2021-2022 Mayor's Proposed BUDGET

City of Kent, Washington

KENT
WASHINGTON

OFFICE OF THE MAYOR
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September 29, 2020

Council President Troutner
Members of the City Council
Kent Residents

I am proud to present you with my proposed 2021-2022 biennial budget. I am thankful for the continued collaboration between community members, the City Council and our City Departments. I firmly believe a budget is a road map that reflects the values of any organization. It is why I am grateful that as City leaders we have shared values that center around benefiting our residents and those who call Kent home. I thank the City Council for their teamwork and commitment to improvement so we can continue to make Kent a place we are all proud to call home.

Within the $687.8 million total balanced budget, $217.5 million is allocated to the General Fund. In 2020, with the assistance of the state and federal government we were able to invest over $11 million on programs benefiting vulnerable populations including our youth and seniors. In my proposed budget, we will invest an additional $16+ million into those programs showing successful results for our community. Additionally, I am pleased to announce the creation of the Human Services Opportunity Fund to further support organizations doing exceptional work in the community and how we can boost their work through financial investment.

We will continue to be on the forefront of transparency and accountability in law enforcement. As one of the first cities in the state to implement body worn cameras in our police department, this budget continues that promise by investing in additional body worn cameras for our officers. Body worn cameras directly increase the transparency and accountability of our police department and have been a tremendously helpful tool. We will continue to leverage red-light camera funds to outfit the remaining 40 members of our commissioned law enforcement staff with body worn cameras. In addition, we will continue with our Car Per Officer program and purchase 12 vehicles per year. This program greatly improves efficiency and is a significant cost savings for the City.

I want to ensure that Kent is a place everyone is proud of, which means focusing on equity in our projects, programs and service delivery. My proposed budget creates an Equity Manager to help us with that work. The budget also includes funding to engage a consultant to help create an equity and social justice strategic plan for the City. We are currently working on the development of a job description and it is our intent to launch the recruitment before the budget is adopted.

We must continue to tell Kent's story to attract both residents and businesses ensuring Kent claims its stake as a regional destination. I am pleased to announce the creation of an economic development opportunity fund. This opportunity fund will be available for departments that match initiatives of Economic Development. Example uses could include design of projects in preparation of grants, as was

the case with Meet Me on Meeker segments, or to leverage workforce development initiatives like Kent has shown in its partnering with Aerospace Joint Apprenticeship Committee. The fund will provide economic development with a sustainable funding source to spearhead projects to achieve City and departmental goals and objectives. Funds can seed, supplement or leverage other external funding opportunities that are pertinent to City planning or economic development functions. Opportunities regularly occur from Department of Commerce and be useful in forging partnerships to realize City objectives for surplus property redevelopments.

While we continue to share Kent's story, we also have the opportunity to honor and educate the region, including our young folks, about Kent's past. This budget provides additional funding to the Greater Kent Historical Society to allow them to continue to educate, inspire and share the foundation of Kent with the rest of the region.

We are always looking for opportunities to be innovative and we found a perfect opportunity. Currently the City has several locations that are under contract to maintain landscaping of our rehabilitated planted islands and planting strips. These contracts are set to expire at the end of 2021. The proposed budget provides for a shift from contract work to handling this work in-house by adding two living-wage jobs in our Streets Division to perform this work. Rather than sending our tax dollars to a contractor, we found another opportunity to reinvest those dollars in local people, create local jobs and support local families.

As a region, we continue to struggle with the homelessness crisis, often resulting in illegal encampments in our vegetated and sensitive areas. This budget makes an additional investment in cleaning up the encampments within our city to protect vegetation and restore areas critical to Kent's ecosystem.

I would like to applaud the City Council who, on September 15, approved an ordinance extending the square footage component of the City's B&O Ordinance to include outdoor warehousing activities, closing the revenue loophole and creating equity between businesses that conduct certain warehousing activities whether inside the confines of four walls or outside of a facility. This has allowed us to invest more in our capital program within this budget than we would have been able to otherwise. We are estimating that this would generate approximately $2.1 million in revenue to the City.

