as part of a comprehensive public safety complex issue. Recommend short-term office remodeling project as part of future budget cycle.

*Service Guidelines*      The County Clerk is included as part of the general office functions which are discussed collectively in Facilities Management. Space requirements are covered in Facilities Management facilities.

*Comp Plan*              The same county population forecasts prepared the State OFM that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with County Clerk facilities.

Juvenile Court

No specific juvenile justice projects were submitted as part of the 1999 capital planning effort. This is due to the completion of the Denney Juvenile Justice Center in the third quarter of 1998.

*Recommendation*      The Executive recommends that Real Estate Excise Taxes, grants, and reallocation of funds be examined as possible ways of addressing the need for future juvenile justice facilities. Also supported would be additional revenue authority granted by the State to fund juvenile justice capital needs.

*Service Guidelines*      In February of 1994 a voter approved issue was passed that raised funds to add approximately 100 beds, plus court and related space. This project is now completed, and has improved the service ratio to about 0.23 beds per 1,000 population (0.000233 beds per capita), and is consistent with the recommendations of the December 1992 Juvenile Justice Services Facilities and Operational Requirements Report.

*Administrative Support/Courts.* The 1993 service ratio reflects the space currently available at the old Denney Youth Center, while the recommended ratio reflects completion of the new facility. These two figures represent reasonable lower and upper limits for the recommended service guideline range. In the longer term, a strategic plan for the criminal justice system would also address juvenile justice facilities, including courts and administrative support, and would establish a sound basis for re-evaluating that range.

*Detention Facility.* Essentially the same observations and comments apply here as above. The new juvenile facility has more than tripled existing capacity and service ratio. That represents the upper limit of the range, while the 1993 service ratio probably sets the lower limit. The recommended strategic plan for the criminal justice system would re-examine that range.

*Long-Term Needs* Since the juvenile justice facilities serve all of Snohomish County, demand for service will be affected by overall population growth, but even more by the growth in the age 10 - 17 population and by the rate of urbanization and associated incidence of criminal activity among that segment of the population. The recommended service ratio reflects the capacity expansion from the new facility. The new facility will accommodate probable future needs under existing operational assumptions at least through the year 2006.

Maintaining the improved service ratio in juvenile justice facilities through the year 2012 under the forecasted growth will require additional detention and courtroom and support space later in the 20-year planning horizon. The estimated cost of this later expansion is the difference between the 20-year costs in the Henderson/Young report and the (1993) estimated cost of the new facility, or about \$7.4 million. Additional capital replacement and equipment up-grades could add another \$1.0 million to the long-term capital expenses for the juvenile court.

*Comp Plan* The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast juvenile court facility needs. There are no concurrency requirements associated with juvenile court facilities.

*Prosecuting Attorney*

Capital requests were received from the Prosecuting Attorney's office for HVAC upgrades and carpet replacement for the 1<sup>st</sup> floor of the Mission Building. These projects will be reviewed and incorporated into Facilities Management's work plan, after further studies and cost analyses are completed.

*Recommendation* Include long term space requirements into the comprehensive public safety complex.

*Service Guidelines* The Prosecutor is included as part of the general office functions which are discussed collectively in Facilities Management.

*Comp Plan* The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with Prosecuting Attorney facilities.

*Corrections*

Corrections' requests for 1999 center around the need for: 1.) Booking area remodel (\$1.2 million); 2.) Control room up-grade (\$349,700); 3.) HVAC upgrade (\$50,000); 4.) Elevator improvements (\$351,959); and 5) Cell door replacement (\$208,000).

Looking to future years, there is a critical need for additional incarceration space. This need is presently being more thoroughly scoped. In order to handle existing over-crowding, an additional \$150,000 has been budgeted in 1999 to supplement prior years' REET I funding amounting to \$205,000 for fairgrounds modular housing.

Major equipment needs slated for funding consideration in 2000 include: 1.) HVAC repairs (\$30,000); 3.) Live scan fingerprint machines (\$50,000); and 4.) Video court expansion (\$215,000).

*Recommendation* It is recommended that voter approved bond issues be reviewed as a possible way of funding corrections improvements.

Additionally, the Executive recommends that Real Estate Excise Taxes, user charges, grants, and reallocation of funds be examined as possible ways of addressing the need for Corrections facilities.

The Executive would also endorse new revenue initiatives at the State and Federal levels to address Corrections' facilities needs.

*Service Guidelines* Snohomish County Corrections operates four facilities. Their rated capacities and average daily population figures are as follows.

<u>Facility</u>	<u>Opened</u>	<u>Capacity</u>	<u>1998 ADP</u>
Main Jail	1986	477	524
Special Detention Facility	1983	72	73
Monroe Fairgrounds Camp	1995	50	43
Evergreen			
Pacific Annex	1997	<u>60</u>	<u>61</u>
<b>Total</b>		<b>659</b>	<b>696</b>

Beginning in 1996, prisoners were sent to jails in Eastern Washington in order to relieve crowding in the jail. The 1998 average daily population in these facilities was 61, making the ADP of prisoners under Snohomish County jurisdiction 757.

The average daily population of all prisoners in confinement increased by 54% from 1993 through 1998. Bookings increased by 23% during the same period. Incarceration rates declined steadily, however, from 1.03 prisoners per 1,000 population in 1993 to 0.75 per 1,000 population in 1998. Establishing minimum acceptable guidelines for all security levels of correctional housing would, ideally, emerge from an overall strategic plan for the

county's criminal justice system. Undertaking such a planning effort is recommended in the *General Policy Plan*.

This capital plan includes construction of a new justice center as the best solution to meet both minimum and maximum security needs, as well as providing other law and justice services. A thorough needs analysis is anticipated in 1999 as part of the siting process for the new satellite justice center.

*Long-Term Needs*      The county's long-range facility needs for correctional space were addressed in the Henderson/Young report as well as earlier studies conducted by facility consultants for the Corrections Department. The Henderson/Young guidelines should be re-evaluated as part of the strategic plan for law and justice functions recommended in the *General Policy Plan*. That strategic planning process should include study of alternatives to incarceration for selected subgroups of the housed population that could reduce long-term facility needs.

*Comp Plan*              The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast correctional facility needs. There are no concurrency requirements associated with corrections facilities.

The siting process for essential public facilities, adopted as part of the County's GMA Comprehensive Plan, may be utilized for the siting of future corrections facilities.

*Planning & Development Services*

Future year information system needs concern input/output services (\$250,000) and image based data system (\$635,400). The department also has major space needs which are being reviewed by Facilities Management.

*Recommendation*      Recommend reviewing technology needs as part of future budget cycles and overall information systems planning.

*Service Guidelines*      Planning is included within the general office functions which are discussed collectively under Facilities Management below.

*Comp Plan*              The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with planning facilities.

*Parks & Recreation*

Precise long-range determinations of Parks and Recreation projects are difficult to make. Opportunities which suddenly present themselves (a willing seller for land which was assumed unavailable, unexpected grant funding, an unanticipated railroad abandonment, a private donation,

etc.) may result in projects which were lower in priority or not even under consideration becoming a priority. The need for flexibility in determining which projects and types of projects will be funded is essential in any realistic capital plan. Therefore, the Parks projects included in this capital plan have been restructured as categorical project types that follow the general categories for park land and recreational facilities used in the *Countywide Park and Recreation Plan*.

Total Parks & Recreation projects amount to \$9.7 million for 1999, and \$37.6 million for the period 1999-2004. A listing of capital projects by category is presented below. (Note: The total cost for Athletic Fields-Land project is approximately \$1.9 million. Funding includes bond proceeds in the amount of \$1.0 million to be issued in 1999, at which time funds will be appropriated.)

FIGURE 5: PARKS & RECREATION IMPROVEMENTS BY CATEGORY

Category	1999	2000	2001	2002	2003	2004	Total
Athletic Fields - Facilities	\$1,679,282	\$1,164,315	\$900,000	\$1,000,000	\$1,500,000	\$1,000,000	\$8,343,597
Athletic Fields - Land	\$1,919,394	\$1,250,000	\$0	\$0	\$0	\$0	\$3,169,394
Buildings - Facilities	\$0	\$0	\$200,000	\$200,000	\$1,100,000	\$1,100,000	\$2,600,000
Outdoor Facilities - Facilities	\$100,000	\$1,280,000	\$500,000	\$300,000	\$300,000	\$300,000	\$2,780,000
Recreation Centers - Land	\$0	\$0	\$0	\$0	\$0	\$195,000	\$195,000
Resource Activity - Land	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Resource Conservancy - Land	\$3,725,000	\$1,500,000	\$1,000,000	\$1,000,000	\$0	\$0	\$8,225,000
Support	\$351,815	\$375,274	\$385,139	\$396,315	\$407,631	\$419,513	\$2,338,687
Support-Fair	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Trails - Land	\$54,667	\$0	\$0	\$600,000	\$600,000	\$0	\$1,254,667
Trails-Facilities	\$1,866,103	\$960,000	\$500,000	\$560,000	\$1,800,000	\$1,800,000	\$7,366,103
<b>Parks And Recreation Total</b>	<b>\$9,749,261</b>	<b>\$7,519,589</b>	<b>\$4,935,139</b>	<b>\$4,746,315</b>	<b>\$5,757,631</b>	<b>\$4,864,513</b>	<b>\$37,572,448</b>

and the Parks and Recreation Element of the Growth Policy Plan over the next eighteen months. The plan will reflect: the regional active and passive recreation capital needs of Snohomish County for the following six years; those capital needs generated by the requirements of the Growth Management Act for local and community parks in Urban Growth Areas; and the capital needs commitment required to address salmon recovery by the Endangered Species Act. Snohomish County Parks will continue to commit local resources to these efforts while striving to leverage their value to generate additional state, federal, and private financial resources. Snohomish County Parks will also continue to explore partnerships with cities, school districts, the Tulalip Tribes, parks and recreation districts, private non-profit corporations, and other agencies to jointly develop needed capital facilities and deliver services where feasible.

*Inventory*

The figure below will provide updated inventory figures for park land and facilities.

FIGURE 6: PARK LAND & FACILITY INVENTORY

Category	Existing Units	Proposed Units
<i>Land:</i>	(Acres)	(Acres)
Athletic Fields	181.38	24.02

Recreational Centers	17.70	2.34
Resource Activity	1955.28	246.00
Resource Conservancy	3675.58	486.76
Special Use	413.37	48.18
Trails	958.32	129.20
<i>Facilities:</i>		
Athletic Facilities	\$ 6,320,200	\$ 6,163,720
Buildings	\$ 4,752,872	\$ 3,854,791
Outdoor Facilities	\$ 10,218,439	\$ 2,708,660
Trails	\$ 25,764,626	\$ 9,053,027

*Service Guidelines*

The facility service guidelines for park land contained in the *1995-2000 Capital Plan* were derived from the *Countywide Comprehensive Park and Recreation Plan* prepared by the Beckwith Consulting Group working with a city/county technical advisory committee. This plan was adopted by the County Council on December 28, 1994 (Motion 94-428 in Appendix G of the *General Policy Plan*). In adopting the plan the council made clear that the plan was to serve as a general guidance document and was not prescriptive in nature.

During the past two years Parks staff has reviewed and updated its land inventory and has made some site reclassifications that have changed the existing service levels for selected park categories. In addition, several recent acquisitions - particularly in the athletic fields and trails categories - have produced significant improvements in existing service levels and in the facility service guidelines ranges recommended herein. These guidelines remain planning tools which influence but do not determine future budget decisions.

The method used to formulate the recommended ranges has also changed. In general, the low end of the range represents the existing inventory divided by the projected 2003 population. Range midpoints were then created by dividing the planned 2003 inventory - the existing inventory plus all planned acquisitions and investments over the next six years - by the projected 2003 population. The upper limit of the range was then generated by taking the difference between the midpoint and the lower limit and adding it to the midpoint. There are a few exceptions to this general methodology which are explained in the discussion of the affected park land or facility category. These categories are generally the same as those used in the Parks Plan, although the "Support" category of land has been consolidated into the "Special Use" category.

**PARK LANDS**

The following categories of park lands are taken from the countywide *Comprehensive Park and Recreation Plan* referenced above. Regional parks serve the county as a whole, including city residents. Local parks service smaller geographical areas and primarily unincorporated residents.

*Regional - Resource Conservancy.* This is the largest category in the County's park land inventory, and the County's share represents most of the total local inventory. The existing land/population ratio for this category has increased from 4 acres/1,000 to 6.67, primarily because of reclassification of existing sites, but also to reflect some recent acquisitions. The lower limit of the new recommended range is 5.88, which would result if no additions were made to the county inventory in this category through 2003 and county population growth proceeds as forecast. Planned acquisitions in the six-year program seek to maintain the ratio at its present level, which then serves as the mid-point in the range. This results in an upper range limit of 7.46 acres/1,000.

*Regional - Resource Activity.* As above, the existing ratio has changed because of reclassifications. In this case, the ratio has dropped from 5.2 acres/1,000 population to 3.55. Using the same approach as above, the lower limit of the recommended range becomes 3.13 acres/1,000, while the upper limit is 3.61 acres/1,000. These numbers reflect a somewhat reduced priority for the acquisitions in this category, in response to the increased priority afforded to athletic fields and trails in the adopted *Countywide Park and Recreation Plan*.

*Regional - Athletic Fields/Playgrounds.* Prior to 1995, the County did not play a major role in this park category, which is reflected in the low 1995 ratio of 0.16 acres/ 1,000 population. During the past three years, however, in response to changing priorities formalized in the new parks plan, the county has become an important player. The county is now in various stages of planning and development with several athletic field projects through partnerships and joint ventures with other public agencies around the county. As a result, the current land/population ratio has doubled to 0.33 acres/1000.

The planned acquisitions over the next six years are intended to maintain this new guideline which also represents the mid-point in the new recommended range. As with other categories, the lower limit of 0.29 results from the current inventory divided by the projected 2003 population. However, the upper limit of the recommended range has been set at 0.5 acres/1,000 (rather than the 0.37 level produced by the approach used in the other categories) to allow adequate flexibility in project structuring that is an essential ingredient for successful completion of these projects.

*Regional - Recreation Centers.* As with athletic fields, this county has not been a significant provider of recreation centers in the past. Although a modest increase in this land category has occurred since 1995, the County continues - and will continue - to play a supporting role to the cities. The existing ratio of 0.03 acres/1,000 population is proposed to increase slightly to 0.032 acres/1,000. Using the same method of previous categories, the lower limit has been set at 0.028, while the upper limit of the recommended range has been set at 0.036 acres/1,000.

*Regional - Special Use.* The land/population ratio is up slightly in this category, which now also includes “support,” from the 1995 level of 0.55 acres/1000. For this category, the current ratio and proposed upper limit of the recommended range are equal at 0.75 acres/1,000 population. The lower limit of 0.65 is produced in the same manner as for previous categories.

*Regional - Linear Parks/Trails.* Increased county activity in this category was given a high priority in the adopted parks plan. However, as a result of improved inventory data, and despite significant land acquisitions over the past three years, the land/population ratio has actually decreased slightly from 1.77 to 1.74 acres/1000. The six-year plan calls for maintaining this ratio through continued acquisition of segments of Centennial Trail and other programmed trail projects. Using the same approach as above, the recommended range is 1.54 - 2.0 acres/1000. However, an aggressive program of trail facility development is called for in this plan that will produce significant increases in finished trails over the next six years. Many of the cities are also beginning to target trail projects within their capital plans, which is essential for the eventual creation of a functioning network of urban trails around the developed and developing areas of the county.

MAP 1: PARKS CAPITAL PROJECTS: 1999-2004



*Regional - Support.* This category has been dropped and the small inventory incorporated into the Special Use category.

*Local Parks - All Categories.* There has been no significant change in this category since the last capital plan. The county has a small inventory of local park lands producing a combined ratio of 0.97 acres/1,000 unincorporated population. This plan proposes to maintain this same overall ratio, although some shifting of priorities toward more active recreational sites within Urban Growth Areas is recommended, again, largely through joint ventures with cities. Applying the same approach used in several of the regional categories, the range would place this value at the mid-point, and establish a lower guideline of 0.87 acres/1,000 and an upper guideline of 1.07 acres/1,000.

**RECREATIONAL FACILITIES**

Following the approach used in the Beckwith report, guidelines for recreational facilities have been expressed in terms of dollars per capita for the various categories, which generally parallel the land categories above. Based on estimated replacement value, the existing ratios reflect the total value of inventoried county facilities based on the inventory review conducted over

the last year. As with land, the facilities inventory review produced some changes in classification. This, together with recent projects and population growth, has produced changes in the estimated existing service levels between this and the previous capital plan.

Utilizing the same approach for the facilities categories that was employed above for the corresponding land categories, but rounding the upper limit downward to to the next full dollar, results in the following recommended service guideline ranges:

*Regional - Athletic Fields/Courts.* The existing investment ratio of \$11.47/person represents an increase of about one dollar over that recorded in the previous CFP. That previous level of \$10.38 - which would also result from no new investments in this category over the next six years if forecasted growth occurs - is now the lower guideline limit of the range. The planned investments would boost the ratio to about \$16/person by the year 2003; and the upper limit of the recommended range, which could be achievable if additional funding from other sources can be secured or transfers from other categories are made, is now set at \$22/person.

*Regional - Outdoor Recreation.* The existing ratio of \$18.54/person is about the same level that was recorded in the previous CFP. This plan proposes to achieve gradual improvement over the next six years to a level of about \$21/person. Applying the "no new investment" scenario produces the lower guideline limit of \$16.37 and, with the proposed ratio as the mid-point, an upper guideline limit of \$25/person is created.

*Regional - Trails.* The county's existing investment is more substantial in this facility, with the existing ratio at \$46.74/person. Although this figure is down slightly from the 1995 plan, the county remains committed to an aggressive program of trails development, highlighted by the planned completion of the Centennial Trail extending from King County to Skagit County. Using the "no new investment" scenario to generate the lower limit of the service guideline range results in a figure of \$41.28. However, because the park plan does place a high priority on this category of recreational facility, this plan recommends a lower limit of \$45/person, which is comparable to the lower limit in the 1995 CFP. Because of the high priority on trails development, the planned projects will increase the facility investment ratio to about \$55/person by 2003. Using this figure as the range midpoint results in an upper guideline range limit of \$65/person.

*Regional - Recreational Buildings.* The existing investment ratio of \$8.62/person is down from the estimated 1995 level of \$11.37, which is attributable to a review of the inventory and low spending in this category over the last three years. This plan, however, proposes to increase the level to about \$12.50/person. Using the same approach to create the facility guideline range results in a range of \$7.61 to \$18/person for this facility category.

*Local - All Facilities.* As with local park land, there has been no new analysis or planning performed in this category since the last CFP. The existing and proposed ratios are equal at \$10/person. Setting this as the range mid-point and using the approach applied to the land produces a lower guideline of \$9/person and an upper guideline of \$11/person.

*Long-Term Needs*

The long-term park and recreational needs for Snohomish County are summarized in the Henderson/Young report and are based on a detailed analysis performed on a countywide basis in 1993 by the Beckwith Consulting Group. The thrust of that plan is maintenance of existing ratios for most park land categories, with improvement targeted for the regional athletic fields, support and trails categories. Somewhat greater improvement in facilities development is also called for in the plan.

The Henderson-Young report revealed that achieving relatively modest increases in park land acquisition in the regional athletic fields and support categories, while maintaining existing ratios in all other categories, would require adding about 2,800 additional acres by the year 2013. The estimated cost of that land acquisition, utilizing the categorical breakdowns and unit costs from the Beckwith study, would total about \$80 million.

For facilities development, a similar analysis was used that employs a dollar per capita standard for setting future capital investment levels. A significant increase (percentage wise) over the 1993 level in the regional athletic fields/courts category is proposed in the Beckwith report, as well as more modest improvements for other categories. Achieving these objectives, while maintaining the 1993 facility investment ratios in the other categories, was projected by the Henderson-Young report to require about \$55 million in new facilities development over the 20-year period.

It may be possible to approach the land acquisition objectives of the Beckwith report through aggressive pursuit of non-fee simple acquisition strategies. It is probable, however, that some declines in the resource park land categories will be necessary to permit the improvements in athletic parks, trails, and facilities development that are also recommended. The proposed capital expenditures may accommodate the recommended improvements in the priority categories without creating unacceptable declines in the other categories. In facilities, an additional \$5.0 million should also be considered for additional equipment and facility repair and replacement needs beyond the year 2003. This reflects the average capital replacement rate of \$500,000 per year contained in the department's Capital Improvement Plan request.

*Comp Plan*

Within the *Countywide Comprehensive Park and Recreation Plan* is a section entitled "Goals and Objectives" which establishes the foundation for the

strategic and development plan elements which it contains. Fourteen separate topical areas ranging from natural area protection to finance are addressed in this section. The *General Policy Plan* references this document in its treatment of parks within the capital facilities section. The *Countywide Comprehensive Park and Recreation Plan* was originally adopted by the County Council on December 28, 1994, and was re-adopted as part of the GMA Comprehensive Plan on June 28, 1995. The service goals discussed above, and the park projects contained within this Capital Plan are derived from the broader goals and objectives contained in these two plans.

The patterns of urban growth reflected in the Future Land Use Map of the *General Policy Plan* will be supported by County as well as city park acquisition and development plans. The estimated unit costs for new land acquisition contained in the Beckwith report and reflected in this capital facilities plan are predicated upon greater county participation in single or joint venture park projects within urban growth areas, where land costs are higher. Future siting of active recreational parks will place greater emphasis on convenience to users, most of whom will reside within the urban growth areas. New projects being planned for later in the 6-year Capital Improvement Plan and beyond the year 2003 will reflect the new priorities set down in these planning documents. However, this emphasis does not preclude development of active recreational parks in areas outside of the urban growth boundaries.

The County is the primary provider of regional parks in Snohomish County, as well as of public resource conservancy lands. It is a long-range goal of the County to retain its leadership role in these two areas by maintaining the existing ratios in these and other categories of park land despite the significant growth forecast for the planning horizon year of 2012, and beyond. To advance the overall goals of the *Countywide Comprehensive Park and Recreation Plan*, the County will also strive for improvements in the categories of athletic parks and trails.

Recent achievements in regional trail land acquisition and development will be continued, as reflected by the planned projects in this six-year financing program. Snohomish County will continue to sponsor and promote regional athletic park development through joint venture projects with cities and school districts. Several current and future park projects contained in this plan reflect these priorities.

While these are the county's long range goals, it is recognized that resource limitations may lead to declines in investment levels of lower priority facilities categories in future years. Revisions to Title 26A - Snohomish County's park mitigation program - are now being prepared by staff to allow full utilization of the available growth management tools in an effort to maintain capital funding capacity for parks in the face of continuing population growth.

Assessor

The Assessor's Department has submitted requests for future year improvements in the amount of \$1.1 million. These requests are: 1.) Public counter remodel (\$25,000); 2.) Document Imaging (\$114,000); 3.) Workstations (\$204,000); and 4.) Third floor remodel (\$797,250).

The County has appropriated \$2.1 million in 1998 for the replacement of the Assessor-Treasurer property tax system. The completion of this project will be the major focus of three departments in 1999: Assessor's Office, Treasurer's Office and the Department of Information Services.

<i>Recommendation</i>	Recommend reviewing these requests during future budget cycles in relationship to other needs.
<i>Service Guidelines</i>	The Assessor is included within the general office functions which are discussed collectively under Facilities Management.
<i>Comp Plan</i>	The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with Assessor facilities.

Auditor

The Auditor's Office had submitted a request for expansion and remodel of the Auditor's office area in the amount of \$1.9 million. The scenario for the Auditor's office remodel may change. A possible alternative is to relocate their office to a facility outside the county campus complex. The final decision will be made after further studies. Planned funding source for this project will be proceeds from a bond anticipation note. Appropriation in the budget will take place once the final plan is established.

Moreover, the Auditor's Office will purchase the Hart Systems recording application software to replace the existing LandTrak application for their Imaging System. Total cost, including index/image conversion, training, installation and project management expenses, is estimated at \$500,000. The Department of Information Services will work with the Auditor's Office in the installation of this new recording program. Funding will be borrowed from external sources, with debt service to be paid from the Auditor's O&M fund.

<i>Recommendation</i>	Further review by Facilities Management to evaluate the best option available to meet the Auditor's space needs.
<i>Service Guidelines</i>	The Auditor is included within the general office functions which are discussed collectively under Facilities Management.
<i>Comp Plan</i>	The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with Auditor facilities.

### *Facilities Management*

Facilities Management's 1999 approved capital requests total \$609,208. Total needs for the 1999-2004 period amount to \$36.1 million, and include two significant construction projects: replacement of the annex building, and construction of a new justice complex. These projects will be further evaluated to meet the county's long-term space needs.

Projects funded for 1999 include: 1.) Campus HVAC improvements (\$110,244); 2.) Multi-service center roof (\$100,000); 3.) ADA upgrades (\$50,000); 4.) Building security (\$80,000); 5.) Safety issues (\$70,000); 6.) Seismic evaluation (\$100,000); 7.) Signage (\$5,000); 8.) Fire alarm system (\$85,000). Additional REET funding of \$8,964 has been appropriated to cover personnel costs necessary to support the closeout of the Denney Juvenile Justice Center construction project.

*Recommendation* It is recommended that voter approved issues not be utilized for building and parking facilities other than a Law & Justice Building. It is recommended that Real Estate Excise Taxes, user charges, reallocation of funds, and merger/privatization be the primary funding sources for other building and parking capital improvements. The property for the criminal justice center has been acquired with funds budgeted in 1995. Final recommendations regarding development of more than interim parking on the site should be made during future budget cycles.

*Service Guidelines* The following discussion of service guidelines and long-range facility needs are based on the 1989 NBBJ Study of county office space and the 1994 report by Henderson-Young. These analyses will be reviewed and updated after the GMA planning horizon year is changed from the current year 2012.

*Office Space.* Service guidelines for this facility type are based on the measure of square feet/1,000 population, which incorporates two important variables: employees/1,000 population and square feet/employee. Each of these variables is subject to continuing evaluation and change in response to new office technologies, alternative approaches to service delivery and changing demands for government services. Recent increases in the number of county employees, new federal and state programs has caused Council to request a current review of office space, storage and parking.

Accordingly, the preferred guideline (713 sf/1,000) is about 12% lower than the 1993 ratio (808 sf/1,000). It is appropriate in the short term to consider the 1993 ratio as the upper limit in this guideline and the preferred ratio as the midpoint in the range. This would establish lower guideline at about 600 sf/1,000. If data is available, this could be tested against actual ratios of other similar sized counties in the Pacific Northwest offering a comparable range of services.