As a result of closing the loophole in our B&O Tax system, the budget includes the allocation of the new $1.8 million revenue stream to the Capital Resource Fund to support our capital program. Highlights of projects in the 2021-2022 capital budget include:

- **Revitalization of Mill Creek Canyon.** Mill Creek Canyon is one of Kent's greatest natural recreational amenities. Mill Creek Canyon has the potential to be a connector of people between downtown, Scenic Hill, the historic Mill Creek neighborhood and to our East Hill Shopping area. It is rare to have such a beautiful natural recreational corridor right in the heart of an urban area that connects so many key neighborhoods and businesses. The budget includes $1.5 million for cleanup of encampments, trail restoration and improved access to the canyon. We will also add positive use features such as natural play, small off-leash dog areas and other amenities.

- **Kent Memorial Park Renovation.** The budget includes $1 million in additional funding to complete renovations to the back two fields at Kent Memorial Park that will serve as vital neighborhood park space for the surrounding community. This project will completely transform the park, which was historically a jewel in Kent's park system, back into a source of pride for our residents that provides opportunities for them to improve their physical and mental health, come

together as a community and be an attractive rental facility for regional and state athletic tournaments.

- **Street Overlays.** The 2021-2022 budget includes a significant investment of over $6 million in the City's residential street overlay program which is funded through utility taxes collected for solid waste. In addition, $6.1 million of B&O Tax revenue will be used to support the other street overlays throughout the City.

- **Kent East Hill Operations Center (KEHOC).** This $630,000 project is an investment in the current East Hill facility in which the existing office space, restrooms, staff reporting space, lunchroom and men's & women's locker rooms will be drastically improved. This project will renovate the existing entrance area and automate the security gate to enhance security and safety. It will provide area lighting to enhance safety and security for staff and city assets stationed at this facility. Acquisition and installation of a modular office and modular restroom will replace the aging office trailers and pot-a-potty that staff uses currently. A secondary containment unit will be installed for storage of pesticide and chemical supplies on site.

- **Technology.** During this biennium, we are continuing to invest in the City's technology by funding hardware and software lifecycles with $1.6 million each year. In addition, the budget includes nearly $10 million in technology projects such as the replacement of our current Lawbase system with one or more solutions for civil, prosecution and probation users, the replacement of Tiburon (the existing Police Records Management System), replacement of our current meter reading equipment (Radix), and a new business licensing system.

2020 was an extremely challenging year for all of us, especially local governments. The COVID-19 crisis came right on the heels after we faced a fiscal cliff, that with your help, we were able to manage in the 2019-2020 budget. Although we were able to mitigate the impacts of the fiscal cliff, it delayed our ability to address the ongoing structural imbalance that the City faces each year as expenses increase annually by roughly 2.2% and City revenues increase by roughly 1.1%. As you know, this imbalance isn't unique to the City of Kent and is something most local government jurisdictions grapple with during their budget process.

With COVID-19, there are many unknowns regarding the timing of when things will be "getting back to normal". Recognizing that there were going to be financial implications as a result of the stay home order, revenue forecasts were updated.

To counter an anticipated $15.7 million revenue loss, as an organization we underwent an extensive citywide budget reduction exercise. The projected revenue shortfall was addressed through a combination of utilizing our reserves, one-time and ongoing personnel and operating reductions, and reductions in non-departmental capital transfers.

The City had strategically established a policy surrounding fund balance for the General Fund, setting aside funds for the purpose of a rainy-day account or an emergency. Not only had the policy been established but the fund balance was purposefully grown beyond the minimum requirement in order to provide us with capacity to address our ongoing structural imbalance. I can't imagine a time where utilization of those funds would be more appropriate. Although we have tapped into our fund balance to address some of the revenue shortfall, there is fund balance remaining should the crisis last longer than predicted.