*Parking.* The 1993 inventory of on-site county owned or leased parking stalls produced an overall ratio of 1 space/475 sf of office space at that time. Since

the Everett zoning code currently requires 1 space/400 sf, the existing ratio should be considered the lower limit of the recommended guideline range. However, local governments around Washington will be examining the relationship between parking requirements, downtown development, and transit ridership as part of the continuing GMA and regional transit planning process.

There is a reasonable likelihood that, following that process, zoning codes will change to relax these parking requirements in downtown areas and transit center locations. Should this happen in Everett, the County may find that its existing ratio is well within the acceptable range. In this case, finding the upper guideline of that range may be as tricky as setting the lower guideline. The county's transportation demand management programs are also likely to be effecting parking demand by county employees. The 1999 budget has required a space review which should include parking by zoning code requirements, employee waiting lists and for providing for customer service. The report is due to Council by June 30, 1999.

*Long-Term Needs*

*Office Space.* Long-range needs for county office space are presented in the Henderson/Young report, but are based on earlier analyses of space and staffing - notably the 1989 study by NBBJ. A substantial investment in office automation has already been made and is planned to continue as a means to reduce future staffing needs and improve worker efficiency and service quality. It was thought that increased technology would reduce future office space needs and storage, as well as to lower operating costs through smaller payrolls. Additional staffing has been required because more federal and state programs have been delegated or required of county governments. Increases in crime, prosecution and bookings have increased staffing levels. New record and evidence detention is requiring more space. Other so-called "non-capacity" investments, such as remodeling and office landscaping, can also reduce space expansion requirements by making better use of existing space.

A substantial share of the capital needs in this facility category are of the "non-capacity" type - building and equipment repairs and major new office automation systems. Even with the resulting improvements in building efficiency and staff productivity, a significant expansion of office space over the next several years will likely be necessary. Specifically, an additional 117,000 square feet of new office space was projected in the previous capital plan to be needed to accommodate growth through the year 2015. The 1998 space report projected space needs to increase from 240,952 to 362,723 square feet within one year and up to 444,650 square feet in five years. The 1998 report recommended a new 70,000 to 120,000 square foot building be built on campus.

The 1999 budget process has required a space review which will address office and storage needs for county government. The report will contain current space needs, recommendations for leasing, building, satellite offices and financing options.

*Parking.* The long-term requirement for additional parking at the central campus to meet the zoning requirement and the needs of employees, visitors, jury calls and customers was estimated in the 1989 NBBJ study to be between 450 and 650 new parking spaces. Current zoning requirements combined with the growth in office space, additional employees and programs will be reviewed in 1999. Significant among these factors are: zoning changes to reflect traffic demand management goals; increased transit service from the new regional transit project; and, more decentralization of county functions leading to reduced parking demand at the downtown Everett campus. Because of the high cost of constructing the parking structures that would be needed in downtown Everett, a cost estimate of \$18,000 per stall is used, resulting in a total capital cost for new parking of \$8.1 million to maintain the existing parking ratio for the anticipated growth in office space.

The 1999 budget has required a space review which will address office space, storage and parking requirements for county government. A new surface parking lot is being opened in January, 1999. The lot will have 82 public stalls and 20 jury stalls. The former 40 public parking stalls in the garage will be changed to employee festival parking. As of January 1, 1999, the waiting list for employee and department parking is approximately 300.

*Comp Plan*

The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with municipal office or information system facilities.

*Information Services*

For 1999 the Department of Information Systems has received funding for two broad categories totaling \$296,000. These categories are : 1.) Infrastructure investment plan; and 2.) Intra-site connectivity/service improvements. For the years 1999 through 2004, total requests amount to \$16.1 million. An amount of \$1.8 million for Year 2000 contingency is included in the capital plan for 1999. This is a preliminary figure and will likely change as the Y2K needs are further evaluated in 1999. This project is not currently appropriated in the 1999 budget. The funding plan is to initiate an interfund loan through the Equipment Rental and Revolving fund once the final needs for this project are established.

The County has appropriated \$2.1 million in 1998 for the replacement of the Assessor-Treasurer property tax system. The completion of this project will be the major focus of three departments in 1999: Assessor's Office, Treasurer's Office and the Department of Information Services.

*Recommendation*

Recommend reviewing future year requests during future budget cycles in relationship to other needs. Below are more details on 1999 approved Information Services capital projects:

**Infrastructure Investment Plan** – requests the County continue to increase the base infrastructure investment appropriation for normal replacement and enhancement to our technology infrastructure. This will support replacement, upgrades, and enhancements to each of the core DIS managed strategic technology assets. The \$200,000 funded in 1999 partially supports the implementation of capital investments to our core backbone network, application servers, and communication systems to accommodate existing service levels. These include:

1. Investment in hubs, switches, etc., to maintain adequate performance on network segments;
2. Replacement of production servers;
3. Software licenses for centralized office automation existing software;
4. Funds for periodic replacement of strategic application servers;
5. Investment for periodic replacement of telephone system components;
6. Server components and peripherals to maintain GIS performance and availability;

Beyond 1999 the investment plan is based on building a base capability to replace the core technology assets on a revolving basis.

**Service Improvements** – enhancement project entails \$96,000 in expenditures to reduce GTE monthly circuit charges for frame relay with County owned fiber connections to two Colby street sites and a PBX upgrade at the Medical/Dental building.

**Year 2000 Contingency** – requests that the County allocate contingency funds to address Year 2000 date related issues with DIS- managed technology. The contingency will be utilized to respond to inoperable conditions identified in Year 2000 project initiatives. This request recommends \$1,830,000 in contingency funding for key technology areas which will require some form of program modification, hardware upgrade, software upgrade or replacement. Contingency requests are:

1. Network components including servers, routers, hubs, switches, modems, security systems, etc.;
2. Address failure to strategic desktop components including PC's, PC software, and related peripheral equipment;
3. Respond to adjustments, upgrades or replacement on application servers;
4. Address application programming requirements on DIS managed applications;
5. Adjustments to our data and voice communication structures;

6. Contingency funding for professional services and contract technical support.

In addition to these funded and contingency plans, additional funding is anticipated in Long-Term Needs.

*Service Guidelines*

Exploring reporting systems and metrics to capture available data with minimal impact on resources.

*Long-Term Needs*

The following long term needs are discussed in more detail below:

- Complete conversion to NT Network Operating System
- Electronic Service Delivery.
- GIS development started in '91 would continue into the future providing for a digital base of information and processing capabilities for county characteristics and properties.
- Intranet Service Upgrades
- PC Replacement Fund
- Additional Infrastructure Investment.

**Migration to Microsoft NT Server** – this enhancement recommends that we begin our planned migration of our office automation environment from Banyan Vines to Microsoft NT Server. This program will require additional staffing to support and maintain the NT operating systems. This request will allow for the implementation of Microsoft NT Server on all office automation servers. The marketplace for network operating systems has changed dramatically over the past several years and our technical advancement has been limited with our current environment. The stability, reliability, and value of our PC operating environment under Microsoft products will be enhanced by operating a core suite of integrated products. This migration is critical to our plans to continue to rely on PC computing and strategic to implementation of Total Cost of Ownership (TCO) methods across all departments. We operate our desktops with Microsoft Windows, Windows 95, and NT, and the integrated configuration management and deployment control will only be optimized under Microsoft NT Server.

**Electronic Service Delivery** – anticipates the growth in demand for citizen and outside agency electronic access to County information. To accomplish this connectivity, data will need to be replicated and placed on servers that are accessible without jeopardizing product system integrity. The replicated data would be placed on servers that are available through the Internet, Snonet, and from public terminals that use simplified viewers designed to provide on-line access to public information and fee services. Examples are permit status and filing, records, court case status, etc. Costs include hardware, application software, and on-going operating labor. A great emphasis for modern government is to improve the quality and availability of informa-

tion to the public. The access to information through electronic means will offer a substantial benefit to citizens by not having to come into the County offices to gain access. This in turn will reduce the need for additional staff and office space as population and demands increase

**GIS** requires continued investments beyond those committed in our Operating Budgets for 1999. Long-Term investment will be required to more fully realize the benefits of this technology. A large portion of GIS development costs entail conversion of County business data from older manually maintained forms to automated form; and substantial cost savings and economies of scale can be gained through concerted, well planned and centrally managed data conversion projects.

GIS Phase III( b ) – would complete tasks outlined in the GIS Implementation Plan originally considered by the County Council in November, 1992. Phase III(a) included conversion of cadastral data; and creation of initial capabilities to effectively use and share this data. At less than \$5 per parcel, the County's 1998 experience demonstrated substantial cost savings achieved through coordinated efforts. Phase III(b) includes correction of inconsistencies in various land parcel tabular land data used by the Assessor, Treasurer, PDS and Public Works, conversion of geographically referenced data needed for County ESA response efforts (e.g. hydrography, salmon habitat and watersheds), conversion of public infrastructure data (e.g. water, sewer, sanitary sewer, utilities) used for urban planning and public works management, and conversion of other data used by County agencies and departments for environmental analysis and protection (e.g. critical areas, wetlands). County expenditures may be reduced by cooperative agreements with other local government organizations for sharing of costs, by in-house data conversion by agency and department staff, or by GMA/Buildable Lands and other grant funding. These possibilities are continuing to be explored by DIS but potential commitments are unknown at this time. More than 75% of the data utilized by County agencies and departments can be referenced to a geographic location. All public agencies within Snohomish County benefit by economies of scale in non-redundantly sharing GIS related regional services and common data. GIS implementation will improve the accuracy of County data, eliminate redundant record keeping, improve efficiency of staff, make much more information available, support efficient management of public infrastructure and facilities, support professional quality mapping, provide opportunities for improved intergovernmental cooperation, and most importantly, result in better service delivery to the tax paying public.

GIS Phase III( c ) – electronically integrates Assessor's Office, Auditor's Office, PDS and the Public Works Department land-based digital data and computer resources. It includes integration of property appraisal system and GIS capabilities to support Assessor business functions; integration of permit tracking system, imaging and GIS capabilities to efficiently support re-

engineering of the County's land development review process; integration of GIS and the Auditor's imaging system to support employee/public access to land records; and development/integration of Public Work's CAD file and road image data with GIS to support access to as-built and road condition data. This final portion of the GIS implementation plan is deferred because of dependency on other technology projects, challenges in identifying cost-benefits from County agency and department work-flow re-engineering, and lack of resources to develop a corresponding technology implementation plan for County Council consideration. An integral part of the "Office of the Future" however, it completes conversion of strategic County business data and corresponding computer system enhancements necessary to support enterprise level organization of data, and ability to effectively make this information electronically available to the general public.

**Intranet Service Upgrades** – Initially established in 1997, supports enhancement of the County's ability to electronically communicate with the outside world. It includes upgrade of the County's web server, installation of proxy server services to manage Internet access, increases in network bandwidth to accommodate increasing flows of information (including support for digital multi-media access to County government), upgrades to the County's cooperative local area network, and upgrades to employee desk top computers to support integration with newer Intranet/Internet technology standards. Effective use of the Internet is a strategic component of the County's vision of the Office of the Future. This project anticipates growth in public demand for Internet access to County information and increase usage of the Internet by County employees to conduct the County's business. The results are increased availability of public information, 24/7 access to County services throughout Snohomish County, employee efficiency enhancements, greater intergovernmental cooperation, and reduced cost of technology ownership through cooperation and implementation of County-wide standards to electronically communicate with the outside world.

**PC Replacement** – over 1800 employees rely on PC technology. This project requests that a regular replacement strategy be adopted to replace, upgrade and reassign County PC assets to support PC computing. It is recommended that the \$3.5 - \$4 million dollar installed base of equipment be cycled on a 4 – 6 year basis. The equipment dollars would be distributed according to established criteria where power users, advanced users and casual users would all be supplied with equipment best suited for tasks.

**Additional Infrastructure Investment** – beyond 1999 the investment plan is based on building a base capability to replace the core technology assets on a revolving basis. The additional request addresses the following needs:

1. Implementing a high speed (1GB) network switch to increase server access performance;

2. Installing a new security firewall to facilitate developing applications on our WWW public server that can connect to on-line data to enhance public access;
3. Increase the system server replacement funding to allow us to replace servers which have reached the end of their functional lifecycle and no longer have cost effective upgrade paths;
4. Upgrades in addition to our telephone communication systems to allow for expanded remote site utilization (Sheriff, Auditor, etc.), IVR equipment for addressing new capabilities in public access and fax back solutions, and upgrading software release levels on (3) PBX's.

The technology infrastructure is critical to ongoing County business operations. It is important for the County to proactively plan on routine replacement and enhancement to maintain this asset base. Lack of adequate funding for the core infrastructure will result in equipment becoming obsolete, performance degradation, and ultimately operational failure in our information systems.

Treasurer

The Treasurer submitted funding request to upgrade their office facility to meet ADA requirements. This will be further reviewed and incorporated into Facilities Management's work plan and ADA-related funding, if needed. For 2000, the department is seeking funding for an excise imaging project in the amount of \$54,000.

The County has appropriated \$2.1 million in 1998 for the replacement of the Assessor-Treasurer property tax system. The completion of this project will be the major focus of three departments in 1999: Assessor's Office, Treasurer's Office and the Department of Information Services.

<i>Recommendation</i>	Recommend reviewing this request during future budget cycles in relationship to other needs.
<i>Service Guidelines</i>	The Treasurer is included within the general office functions which are discussed collectively under Facilities Management.
<i>Comp Plan</i>	The same county population forecasts prepared by the Office of Financial Management that drive the Comprehensive Plan were also used to forecast facility needs. There are no concurrency requirements associated with Treasurer facilities.

Equipment Rental & Revolving

Equipment Rental has submitted 1999 replacement requests for vehicles and equipment totaling \$3.4 million, and \$28.8 million for the 1999-2004 time period. The 1999 capital plan also includes the purchase and installation of a 6,000 s.f. modular building at the Arlington Road Maintenance shop for the use of Road Maintenance personnel. This building purchase is budgeted in a contingency account for \$300,000 in 1999.

- Recommendation* Recommend following established replacement schedules for vehicles and equipment.
- Service Guidelines* Service guidelines are determined for each type of vehicle and class of equipment based upon departmental needs.
- Comp Plan* There are no concurrency or comprehensive plan requirements associated Equipment Rental operations.

**V. TRANSPORTATION**

Transportation capital plans consist of airport and surface projects. Figure 7 below summarizes total project request by year for these two operations. Total capital requests for airport and road improvements amount to \$112.4 million for 1999, and some \$385.8 million for the 1999-2004 time frame.

FIGURE 7: TOTAL TRANSPORTATION REQUESTS BY YEAR: 1999-2004

DeptName	1999	2000	2001	2002	2003	2004	Total 99-04
<del>Airport</del>	\$58,025,000	\$15,125,000	\$25,690,000	\$9,565,000	\$6,765,000	\$6,765,000	\$121,935,000
Public Works	\$54,336,000	\$50,187,000	\$45,600,000	\$36,507,000	\$38,045,000	\$38,154,000	\$263,819,000
<b>Total Transportation</b>	<b>\$112,351,000</b>	<b>\$65,312,000</b>	<b>\$71,290,000</b>	<b>\$46,072,000</b>	<b>\$45,810,000</b>	<b>\$44,919,000</b>	<b>\$385,754,000</b>

unfunded projects (\$12 million) center around repair and improvements to existing facilities. A major development of large new hangars in the “kilo” area would cost \$46 million and is driven by the need for additional hangar capacity at the airport.

- Recommendation* It is recommended that funding for Airport improvements emanate from user fees, lease revenues and grants.
- Service Guidelines* Paine Field (the Airport) has a practical service volume (ASV) capacity of 288,000 aircraft operations (FAA Advisory Circular 150/5060-5 Airport Capacity and Delay). One take-off or landing equals one aircraft operation. This “unit of capacity/demand” is recognized by the Federal Aviation Administration (FAA) as a legitimate measure of airport capacity.

During Federal Fiscal Year 1998, there were 192,612 aircraft operations. Based on Airport projections, there will be no need to increase airfield capacity within the planning horizon of this document.

The Airport’s airfield facilities (runways and taxiways) are considered as a unit, with capacity expressed in terms of annual aircraft operations. The Airport is one of the few county facilities where the existing, department preferred, and Executive recommended facility service guidelines are all the same. In summary, this facility is financially self-supporting and does not have a direct linkage with county population growth.

- Long-Term Needs* The long-term capital facility needs of the Airport are identified in the *Paine Field Master Plan and Noise Study Update* adopted by the County Council in 1995. This report followed an intense planning effort with Airport staff, a

specialized consultant team, and the neighboring community which spanned nearly two years. Organized as a series of working papers, the report explores the major issues of environmental impacts and future regional roles, culminating in a program of capital improvements to be undertaken over the next 20 years.

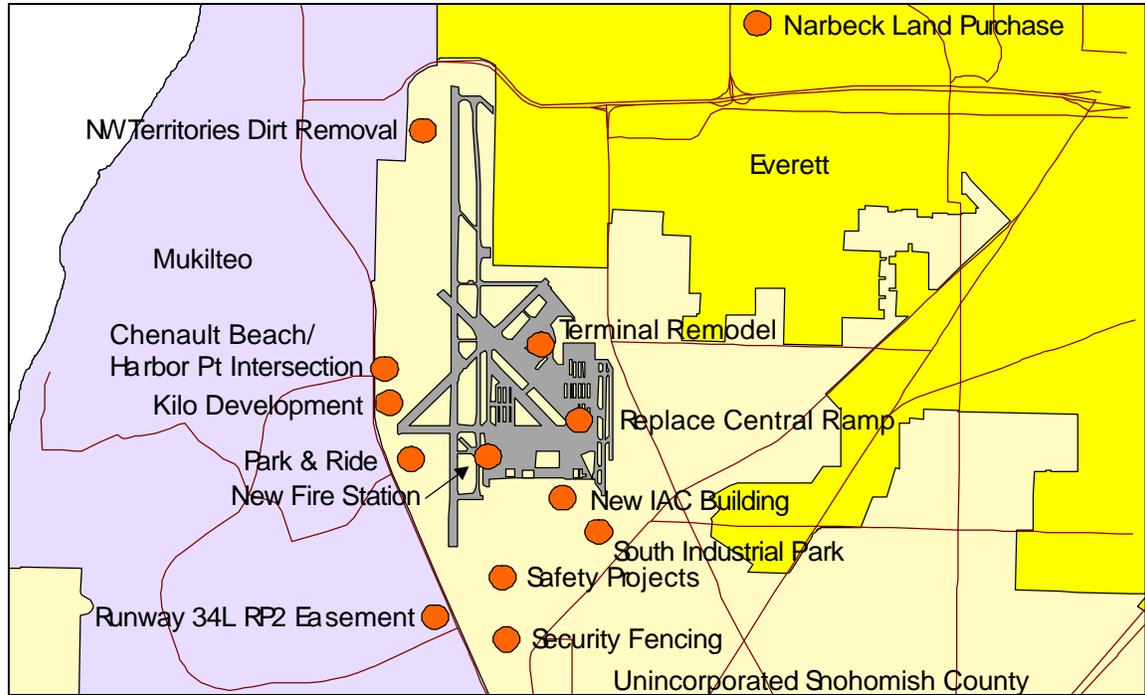
The approved *Paine Field Master Plan and Noise Study Update* identified 59 projects divided into three phases. Altogether, they amounted to almost \$50 million in projected costs. Some of the first phase projects were completed in prior years. The estimated local share for these projects is \$21 million, with tenant leases and landing fees expected to cover most of that cost. About 75% of this capital investment represents improvements for safety, operational efficiency, or capital replacement that are only marginally related to population growth. The remainder is in the form of support facility expansions which will accommodate additional industrial and commercial activity and aircraft storage but will not increase the rated capacity of the Airport.

The Safety Area Improvement Project for Runway 16T-34L started in 1998 and is expected to be completed in 2002. The Airport and the FAA are working in tandem to design and construct improvements to these safety areas to bring it up to FAA specifications and ensure the safety of the flying public. Total project cost will be about \$14 million, with \$8 million to be spent in 1999. 90% of this project will be funded by the FAA.

The Narbeck Wetland Sanctuary was a 1998 funded project which will be completed in 1999. In 1998, the Snohomish County Council also approved an award of \$525,000 in conservation futures for the purchase of the Sabey and Snohomish County parcels to complete the land acquisitions for the Narbeck Wetland Sanctuary. The land acquisitions will take place in 1999.

Airport improvements include new buildings and infrastructure to accommodate new tenants. Some of the infrastructure is constructed in advance (eg. wetland compensation banks, sewer & water mains). South Industrial Park is a potential new construction development project to be built on 67 acres of industrial land purchased several years ago from the U.S. Navy and leased back for five years to the Navy for housing. However, the Airport does not generally construct new buildings without having tenants under lease. As such, the timing of construction of buildings and associated improvements is driven by tenant interest and general economic conditions which are difficult to accurately forecast.

MAP 2: PAINE FIELD CAPITAL PROJECTS: 1999-2004



*Comp Plan*                    There are no concurrency requirements associated with Airport facilities.

*Surface Transportation (Roads)*

County Road’s capital requests for 1999-2004 amount to \$263.8 million. Road projects are detailed in the County’s Transportation Improvement Program (TIP) which is submitted annually to the State and which forms a major component of the County’s Capital Facilities Plan.

The 1999-2004 Transportation Improvement Program and the *Transportation Element* of the County’s *GMA Comprehensive Plan* are consistent. Future Transportation Improvement Programs will continue to be derived from the *Transportation Element* and will be prepared and adopted together with the Capital Facilities Plan.

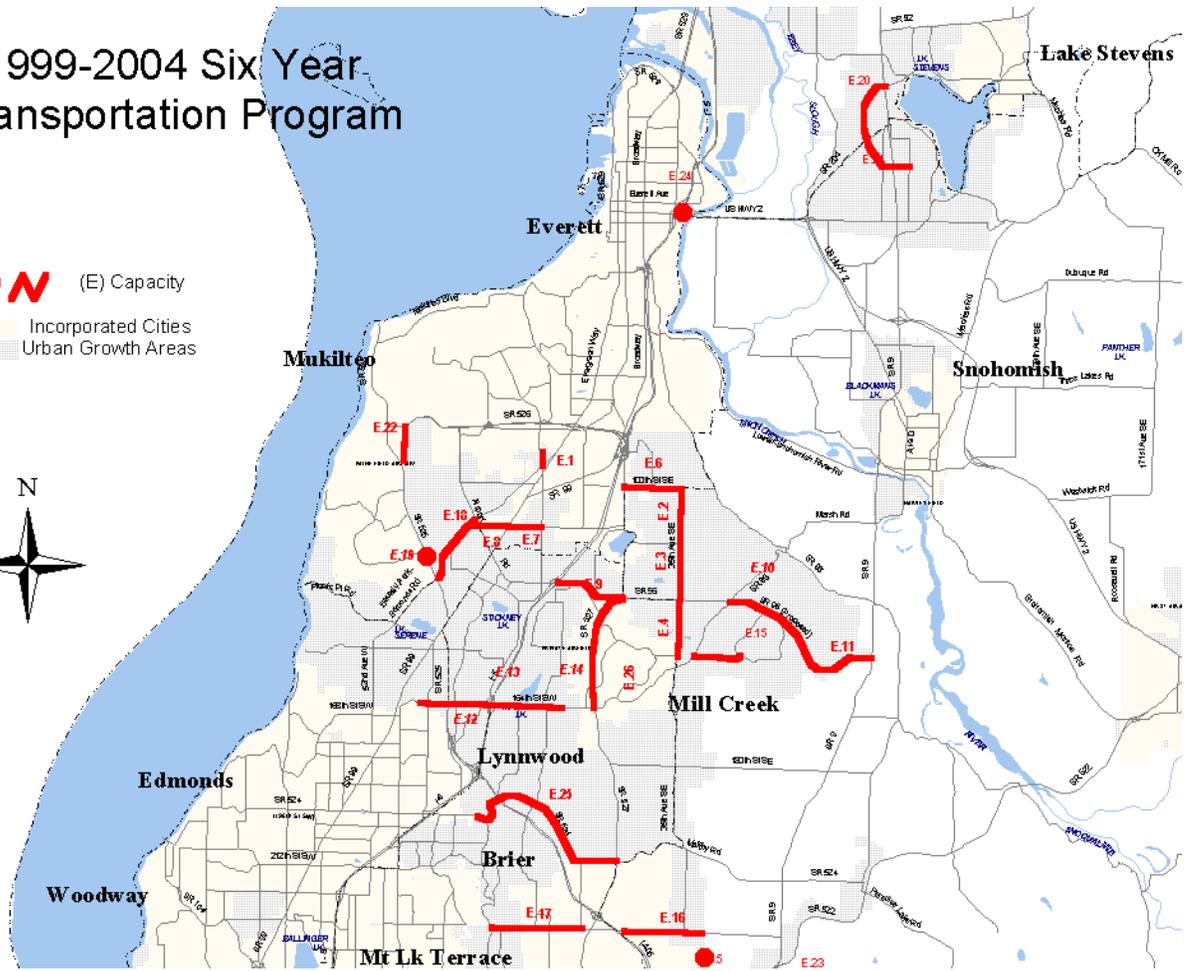
Regular updating of the *Transportation Needs Report* and the six-year TIP will create continuing revisions to road project cost data. This is acknowledged in the *General Policy Plan* in Policy CF1.B2. Consequently, the out year costs are likely to change in subsequent TIPs.

*Recommendation*                    Due to the significant needs and costs of improvements for transportation, it is recommended that the County consider any available revenue options in the area of voter approval, impact fees, reallocation of funds, and new statutory authority.

MAP 3: ROAD CAPACITY PROJECTS: 1999-2004

# 1999-2004 Six Year Transportation Program

● N (E) Capacity  
 Incorporated Cities  
 Urban Growth Areas



The County presently has unused revenue authority in the area of a local option gas tax. Given the current status of State funding for transportation, it might be appropriate to consider resubmitting this option to voters in a future ballot issue. The county may wish to consider providing case-by-case exemptions from impact fees for low-income housing, and other development activities with broad public purposes, provided that the impact fees for such development activity shall be paid from public funds other than impact fee accounts (RCW 82.02.060 {2}).

*Service Levels*

A level of service methodology, along with arterial and transit Level of Service standards were adopted as part of Snohomish County’s *General Policy Plan* and *Transportation Element*. The methodology allows lower levels of service for roadways where transit service is available and where proposed land uses are compatible with, and support public transit. This general approach to implementing a concurrency management system has been implemented through revisions to Title 26B SCC adopted in 1995 and 1996. The County Council made the final determination regarding level of service standards and concurrency management in 1995 when adopting the GMA Comprehensive Plan.