The revenue shortfalls from COVID-19 only exacerbated the structural deficit we knew we would face with the 2021-2022 budget. Therefore, we looked for long-term solutions that would address our immediate budget crisis but also fill in the future deficit. By doing so, we were able to eliminate our need to make additional reductions during this budget process and made it possible to bring forth a balanced 2021-2022 budget. We made strategic decisions early to prevent drastic decisions later.

Despite the deep cuts we had to make, we have not made any reductions in Human Services or community investment. In fact, with the assistance of federal and state funding we have been able to increase support to those most impacted by COVID-19 and to our vulnerable populations.

With federal funding we were awarded over $7 million in COVID-19 recovery assistance. The funds are limited in their use and can only be used for costs directly associated with COVID-19 incurred through November 30, 2020. They cannot be used to address the revenue shortfalls impacting our budget. Planned uses to those impacted by COVID-19 include small business grants, rental, food and utility assistance, improved technology to support social distancing efforts and personal protective equipment for staff and residents. Additional examples of some of these uses include:

- This funding supports our small business (micro-enterprises), especially those owned by under-served individuals, who require rental assistance along with hands on support to navigate local and federal loan and grant programs through education or assistance in completing documentation.

- Many small businesses and nonprofits cannot afford an attorney, but they need to consult with an attorney regarding COVID-19 related business legal questions. This funding will provide online or virtual assistance to these small businesses and non-profits.

- From the preliminary data provided by the State, our diverse population is disproportionately impacted by COVID-19 and have died at higher rates than their demographic representation in the population. Funds provided to community healthcare organizations accessible to and trusted by under-served populations is a high priority.

- Homeless Services, including shelter and transitional housing, providing for the unhoused impacted by COVID-19 such as support for emergency shelter and transitional housing programs.

This budget does not restore positions or other cuts that were made during the COVID budget reduction exercise.

While 2020 has provided us with many unprecedented challenges, 2021-2022 will provide us with many opportunities. Now is our time to rise to the occasion, to show the region what makes us a strong, vibrant and thriving city. We have the opportunity to make continued investments in our residents, particularly communities of color, vulnerable populations and our business community. We have made significant progress over the past several years, but that work must continue if we want to stake our claim as a regional destination. I am confident that City leaders and residents have shared values that will set the roadmap for Kent's future. I look forward to the adoption of this budget so our programs, services and vision for Kent can continue to move forward.

Tonight, I respectfully transmit the 2021-2022 budget to the City Council for consideration. This document is a representation of the collaborative efforts of City leadership, City Council, City staff and the Kent community. I would like to extend my gratitude to Chief Administrative Officer Derek Matheson, department directors and their staff for the dedication and hard work that was put into this budget process. And, thank you to the Finance Department, particularly Finance Director Paula Painter, our newly appointed Financial Planning Manager, Michelle Ferguson, and her team, Kathleen McConnell and Shane Sorenson, who masterfully navigated this budget process while juggling the budgetary impacts of COVID-19.

Thank you all for your hard work, collaboration and your willingness to continue to move Kent forward. Our residents, businesses and visitors are counting on it.

Respectfully Yours,

Dana Ralph, Mayor

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TABLE OF CONTENTS

BUDGET OVERVIEW ***1-50***

Expenditure and Revenue History

2021-2022 Mayor's Proposed Budget

Fund Balance

Staffing

Property Tax

Sales Tax

Utility Tax

B&O Tax

General Fund

Special Revenue Funds

Enterprise Funds

Internal Service Funds

Capital Program

Debt Management

BUDGET FRAMEWORK ***51-68***

Budget Process and Timeline

Financial Policies

Fund Structure

CAPITAL PROGRAM ***69-88***

Capital Strategy

Capital Program Overview

Six-Year Capital Improvement Program

Capital Requests

BUDGET BY FUND ***89-142***

General Fund

Special Revenue Funds

Debt Service Funds

Capital Project Funds

Enterprise Funds

Internal Service Funds

APPENDIX ***143-173***

City Taxes and Tax Rates

Job and Salary Classifications

Human Services Agency Contracts

IT Maintenance Contracts

Vehicle Replacements

Glossary

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CITY OF KENT, WASHINGTON

2021-2022

Mayor's Proposed Budget

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Dana Ralph

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Kent

Washington

For the Biennium Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

BUDGET OVERVIEW

The Budget Overview section summarizes the Mayor's Proposed 2021-22 Biennial Budget and provides comparisons to previous years' revenues, expenditures, fund balances and staffing. It outlines summarized budget data for the General Fund, including a discussion of budgetary assumptions, revenue projects and major expenditure changes. An overview of the remaining funds is presented by fund classification. Lastly, this section contains high level capital investments and debt management discussions.