*Long-Term Needs*

Long-range needs (2004 through 2012) for transportation projected in the *Transportation Element* identify several roadway and other capital facility construction projects. As noted above, however, further reviews through the annual TIP process can be expected to produce changes in both project listings and cost estimates.

Roadway capital construction involves specific projects related to safety, new roadway capacity, enhanced roadway capacity, joint county-city roadway projects, arterial high-occupancy vehicle treatments, walkways and bikeways. Roadway capital construction is most directly related to serving land development and generally entails adding needed capacity to the arterial system.

Other capital facilities construction involves ongoing and programmatic expenditure for upgrading existing roadways, walkways, bikeways, bridges, railroad crossing and drainage to the adopted county design standards. Other capital facilities construction is important to maintaining the health, safety and welfare of the greater community by enhancing community mobility and access to the employment, commercial, cultural, institutional and recreational activity centers within Snohomish County.

*Comp Plan*

The *Transportation Element* for the Snohomish County comprehensive plan contains an inventory of transportation facilities, level of service standards, implementation measures, long-range project descriptions, expenditure and revenue forecasts towards the year 2012, and an overall financial strategy for transportation capital facilities. This transportation document is supplemental to and consistent with the *General Policy Plan*, and should be relied on for the technical details not presented within this capital plan.

**VI. PROPRIETARY**

Proprietary capital facilities consist of the County’s surface water and solid waste projects. Figure 8 summarizes total project requests by year for these two operations. Total proprietary capital requests for 1999 amount to \$15.8 million, with projects for the 1999-2004 time frame totaling \$38.7 million.

FIGURE 8: TOTAL PROPRIETARY REQUESTS BY YEAR BY DEPARTMENT: 1999-2004

Dept Name	1999	2000	2001	2002	2003	2004	99-04
<b>Public Works</b>	\$10,141,519	\$3,601,500	\$3,500,000	\$500,000	\$640,000	\$500,000	\$18,883,019
<b>Surface Water</b>	\$5,705,145	\$3,113,350	\$2,856,000	\$3,769,900	\$2,293,100	\$2,119,000	\$19,856,495
<b>Total Proprietary</b>	\$15,846,664	\$6,714,850	\$6,356,000	\$4,269,900	\$2,933,100	\$2,619,000	\$38,739,514

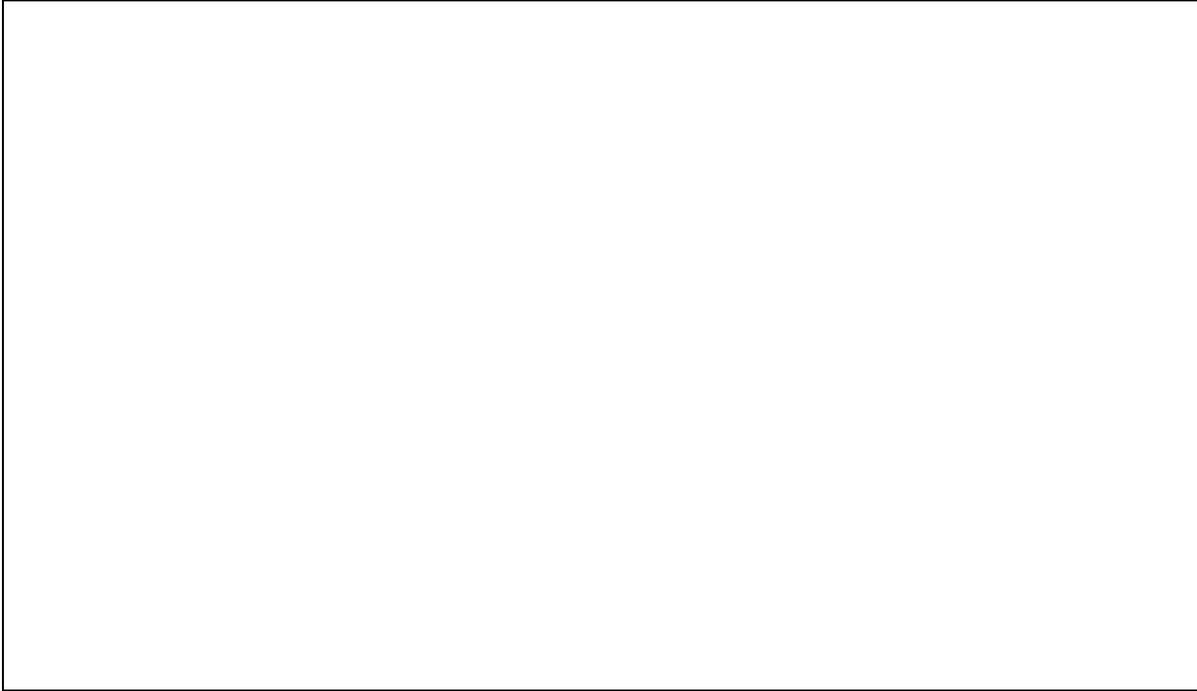
quantity, drainage rehabilitation and investigation, flood control rehabilitation/bank stabilization, habitat/fish restoration, and infrastructure planning. With the proposed listing of chinook salmon as a threatened species under the Endangered Species Act, increased funding has been made available for both the planning and habitat/fish restoration categories.

For 1999, total surface water projects amount to \$5.7 million. For the years 1999 to 2004, projected capital projects amount to \$19.9 million. Figure 9 below presents funding levels for each category of surface water project.

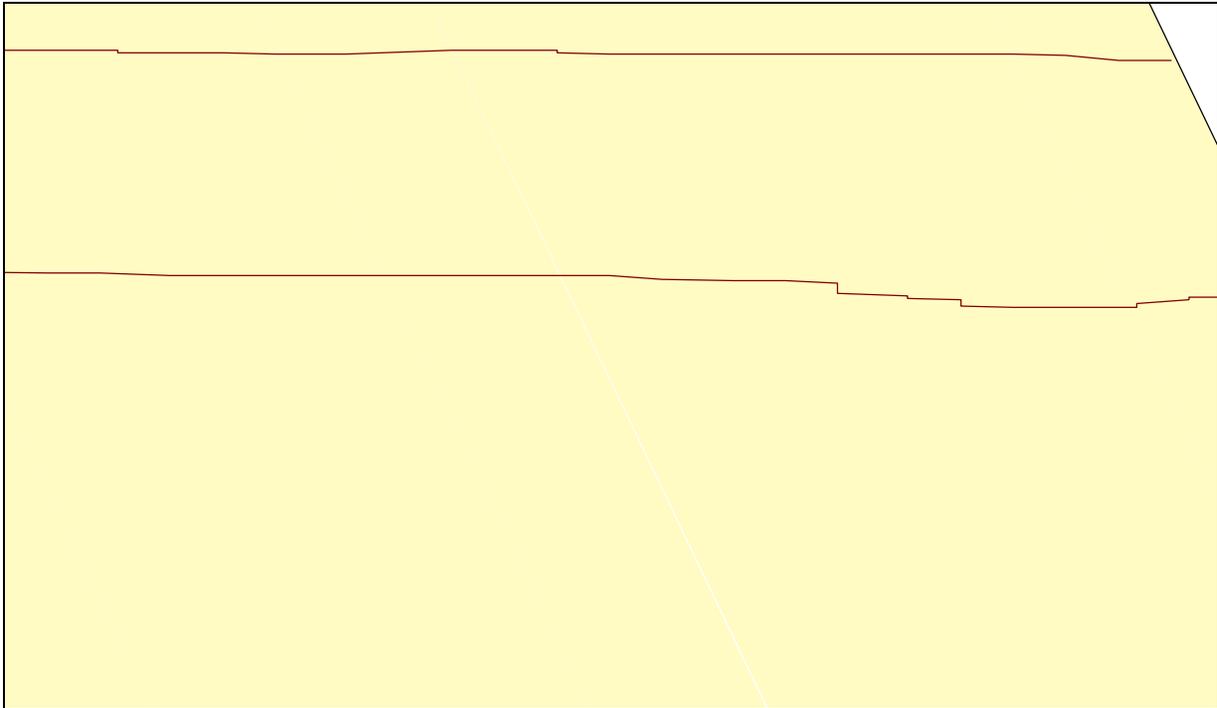
FIGURE 9: TOTAL SURFACE WATER CAPITAL REQUESTS: 1999-2004

Category	1999	2000	2001	2002	2003	2004	Total 99-04
Drainage Improvement/Water Quality	\$727,388	\$1,407,500	\$1,500,000	\$2,381,500	\$887,100	\$761,000	\$7,563,533
Drainage Rehabilitation and Investigation	\$527,105	\$780,000	\$819,000	\$860,000	\$902,000	\$1,006,000	\$4,688,105
Enhanced Infrastructure Planning	\$814,225	\$404,000	\$185,000	\$0	\$0	\$0	\$1,403,225
Flood Control Rehab/Bank Stabilization	\$120,433	\$198,650	\$94,000	\$94,000	\$84,000	\$84,000	\$675,083
Habitat/Fish Restoration	\$3,771,491	\$5,211,000	\$2,356,000	\$5,843,306	\$4,201,000	\$2,701,000	\$25,526,549
<b>Public Works Surface Water Total</b>	\$5,705,145	\$3,113,350	\$2,856,000	\$3,769,900	\$2,293,100	\$2,119,000	\$19,856,495

MAP 4: SURFACE WATER MANAGEMENT PROJECTS: 1999



MAP 5: PRELIMINARY ENDANGERED SPECIES PROJECTS: 1999



*Service Guidelines*

Surface water management projects are included in the six-year improvement program that address drainage, flood control, water quality improvement and

habitat protection or restoration. The latter investment is expected to increase as an outcome of the expected listing of Puget Sound Chinook Salmon under the Federal Endangered Species Act and the reissuance of the Federal Clean Water Act permit that allows for the discharge of storm water to federal waters.

Efforts underway are providing an examination of the relationship between urban development patterns and surface water facility needs and attempting to relate growth directly to need. Because in urbanized and urbanizing areas surface water system investment levels are a function of county development patterns, surface water management strategies, and topographic characteristics, comparisons with other counties would be largely meaningless in setting targets for this category.

*Long-Term Needs*

Surface water management facility needs are directly related to population growth, which drives urbanization and land development generally. These activities tend to have a dual negative effect on surface water by 1) increasing the amount and pollution content of storm water run-off, and 2) reducing the capability of the natural systems that might otherwise handle this run-off. As Snohomish County's population grows according to projections by the Office of Financial Management, the capital needs for surface water system enhancements and supplements will also grow. To the extent that growth management produces higher concentrations of development and population within designated urban growth areas, the surface water impacts may also tend to be concentrated in those defined areas. This may, in turn, necessitate the planning and design of necessary stormwater management facilities. However, efforts to preserve remaining chinook habitat may dampen that trend and result in significant expenditures on salmon recovery efforts outside of the major population centers.

The long-term capital investment needs for surface water system improvements have been roughly estimated by using the 1993 Capital Improvement Plan list of identified project needs as the basis for generating an annual investment rate. Using those identified needs and past experience as a guide, planning figures for capital replacement and new projects were developed and adjusted for projected population growth over the next 15 years. The resultant estimated level of needed capital investment in surface water facilities through the year 2012 has been roughly estimated at \$75 million, or an average rate of \$5 million annually. This is considerably higher than the actual expenditure levels in recent budgets, indicating both the extent of the current backlog and the likelihood of growing need in the future. In 1999, surface water management fees for the entire program are estimated to be about \$4.7 million.

It is evident that creative solutions will be required to reconcile this magnitude of need with the probable revenues from existing sources. A combination of regulatory and other measures to reduce facility needs and additional

revenues from fees, joint ventures with other jurisdictions, and other sources will be needed. Newly adopted Title 24 is only the first step in the development of long-range solutions to this problem. Salmon recovery plans and enhanced infrastructure planning will provide two more significant pieces of the puzzle.

Comp Plan

There are no concurrency requirements associated with surface water facilities.

**Solid Waste**

Solid Waste capital facility projects for 1999 total \$9.4 million and capital facility repair & maintenance projects total \$794,269. The four primary projects funded for 1999 are construction of the new Southwest Recycling & Transfer Station (SWRTS) \$8 million, remodel of the existing Sorting Facility at the Regional Landfill \$700,000, installation of a pedestal crane at North County Recycling & Transfer Station (NCRTS) \$166,000 and completion of the Moderate Risk Waste Facility \$71,000. The six year 1999-2004 capital requests amount to \$18.9 million.

FIGURE 10: TOTAL SOLID WASTE CAPITAL REQUESTS: 1999-2004

Category	1999	2000	2001	2002	2003	2004	Total
General Recycling and Transfer Station	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Drop Box in the City of Monroe	\$10,000	\$101,500	\$3,000,000	\$0	\$0	\$0	\$4,111,500
Leachate Transmission Pipeline Relocation	\$164,750	\$0	\$0	\$0	\$0	\$0	\$164,750
Moderate Risk Waste (MRW) Facility	\$71,000	\$0	\$0	\$0	\$0	\$0	\$71,000
North County Transfer Station Pedestal Crane	\$166,000	\$0	\$0	\$0	\$0	\$0	\$166,000
Sorting Facility at Regional Landfill	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000
Southwest Recycling and Transfer Station	\$8,055,000	\$0	\$0	\$0	\$0	\$0	\$10,555,000
Landfill Gas Flares at Cathlamet	\$0	\$0	\$0	\$0	\$140,000	\$0	\$140,000
Facilities Renovation	\$794,269	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,794,269
Replace Everett Transfer Station Push Blades	\$22,500	\$0	\$0	\$0	\$0	\$0	\$22,500
Replacement - AmFab Super 250 Cylinder	\$70,000	\$0	\$0	\$0	\$0	\$0	\$70,000
Purchase of Security System Hardware	\$38,000	\$0	\$0	\$0	\$0	\$0	\$38,000
<b>Public Works Solid Waste Total</b>	<b>\$10,141,519</b>	<b>\$3,601,500</b>	<b>\$3,500,000</b>	<b>\$500,000</b>	<b>\$640,000</b>	<b>\$500,000</b>	<b>\$18,883,019</b>

tral Recycling and Transfer Station project in 1992-1995. Since that time there have been a number of changes in waste generation rates, recycling conditions, site availability, and other factors. The department has also prepared a Recycling Potential Assessment that identifies goals, options, strategies, and cost estimates. This document will help guide program implementation in coming years to integrate recycling efforts with other system demands in the most cost-effective way. The report is being finalized concurrently with updating of the Comprehensive Solid Waste Management Plan.