Expenditure and Revenue History. 3

2021-2022 Mayor's Proposed Budget . . 4

Fund Balance. 7

Staffing. 10

Property Tax. 15

Sales Tax. 17

Utility Tax. 19

B&O Tax. 21

General Fund. 22

Special Revenue Funds. 35

Enterprise Funds. 37

Internal Service Funds. 39

Capital Program. 41

Debt Service. 49

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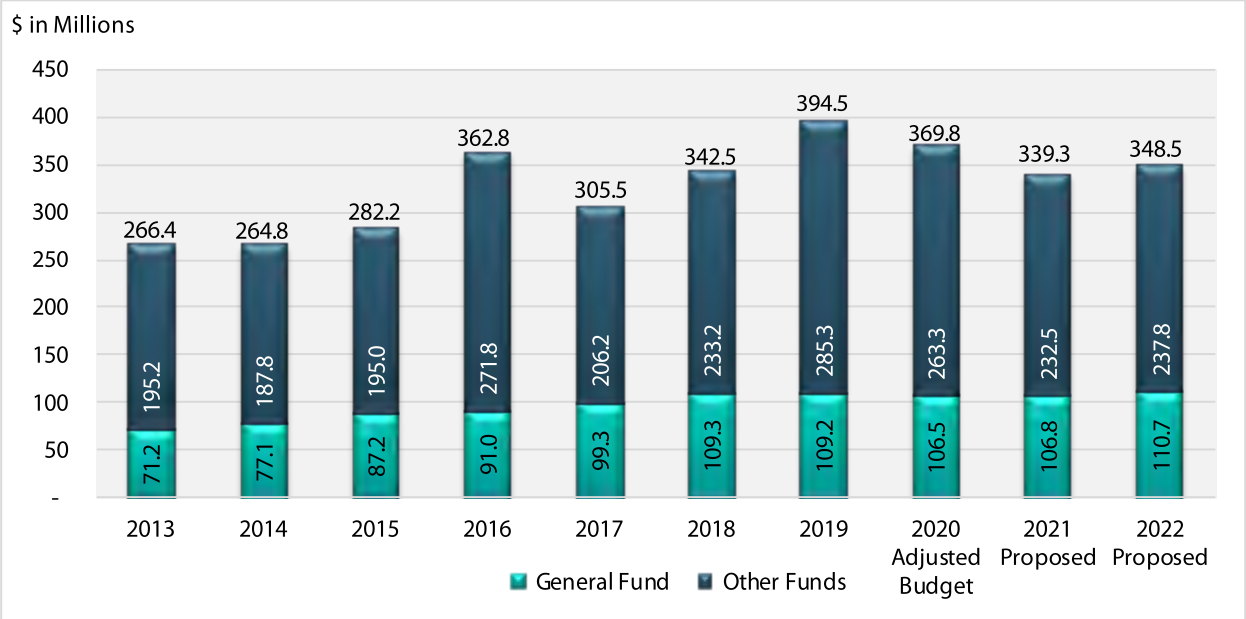
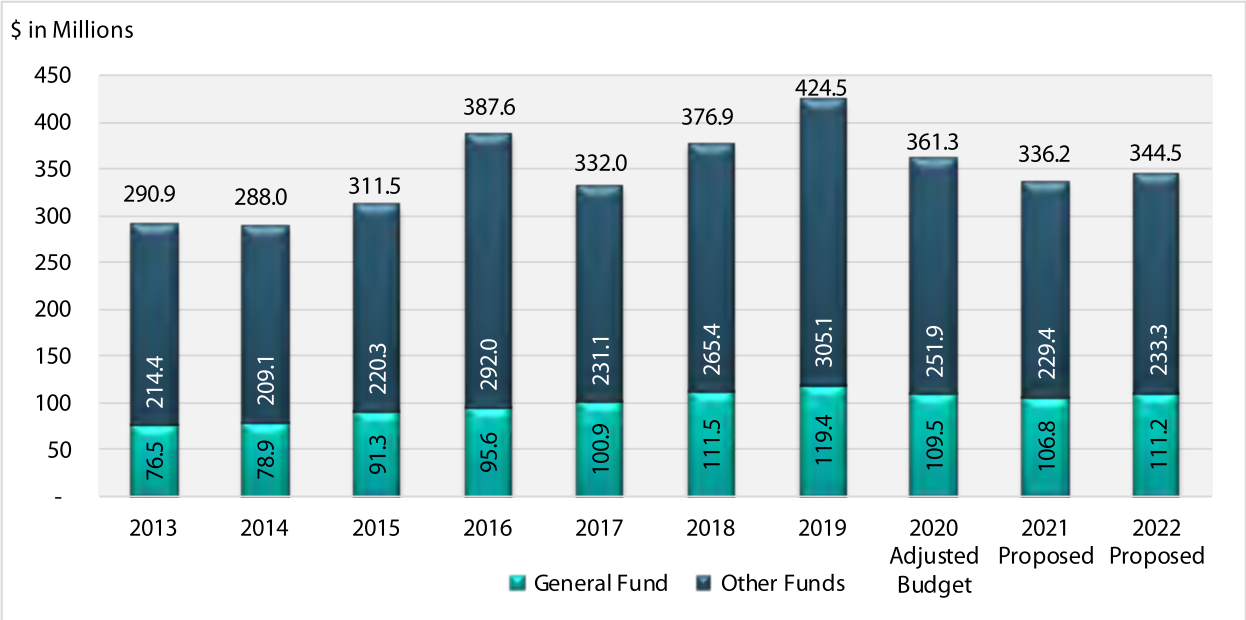
EXPENDITURE AND REVENUE HISTORY

The ***City-Wide Expenditures*** and ***City-Wide Revenues*** graphs below demonstrate the City's expenditure and revenue history for the past ten years for the General Fund and total Other Funds. These graphs reflect the slow growth of the City following the Great Recession. Total amounts can and will vary from year-to-year, usually due to the level of major construction activity, the issuance of bonds or bond refunding, acceptance of grant awards and the initiation of major new service responsibilities.

CITY-WIDE EXPENDITURES



CITY-WIDE REVENUES



MAYOR'S PROPOSED BUDGET

The ***2021-2022 Biennial Budget by Fund***, ***2021-2022 Biennial Revenue and Expenditure Summary*** and ***Financial Organization Chart*** present the City-wide Mayor's proposed budget.

2021-2022 BIENNIAL BUDGET BY FUND

	Projected Beginning Fund Balance	Proposed Revenues	Proposed Expenditures	Projected Ending Fund Balance	Change in Fund Balance
General Fund	$ 36,966,970	$ 217,957,920	$ 217,491,320	$ 37,433,570	$ 466,600
Special Revenue Funds					
Street Operating	6,358,920	36,962,810	36,609,120	6,712,610	353,690
LEOFF1 Retiree Benefits	1,576,120	2,562,990	3,114,820	1,024,290	(551,830)
Lodging Tax	139,560	538,230	494,530	183,260	43,700
Youth / Teen	48,940	1,850,570	1,850,570	48,940	-
Capital Resources	10,943,670	32,811,860	30,451,570	13,303,960	2,360,290
Criminal Justice	7,843,990	16,830,370	17,571,930	7,102,430	(741,560)
Comm Dev Block Grants		2,669,500	2,669,500		-
ShoWare Operating	2,812,660	2,300,000	2,217,380	2,895,280	82,620
City Arts Program	568,360	214,680	214,680	568,360	-
Debt Service Funds					
Non-Voted	2,305,830	13,845,520	14,661,130	1,490,220	(815,610)
Special Assessments	699,460	1,420,220	1,542,910	576,770	(122,690)
Capital Projects Funds					
Street Capital Projects	139,140	16,294,920	16,197,740	236,320	97,180
Parks Capital Projects	181,540	14,501,610	14,043,510	639,640	458,100
Other Capital Projects	(18,170)	112,570	9,270	85,130	103,300
Technology Capital Project	96,760	7,282,860	7,032,850	346,770	250,010
Facilities Capital Projects	(11,760)	1,016,550	955,450	49,340	61,100
Enterprise Funds					
Water Utility	13,416,720	73,381,730	73,501,960	13,296,490	(120,230)
Sewer Utility	941,840	73,470,720	73,192,930	1,219,630	277,790
Drainage Utility	17,520,140	66,343,470	72,871,770	10,991,840	(6,528,300)
Solid Waste Utility	544,130	1,284,240	1,557,980	270,390	(273,740)
Riverbend Golf Complex	1,913,460	7,624,290	9,525,650	12,100	(1,901,360)
Internal Service Funds					
Fleet Services	2,314,730	11,135,090	12,141,760	1,308,060	(1,006,670)
Central Services	1,187,610	22,750,980	22,832,760	1,105,830	(81,780)
Facilities	2,460,240	13,353,950	13,719,450	2,094,740	(365,500)
Insurance	11,416,640	42,085,420	41,339,400	12,162,660	746,020
City-Wide Total	$122,367,500	$ 680,603,070	$ 687,811,940	$115,158,630	$ (7,208,870)