Long-Term Needs

The primary project in the new six-year Capital Improvement Plan is rehabilitation/reconstruction of the Southwest Recycling and Transfer Station. This major facility is expected to add waste handling capacity to the system. Five other projects are also proposed, including remodeling of the Sorting Facility at the Regional Landfill & completion of the new Moderate Risk Waste Facility

Major policy decisions concerning continuation of the future role of waste export, the use of the regional landfill property, and future waste reduction and recycling efforts will have to be made before a long-range facility plan can be developed. Despite this uncertainty about the nature and cost of out-year projects, it is reasonable and prudent to assume that additional capital expenses for solid waste facilities will be necessary after the year 2003.

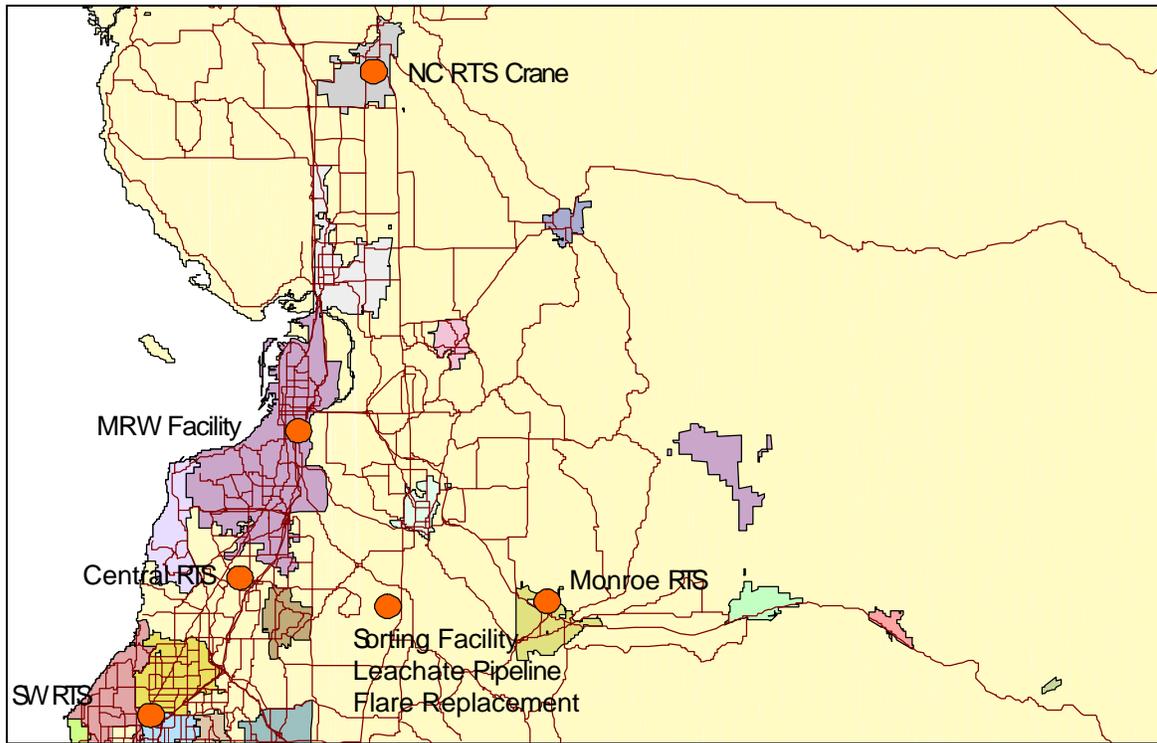
A waste generation forecast was completed in late 1998 that shows service levels needed in 5-year and 10-year windows.

*Comp Plan*

There are no concurrency requirements associated with solid waste facilities. State law requires each county to adopt a Comprehensive Solid Waste Management Plan. The County's current Plan was adopted in 1990, and is presently being updated. It will serve as a decision-making tool as the county develops solid waste programs and facilities and addresses the needs of its citizens.

A siting process for essential public facilities of a countywide nature has been adopted by the County within the GMA Comprehensive Plan. It will be considered for utilization in the siting of applicable solid waste facilities.

MAP 6: SOLID WASTE PROJECTS: 1999-2004



## **VII. DETAILED CAPITAL PLANS BY DEPARTMENT**

The Figure 11 following will provide a list of projects submitted by various departments. The costs presented represent *only* capital expenses; no maintenance or operating expenditures have been included in this list.

Several projects contain zero dollar amounts. These are projects that will either be completed in 1999, ones for which costs will be developed during 2000, or projects whose funding appears in other departmental budgets. Detailed sheets for individual projects are presented in a later appendix.

FIGURE 11: PROJECT LIST BY DEPARTMENT

(CAPITAL COSTS ONLY, MAINTENANCE & OPERATIONS NOT INCLUDED)

Project Name	1999	2000	2001	2002	2003	2004	Total 99-04
<b>Grand Total</b>	<b>\$161,847,589</b>	<b>\$118,564,824</b>	<b>\$118,578,848</b>	<b>\$99,125,772</b>	<b>\$92,471,886</b>	<b>\$69,695,681</b>	<b>\$660,284,600</b>
<b>Airport:</b>							
ARFF Facility	\$0	\$0	\$1,700,000	\$0	\$0	\$0	\$1,700,000
Building Rehab	\$100,000	\$250,000	\$250,000	\$0	\$0	\$0	\$600,000
Central Park Ramp	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Chenault Beach & Harbor Point Intersection	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Forest Services Ramp	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Future Building Purchases/Repairs	\$0	\$5,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$7,000,000
Future Projects	\$0	\$0	\$0	\$225,000	\$225,000	\$225,000	\$675,000
IAC Building	\$0	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
Infrastructure Repairs	\$50,000	\$500,000	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$3,550,000
Kilo Development	\$46,000,000	\$0	\$0	\$0	\$0	\$0	\$46,000,000
Land Purchase-Narbeck	\$625,000	\$0	\$0	\$0	\$0	\$0	\$625,000
New ARFF Vehicle	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000
New Building Construction	\$0	\$0	\$7,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$22,000,000
Northwest Territories	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Obstruction Removal	\$0	\$100,000	\$40,000	\$40,000	\$40,000	\$40,000	\$260,000
Other Roads and Grounds	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Park and Ride	\$700,000	\$0	\$0	\$0	\$0	\$0	\$700,000
Runway 34L RPZ Easement Acquisition	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
Safety Area Improvement Proj (FAA)	\$8,000,000	\$2,000,000	\$3,000,000	\$1,000,000	\$0	\$0	\$14,000,000
Security Fencing	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Security Fencing and Pavement Rehab	\$50,000	\$75,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,125,000
Sewer Improvements	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
South Industrial Park	\$0	\$800,000	\$11,200,000	\$0	\$0	\$0	\$12,000,000
Taxiway Bravo Lighting	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Terminal Remodel	\$0	\$0	\$0	\$400,000	\$0	\$0	\$400,000
Terminal Road Access Improvements	\$0	\$0	\$0	\$400,000	\$0	\$0	\$400,000
<b>Airport Total</b>	<b>\$58,025,000</b>	<b>\$15,125,000</b>	<b>\$25,690,000</b>	<b>\$9,565,000</b>	<b>\$6,765,000</b>	<b>\$6,765,000</b>	<b>\$121,935,000</b>
<b>Assessor:</b>							
Public Counter Remodel	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000
Document Imaging	\$0	\$0	\$114,000	\$0	\$0	\$0	\$114,000
Workstations	\$0	\$0	\$204,000	\$0	\$0	\$0	\$204,000
Third Floor Remodel	\$0	\$0	\$797,250	\$0	\$0	\$0	\$797,250
<b>Assessor Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,140,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,140,250</b>
<b>Auditor:</b>							
Auditor's Imaging System	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Expand Remodel Auditor's Office	\$1,850,000	\$0	\$0	\$0	\$0	\$0	\$1,850,000
<b>Auditor Total</b>	<b>\$2,350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,350,000</b>
<b>Clerk:</b>							
GAIN Records Mgmt Software	\$26,000	\$0	\$0	\$0	\$0	\$0	\$26,000
Document Imaging System	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Interactive Voice Response System	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Move Jury+ System to Network	\$28,000	\$0	\$0	\$0	\$0	\$0	\$28,000
<b>Clerk Total</b>	<b>\$54,000</b>	<b>\$75,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$629,000</b>
<b>Corrections:</b>							
Fairgrounds Modular Housing	\$355,000	\$0	\$0	\$0	\$0	\$0	\$355,000
Justice Center	\$361,500	\$1,941,900	\$15,747,600	\$25,790,000	\$29,390,000	\$9,333,000	\$82,564,000
Booking and Auto Sallyport Remodel	\$1,150,000	\$0	\$0	\$0	\$0	\$0	\$1,150,000
Kitchen/Laundry Relocation	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Jail Control Room Upgrade	\$349,700	\$0	\$0	\$0	\$0	\$0	\$349,700
Jail Elevator Upgrade	\$351,959	\$0	\$0	\$0	\$0	\$0	\$351,959
HVAC Upgrade	\$50,000	\$30,000	\$10,000	\$0	\$0	\$0	\$90,000
Cell Door Replacement	\$208,200	\$0	\$0	\$0	\$0	\$0	\$208,200
Iris Scan Machine	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Live Scan Fingerprint Machine	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Video Court Expansion	\$0	\$215,000	\$0	\$0	\$0	\$0	\$215,000

FIGURE 11: PROJECT LIST BY DEPARTMENT, CONTINUED

Project Name	1999	2000	2001	2002	2003	2004	Total 99-04
<b>Corrections Total</b>	\$2,826,359	\$3,736,900	\$15,757,600	\$25,790,000	\$29,390,000	\$9,333,000	\$86,833,859
<b>Debt Service:</b>							
Denney Youth Center	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
<b>Debt Service Total</b>	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
<b>Facilities Management:</b>							
Denney Youth Center Const Closeout	\$8,964	\$0	\$0	\$0	\$0	\$0	\$8,964
HVAC Improvements-County Campus	\$110,244	\$0	\$0	\$0	\$0	\$0	\$110,244
Multi-Service Center Roof Replacement	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Annex Building Replacement	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
Annex Building Structural Repair	\$0	\$563,000	\$0	\$0	\$0	\$0	\$563,000
ADA Upgrades	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Building Security	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Safety Issues	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$140,000
Seismic Evaluation	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Signage	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Masonry Restoration Courthouse	\$0	\$280,000	\$0	\$0	\$0	\$0	\$280,000
Fire Alarm System Replacement	\$85,000	\$430,000	\$0	\$0	\$0	\$0	\$515,000
Administration Building Roof Replacement	\$0	\$205,000	\$0	\$0	\$0	\$0	\$205,000
Carnegie Roof Replacement	\$0	\$69,000	\$0	\$0	\$0	\$0	\$69,000
Hardeon House Roof Replacement	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Administration Building Chiller	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Adm. Annex Elevator	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Asbestos Abatement Superior Courtrooms	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Mission Building Window	\$0	\$78,000	\$0	\$0	\$0	\$0	\$78,000
Courthouse Roof Replacement	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Courthouse Chiller Replacement	\$0	\$89,000	\$0	\$0	\$0	\$0	\$89,000
Mission Building Exterior Painting	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Courthouse Complex Carpet	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Carnegie Building Window	\$0	\$78,000	\$0	\$0	\$0	\$0	\$78,000
Mission Building Tile Roof	\$0	\$290,000	\$0	\$0	\$0	\$0	\$290,000
Courthouse Building Window Repair	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Annex Air Conditioning	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Courthouse Irrigation System	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Law and Justice Building	\$0	\$6,000,000	\$10,000,000	\$8,000,000	\$0	\$0	\$24,000,000
Courthouse Complex Exterior Painting	\$0	\$30,000	\$20,000	\$0	\$0	\$0	\$50,000
Mission Building Electrical System	\$0	\$53,000	\$0	\$0	\$0	\$0	\$53,000
Courthouse Basement Wall Repair	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Annex Building Window Replacement	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Evergreen District Court HVAC	\$0	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Admin Building Lighting Panel	\$0	\$0	\$84,000	\$0	\$0	\$0	\$84,000
Courthouse Complex Ceiling Tile Repairs	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Administration Building Air Balance	\$0	\$0	\$155,000	\$0	\$0	\$0	\$155,000
Courthouse Building Air Balance	\$0	\$0	\$155,000	\$0	\$0	\$0	\$155,000
Annex Building Gas Boiler Replacement	\$0	\$0	\$48,000	\$0	\$0	\$0	\$48,000
Courthouse Roof Air Conditioning	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Mission Building HVAC System Upgrade	\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000
Courthouse Building Transformer	\$0	\$0	\$84,000	\$0	\$0	\$0	\$84,000
South District Court Singer Chiller	\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000
Annex Building Electrical	\$0	\$0	\$0	\$73,000	\$0	\$0	\$73,000
South District Court McQuay Chiller	\$0	\$0	\$0	\$120,000	\$0	\$0	\$120,000
Annex Building Plumbing	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Admin Building Loading Dock	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Evergreen District Court Parking Lot Repair	\$0	\$0	\$0	\$23,000	\$0	\$0	\$23,000
Mission Building Crawl Space Asbestos	\$0	\$0	\$0	\$225,000	\$0	\$0	\$225,000
Parking Garage Interior & Exterior Painting	\$0	\$0	\$0	\$22,000	\$0	\$0	\$22,000
<b>Facilities Management Total</b>	\$609,208	\$15,495,000	\$10,896,000	\$8,843,000	\$115,000	\$115,000	\$36,073,208

FIGURE 11: PROJECT LIST BY DEPARTMENT, CONTINUED

Project Name	1999	2000	2001	2002	2003	2004	Total 99-04
<b>Information Services:</b>							
Begin Migration from Banyan to NT Server	\$0	\$560,600	\$10,000	\$80,000	\$10,000	\$100,000	\$760,600
Electronic Service Delivery	\$0	\$400,000	\$100,000	\$100,000	\$100,000	\$0	\$700,000
GIS Phase III (b)	\$0	\$0	\$400,000	\$200,000	\$100,000	\$200,000	\$900,000
GIS Phase III(c)	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000
Infrastructure Investment Plan	\$200,000	\$1,000,000	\$1,100,000	\$1,200,000	\$1,300,000	\$1,400,000	\$6,200,000
Intranet Services Upgrades	\$0	\$200,000	\$100,000	\$100,000	\$100,000	\$0	\$500,000
PC Replacement Fund	\$0	\$800,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,800,000
Revise Connectivity between Sites	\$96,000	\$0	\$0	\$0	\$0	\$0	\$96,000
Year 2000 Contingency	\$1,830,000	\$300,000	\$0	\$0	\$0	\$0	\$2,130,000
<b>Information Services Total</b>	<b>\$2,126,000</b>	<b>\$3,260,600</b>	<b>\$2,210,000</b>	<b>\$2,180,000</b>	<b>\$3,110,000</b>	<b>\$3,200,000</b>	<b>\$16,086,600</b>
<b>Nondepartmental:</b>							
Health District Building	\$322,895	\$0	\$0	\$0	\$0	\$0	\$322,895
Miscellaneous REET I allocations	\$1,438,855	\$0	\$0	\$0	\$0	\$0	\$1,438,855
Miscellaneous REET II Allocations	\$1,315,307	\$0	\$0	\$0	\$0	\$0	\$1,315,307
<b>Nondepartmental Total</b>	<b>\$3,077,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,077,057</b>
<b>Parks And Recreation:</b>							
Athletic Fields - Facilities	\$1,679,282	\$1,164,315	\$1,900,000	\$1,100,000	\$1,500,000	\$1,000,000	\$8,343,597
Athletic Fields - Land	\$1,919,394	\$1,250,000	\$0	\$0	\$0	\$0	\$3,169,394
Buildings - Facilities	\$0	\$0	\$200,000	\$200,000	\$1,100,000	\$1,100,000	\$2,600,000
Outdoor Facilities - Facilities	\$100,000	\$1,280,000	\$500,000	\$300,000	\$300,000	\$300,000	\$2,780,000
Recreation Centers - Land	\$0	\$0	\$0	\$0	\$0	\$195,000	\$195,000
Resource Activity - Land	\$0	\$0	\$400,000	\$600,000	\$0	\$0	\$1,000,000
Resource Conservancy - Land	\$3,725,000	\$2,500,000	\$1,000,000	\$1,000,000	\$0	\$0	\$8,225,000
Support	\$354,815	\$375,274	\$385,139	\$396,315	\$407,631	\$419,513	\$2,338,687
Support-Fair	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Trails - Land	\$54,667	\$0	\$0	\$600,000	\$600,000	\$0	\$1,254,667
Trails-Facilities	\$1,866,103	\$900,000	\$500,000	\$500,000	\$1,800,000	\$1,800,000	\$7,366,103
<b>Parks And Recreation Total</b>	<b>\$9,749,261</b>	<b>\$7,519,589</b>	<b>\$4,935,139</b>	<b>\$4,746,315</b>	<b>\$5,757,631</b>	<b>\$4,864,513</b>	<b>\$37,572,448</b>
<b>Planning:</b>							
Image Based Data System	\$0	\$350,000	\$285,400	\$0	\$0	\$0	\$635,400
Input/Output Services	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000
<b>Planning Total</b>	<b>\$0</b>	<b>\$475,000</b>	<b>\$410,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$885,400</b>
<b>Public Works E R &amp; R:</b>							
Airport Rolling Stock	\$43,217	\$180,392	\$24,283	\$123,617	\$118,659	\$199,186	\$689,354
Arlington Modular Building	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Auditor Rolling Stock	\$0	\$0	\$0	\$0	\$20,524	\$0	\$20,524
Corrections Rolling Stock	\$10,904	\$46,539	\$0	\$0	\$31,360	\$0	\$88,803
ER&R Equipment Replacement	\$1,703,425	\$1,305,008	\$3,373,194	\$3,181,761	\$3,000,483	\$2,532,852	\$15,096,723
ER&R Rolling Stock Replacement Plan	\$83,500	\$25,410	\$0	\$59,824	\$61,528	\$167,964	\$398,226
Facilities Management Rolling Stock	\$0	\$23,119	\$0	\$0	\$0	\$0	\$23,119
Juvenile Services Rolling Stock	\$35,880	\$43,058	\$50,752	\$20,151	\$89,692	\$0	\$239,533
Medical Examiner Rolling Stock	\$0	\$23,009	\$25,060	\$0	\$25,056	\$0	\$73,125
Motor Pool Rolling Stock	\$0	\$31,320	\$20,332	\$153,516	\$53,526	\$0	\$258,694
Parks/Recreation Rolling Stock	\$43,444	\$0	\$42,378	\$56,200	\$20,340	\$0	\$162,362
PDS Rolling Stock	\$211,987	\$181,626	\$202,516	\$268,535	\$144,562	\$326,163	\$1,335,389
Sheriff Rolling Stock	\$948,121	\$1,142,220	\$1,092,884	\$1,439,025	\$1,278,311	\$787,400	\$6,687,961
Solid Waste Rolling Stock	\$270,906	\$49,739	\$202,476	\$1,873,268	\$461,508	\$500,561	\$3,358,458
Surface Water Rolling Stock	\$40,816	\$45,445	\$49,584	\$48,660	\$50,606	\$131,042	\$366,153
<b>Equipment Rental &amp; Revolving Total</b>	<b>\$3,692,200</b>	<b>\$3,096,885</b>	<b>\$5,083,459</b>	<b>\$7,224,557</b>	<b>\$5,356,155</b>	<b>\$4,645,168</b>	<b>\$29,098,424</b>
<b>Public Works Roads:</b>							
Bridge Replacement & Rehabilitation	\$7,280,000	\$4,041,000	\$3,878,000	\$713,000	\$780,000	\$3,146,000	\$19,838,000
Road System Carrying	\$30,397,000	\$26,895,000	\$29,390,000	\$24,373,000	\$29,804,000	\$25,101,000	\$165,960,000
Miscellaneous Engineering	\$158,000	\$112,000	\$106,000	\$190,000	\$218,000	\$247,000	\$1,031,000
Network Data Storage	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Non Motorized Projects	\$6,064,000	\$5,773,000	\$1,338,000	\$3,176,000	\$1,230,000	\$1,335,000	\$18,916,000
Overlay Projects	\$4,559,000	\$4,728,000	\$4,559,000	\$5,087,000	\$5,276,000	\$5,472,000	\$29,681,000

FIGURE 11: PROJECT LIST BY DEPARTMENT, CONTINUED

Project Name	1999	2000	2001	2002	2003	2004	Total 99-04
Radar Reader Board	\$13,000	\$0	\$0	\$0	\$0	\$0	\$13,000
Road Drainage	\$666,000	\$536,000	\$554,000	\$573,000	\$593,000	\$614,000	\$3,536,000
Traffic Safety/Intersection Improv	\$5,119,000	\$8,032,000	\$5,695,000	\$2,315,000	\$1,044,000	\$2,139,000	\$24,344,000
Traffic Signal Maintenance	\$60,000	\$70,000	\$80,000	\$80,000	\$100,000	\$100,000	\$490,000
<b>Public Works Roads Total</b>	<b>\$54,326,000</b>	<b>\$50,187,000</b>	<b>\$45,600,000</b>	<b>\$36,507,000</b>	<b>\$39,045,000</b>	<b>\$38,154,000</b>	<b>\$263,819,000</b>
<b>Public Works Solid Waste:</b>							
Central Recycling & Transfer (CRTS)	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Drop Box in the City of Monroe	\$10,000	\$1,101,500	\$3,000,000	\$0	\$0	\$0	\$4,111,500
Leachate Transmission Pipeline Relocation	\$164,750	\$0	\$0	\$0	\$0	\$0	\$164,750
Moderate Risk Waste (MRW) Facility	\$71,000	\$0	\$0	\$0	\$0	\$0	\$71,000
North County Recycling and Transfer Station	\$166,000	\$0	\$0	\$0	\$0	\$0	\$166,000
Sorting Facility at Regional Landfill	\$700,000	\$0	\$0	\$0	\$0	\$0	\$700,000
Southwest Recycling & Transfer (RTS)	\$8,055,000	\$2,500,000	\$0	\$0	\$0	\$0	\$10,555,000
Landfill Gas Flares at Cathcart	\$0	\$0	\$0	\$0	\$140,000	\$0	\$140,000
Facilities Renovation	\$794,269	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,794,269
Everett Transfer Station Push Blades	\$22,500	\$0	\$0	\$0	\$0	\$0	\$22,500
AmFab Super 250 Cylinder	\$70,000	\$0	\$0	\$0	\$0	\$0	\$70,000
Purchase of Security System Hardware	\$38,000	\$0	\$0	\$0	\$0	\$0	\$38,000
<b>Public Works Solid Waste Total</b>	<b>\$10,141,519</b>	<b>\$3,601,500</b>	<b>\$3,500,000</b>	<b>\$500,000</b>	<b>\$640,000</b>	<b>\$500,000</b>	<b>\$18,883,019</b>
<b>Public Works Surface Water:</b>							
Drainage Improvement/Water Quality	\$722,333	\$1,407,500	\$1,500,000	\$2,281,600	\$887,100	\$765,000	\$7,563,533
Drainage Rehab and Investigation	\$327,105	\$780,000	\$819,000	\$860,000	\$902,000	\$1,000,000	\$4,688,105
Enhanced Infrastructure Planning	\$814,225	\$404,000	\$185,000	\$0	\$0	\$0	\$1,403,225
Flood Control Rehab/Bank Stabilization	\$120,433	\$198,650	\$94,000	\$94,000	\$84,000	\$84,000	\$675,083
Habitat/Fish Restoration	\$3,721,049	\$323,200	\$258,000	\$534,300	\$420,000	\$270,000	\$5,526,549
<b>Public Works Surface Water Total</b>	<b>\$5,705,145</b>	<b>\$3,113,350</b>	<b>\$2,856,000</b>	<b>\$3,769,900</b>	<b>\$2,293,100</b>	<b>\$2,119,000</b>	<b>\$19,856,495</b>
<b>Sheriff:</b>							
Evidence Storage	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000
Gun Works Purchase	\$1,260,000	\$0	\$0	\$0	\$0	\$0	\$1,260,000
Impound Vehicle Storage	\$375,000	\$0	\$0	\$0	\$0	\$0	\$375,000
Law Enforcement Range/Training Facility	\$1,430,840	\$0	\$0	\$0	\$0	\$0	\$1,430,840
800 MHz Communications System	\$5,600,000	\$10,700,000	\$0	\$0	\$0	\$0	\$16,300,000
North County Precinct Facility	\$0	\$1,700,000	\$0	\$0	\$0	\$0	\$1,700,000
<b>Sheriff Total</b>	<b>\$8,665,840</b>	<b>\$12,825,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,490,840</b>
<b>Treasurer:</b>							
Excise Imaging Project	\$0	\$54,000	\$0	\$0	\$0	\$0	\$54,000
<b>Treasurer Total</b>	<b>\$0</b>	<b>\$54,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$54,000</b>

**APPENDIX 1: REAL ESTATE EXCISE TAX PROJECT LIST**

Agency	DeptName	ProjectName	1999	2000	2001	2002	2003	2004
06	Public Works	Flood Control Rehabilitation/Bank Stabilization	\$50,000	\$0	\$0	\$0	\$0	\$0
06	Public Works	Habitat/Fish Restoration	\$748,311	\$0	\$0	\$0	\$0	\$0
06	Public Works	Non Motorized Projects	\$0	\$0	\$0	\$373,000	\$0	\$0
09	Parks And Recreation	Athletic Fields - Land	\$0	\$1,250,000	\$0	\$0	\$0	\$0
09	Parks And Recreation	Recreation Centers - Land	\$0	\$0	\$0	\$0	\$0	\$195,000
09	Parks And Recreation	Resource Activity - Land	\$0	\$0	\$400,000	\$300,000	\$0	\$0
09	Parks And Recreation	Resource Conservancy - Land	\$0	\$1,050,000	\$250,000	\$250,000	\$0	\$0
09	Parks And Recreation	Support	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
09	Parks And Recreation	Trails - Land	\$0	\$0	\$0	\$300,000	\$300,000	\$0
10	Assessor	Public Counter Remodel	\$0	\$0	\$25,000	\$0	\$0	\$0
10	Assessor	Third Floor Remodel	\$0	\$0	\$797,250	\$0	\$0	\$0
16	Nondepartmental	Health District Building	\$322,895	\$0	\$0	\$0	\$0	\$0
16	Nondepartmental	Miscellaneous REET I allocations	\$1,438,855	\$0	\$0	\$0	\$0	\$0
17	Debt Service	Denney Youth Center	\$500,000	\$0	\$0	\$0	\$0	\$0
18	Facilities Management	Denney Youth Center Construction Closeout	\$8,964	\$0	\$0	\$0	\$0	\$0
18	Facilities Management	Fire Alarm System Replacement at Courthouse	\$85,000	\$0	\$0	\$0	\$0	\$0
18	Facilities Management	HVAC Improvements-County Campus	\$110,244	\$0	\$0	\$0	\$0	\$0
18	Facilities Management	Multi-Service Center Roof Replacement	\$100,000	\$0	\$0	\$0	\$0	\$0
38	Corrections	Booking and Auto Sallyport Remodel	\$889,250	\$0	\$0	\$0	\$0	\$0
38	Corrections	Cell Door Replacement	\$208,200	\$0	\$0	\$0	\$0	\$0
38	Corrections	Fairgrounds Modular Housing	\$150,000	\$0	\$0	\$0	\$0	\$0
38	Corrections	HVAC Upgrade	\$0	\$0	\$0	\$0	\$0	\$0
38	Corrections	Jail Elevator Upgrade	\$351,959	\$0	\$0	\$0	\$0	\$0
38	Corrections	Kitchen/Laundry Relocation	\$0	\$1,000,000	\$0	\$0	\$0	\$0
38	Corrections	Video Court Expansion	\$0	\$215,000	\$0	\$0	\$0	\$0
06	Public Works	Drainage Improvement/Water Quality	\$127,531	\$0	\$0	\$0	\$0	\$0
06	Public Works	Drainage Rehabilitation and Investigation	\$327,105	\$780,000	\$819,000	\$860,000	\$902,000	\$1,000,000
06	Public Works	Enhanced Infrastructure Planning	\$734,725	\$404,000	\$185,000	\$0	\$0	\$0
06	Public Works	Habitat/Fish Restoration	\$455,010	\$323,200	\$258,000	\$534,300	\$420,000	\$270,000
06	Public Works	Overlay Projects	\$0	\$0	\$0	\$0	\$0	\$0
09	Parks And Recreation	Athletic Fields - Facilities	\$1,110,685	\$889,315	\$1,230,000	\$700,000	\$1,100,000	\$700,000
09	Parks And Recreation	Buildings - Facilities	\$0	\$0	\$200,000	\$200,000	\$1,100,000	\$1,100,000
09	Parks And Recreation	Outdoor Facilities - Facilities	\$100,000	\$1,280,000	\$300,000	\$300,000	\$300,000	\$300,000
09	Parks And Recreation	Support	\$314,815	\$335,274	\$345,139	\$356,315	\$367,631	\$379,513
09	Parks And Recreation	Support-Fair	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
09	Parks And Recreation	Trails-Facilities	\$400,000	\$300,000	\$300,000	\$500,000	\$1,000,000	\$1,000,000
16	Nondepartmental	Miscellaneous REET II Allocations	\$1,315,307	\$0	\$0	\$0	\$0	\$0

## APPENDIX 2: GLOSSARY

**ACTIVITY** The State's Budgeting, Accounting and Reporting System (BARS) requires that a uniform system of classifications be used by government entities. "Activity" is a level of detail used in the budget to classify expenditures according to the type of function or activity they support, e.g., administration, budget and analysis, security of persons and property, etc. A common organizational term for "activity" is "program." (i.e., the budget hierarchy is: Fund, Agency/ Department, Organization/Division, Activity/Program, Object/Line Item.)

**AGENCY** This term is used in the budget to designate a major functional area of county operations, e.g., executive, legislative, judicial, finance, public works, etc. In common organizational terms "Agency" is interchangeable with the title "department." (i.e., the budget hierarchy is: Fund, Agency/Department, Organization/Division, Activity/Program, Object/Line Item.)

**APPROPRIATION** Legal authorization, adopted annually, by the legislative body (county council) to make expenditures and obligate money for specific purposes. An appropriation is limited in amount and the period of time in which it may be expended.

**APPROPRIATION UNIT** The level of detail used in the budget to sort and summarize "objects of expenditure" (see definition below) according to the type of goods or services being purchased, e.g., salaries, supplies, professional services, communications, travel, etc. The sum of the authorized expenditures in an appropriation unit is the legal spending limit adopted by the legislative body.

**ASSESSED VALUATION** A determination of the value of real or personal property as a basis for levying taxes.

**BEGINNING FUND BALANCE** An account used to record estimated and actual resources available for expenditure in one fiscal year because of revenues collected in excess of the budget and/or an underexpenditure of the budget.

**BOND** A certificate obligating the payment of a specified sum of money which includes the principal or face value, plus interest to be computed

at a specified rate on a specified date or dates in the future or the maturity date(s).

**BUDGET** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed revenue or means of financing the expenditures.

**CAPITAL IMPROVEMENT PLAN (CIP)** A plan which prioritizes and schedules proposed capital construction projects and major equipment acquisition. The Snohomish County CIP is a six-year plan and is revised annually. CIP projects or equipment acquisition requests are reviewed by the County Executive and may be included as expenditure requests in the Recommended Budget submitted to the Council for their consideration and adoption.

**COUNCILMANIC BONDS** Intermediate to long term debt instruments issued by County Council authorization. By state law, the maximum amount of councilmanic bonds which may be sold is equal to 3/4 of one percent of the county's assessed valuation.

**CUMULATIVE RESERVE FUND** A fund used to accumulate and earmark resources for a specified purpose. In general, assets in a cumulative reserve fund cannot be used for any other purpose without an approval vote at a county-wide election.

**CURRENT EXPENSE FUND** An interchangeable term for the general fund of the county (see general fund definition).

**CURRENT MODIFIED APPROPRIATION** The appropriation for a budgeted organization on a specified date. It may differ from the originally adopted appropriation due to modification by approval of an emergency appropriation, a supplemental appropriation, a budget revision or a budget transfer.

**DEBT SERVICE** The process of accumulating resources for and making payment of long-term debt principal and interest.

**DEBT SERVICE FUND** A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEPARTMENT** An organizational or budgetary unit which may be found within County funds. Each department serves a specific function as a distinct organizational unit of government, having budget accountability. An example is the Budget and Finance Department within the General Fund. In finance accounting a department is referred to as an agency (see agency definition).

**ENCUMBRANCE** The commitment of funds for goods or services that are chargeable to an appropriation unit and for which all or a part of the appropriation unit is reserved. An encumbrance is created when a purchase order is issued by the purchasing division.

**EXPENDITURE** An outlay of current resources for goods or services. In a modified accrual basis budget, such as Snohomish County's, expenditures are recognized when the liability is incurred. Expenditures reduce the remaining budget authorization (appropriation) available.

**FTE (FULL-TIME EQUIVALENT)** A numerical expression that indicates the amount of time for which a position has been budgeted. A position budgeted at 40-hours per week equals 1.0 FTE. Other frequently budgeted levels are 20 hours per week (.50 FTE), 37.5 hours per week (.938 FTE) and 35-hours per week (.875 FTE).

**FISCAL** Relating to the finances of a government entity; e.g., the fiscal year.

**FUND** Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity with a self-balancing set of accounts in which financial transactions relating to revenues, expenditures, assets and liabilities are recorded. Funds are established to account for the use of restricted revenue sources (e.g., grant funds) and to carry on specific activities or pursue specific objectives (Information Services Fund). Funds may be established by State constitution, State statute, County Charter, or County ordinances.

**FUND BALANCE** Fund equity (the difference between revenue and expenditures) in a given accounting period. In the budget, part of fund balance may be designated and appropriated as a resource to support the fund expenditures.

**GENERAL FUND** The fund used to account for the receipt and expenditure of general gov-

ernmental revenues such as taxes, fees for service and state shared revenues that are not earmarked for specific functions. The general fund accounts for services customarily provided by general purpose local governments, including fire and police protection, street maintenance, park and recreation facilities, land use planning and the administrative and support services associated with these activities.

**GENERAL OBLIGATION BONDS** Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**HB2929** An act (House Bill 2929) passed by the State legislature in 1990, granting the County authority to levy an additional 1/4% real estate excise tax. This revenue is strictly segregated and separately tracked and may be used solely for financing capital projects specified in a capital facilities plan element of a comprehensive plan (RCW 82.46.010 (2)).

**HOME RULE CHARTER** A written document, adopted by vote of the people, which establishes the organization of county government; specifically, the officers necessary to carry out all county functions and their compensation. Adoption of a charter form of government is authorized by the State Constitution (Article XI, Section 4). The voters of Snohomish County adopted a home rule charter on November 6, 1979.

**INTERDEPARTMENTAL** The agency designation assigned to budgets that provide for performance of work or purchase of goods that cross or transcend agency/departmental lines.

**INTERGOVERNMENTAL** Referring to activities or transactions (contracts, grants, etc.) occurring between government jurisdictions (e.g., cities and counties) such as "intergovernmental revenue".

**INTRAGOVERNMENTAL** Referring to activities or transactions occurring within a single government jurisdiction.

**LEVY** (Verb) To impose a tax, special assessment or service charge for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government. The term most commonly refers to the real and personal property tax levy.

**LEVY RATE** The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 assessed valuation.

**LIABILITY** Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. Does not include encumbrances.

**MODIFIED ACCRUAL BASIS** A basis of financial accounting in which revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred.

**NONDEPARTMENTAL** In general usage, nondepartmental is an interchangeable term with "interdepartmental" (see definition for interdepartmental). In the Snohomish County budget document nondepartmental will be found in the budget accounting designation as follows: Fund 002 General Fund, Agency 016 Interdepartmental, Organization 1657 Nondepartmental.

**OBJECT (OF EXPENDITURE)** The budget accounting term for the previously used "line item" budget level. The lowest level of detail used in the budget to designate the item or service to be purchased or obtained as the result of an expenditure, e.g., postage, printing, jury expenses or computer hardware (i.e., the budget hierarchy is: Fund, Agency/Department, Organization/Division, Activity/Program, Object/Line Item).

**OPERATING BUDGET** A budget which includes all expenditure and revenues expected to be made during a fiscal year for on-going operations of a government entity. The operating budgets carry on the traditional services of a governmental entity. Such a budget generally excludes amounts budgeted for major capital purchases or projects.

**OPERATING TRANSFER IN/OUT** Specifically identifies the transfer of resources from one fund to another made to support the normal level of operations of the receiving fund.

**ORDINANCE** A law passed by the legislative authority of a local jurisdiction (city or county).

**ORGANIZATION** In the accounting organization of the budget, this term is used for the "division" level of budgeted expenditures and revenues (i.e., the budget hierarchy is: Fund, Agency/Department, Organization/Division, Activity/Program, Object/Line Item).

**PASS-THROUGH FUND** A fund used to account for resources held by one government entity as an agent for another government which is responsible for eventual use of the resources.

**PROGRAM BUDGET** Snohomish County's concept of program budgeting is one that emphasizes the services the County provides, rather than the expenses we incur. Program budgeting is based upon the services the County provides, rather than the money that is spent. Program budgeting also improves management capabilities. In our prior system emphasis was placed on reviewing line item expenditures, and the County's role was often that of a senior bookkeeper. In the new system emphasis is on managing services.

**PROPRIETARY FUND** A fund used to account for operations that are financed and operating in a manner similar to business enterprises. Such a fund is established as a self-supporting operation with revenues provided principally from fees, charges or contracts for services.

**RESERVE** A segregation of assets to provide for future use toward a specified purpose.

**RESOURCES** The dollars available for appropriation, including estimated revenues, interfund transfers and in some cases, a beginning fund balance.

**REVENUE** The financial resources available to a government entity to be utilized for public purposes.

**REVENUE BONDS** Long term debt instruments. They are issued based on future anticipation of specific revenue resources.

**REIMBURSABLE EXPENDITURES** A budgetary tool used to account for goods or services purchased or performed by one county fund for another, rather than from outside vendors or contractors. The fund providing the goods or services will budget the receipt from the reimbursing fund as a reduction in the expenditure object (-\$4,082). The fund purchasing

the goods or services will budget the amount as an increase in the corresponding expenditure object (+\$4,082).

**SB4972** An act (Senate Bill 4972) adopted by the State Legislature in 1982 granting counties additional revenue authority in the form of a tax based on the sale value of real property. The revenue from this source is required to be used for growth-related capital improvement projects. In Snohomish County, the real estate excise tax assessed equals 1/4%.

**SCC 26B** Section 26B of the Snohomish County Code which requires that all land devel-

opment projects in unincorporated areas of the county pay for a proportionate share of the cost of road improvements required to be made by the county as a result of the development.

**SPECIAL REVENUE FUND** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

**UNINCORPORATED** Relating to the geographic area of the county that does not lie within the boundaries of a city or town.