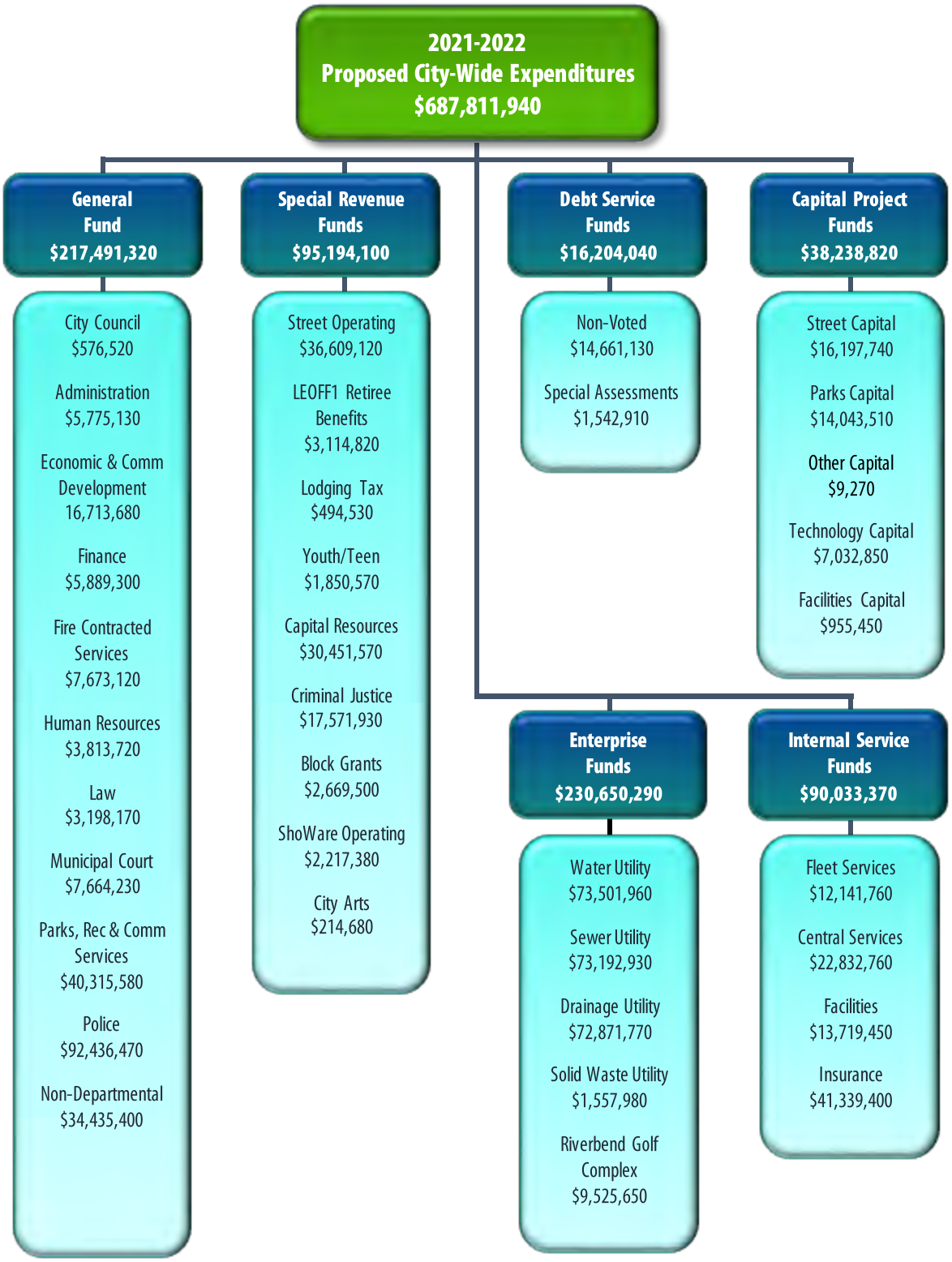
MAYOR'S PROPOSED BUDGET

2021-2022 BIENNIAL REVENUE AND EXPENDITURE SUMMARY

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total All Funds
Est Fund Balance 1/1/2021	$ 36,966,970	$ 30,292,220	$ 3,005,290	$ 387,510	$ 34,336,290	$ 17,379,220	$ 122,367,500
Revenues							
Taxes	176,335,640	47,385,920				3,521,840	227,243,400
Licenses and Permits	14,061,590	1,072,010			158,610		15,292,210
Intergovernmental Revenue	5,493,440	8,768,160		1,740,000		294,800	16,296,400
Charges for Services	11,954,710	1,661,330			158,984,160	30,694,560	203,294,760
Fines and Forfeitures	2,331,410	7,179,320					9,510,730
Miscellaneous Revenue	5,218,740	3,476,540	1,420,220	1,819,350	12,700,850	52,823,740	77,459,440
Transfers In	2,562,390	27,197,730	13,845,520	35,649,160	50,260,830	1,990,500	131,506,130
Total Revenues	217,957,920	96,741,010	15,265,740	39,208,510	222,104,450	89,325,440	680,603,070
Expenditures							
Salaries & Benefits	123,104,330	30,316,560			24,080,030	20,751,450	198,252,370
Supplies	5,844,330	2,581,660			4,298,940	4,261,890	16,986,820
Services & Allocations	54,751,540	17,540,790	15,110		142,101,210	58,560,530	272,969,180
Capital		1,952,700		37,485,690	500,000	4,500,000	44,438,390
Debt Service		122,660	14,661,130		9,119,380		23,903,170
Transfers Out	33,791,120	42,679,730	1,527,800	753,130	50,550,730	1,959,500	131,262,010
Total Expenditures	217,491,320	95,194,100	16,204,040	38,238,820	230,650,290	90,033,370	687,811,940
Expenditures by Department							
City Council	576,520						576,520
Administration	5,775,130	50,000				2,300,750	8,125,880
Economic & Community Dev	16,713,680						16,713,680
Finance	5,889,300					816,410	6,705,710
Fire Contracted Services	7,673,120						7,673,120
Human Resources	3,813,720	3,114,820				41,339,400	48,267,940
Information Technology				7,032,850		19,715,600	26,748,450
Law	3,198,170	2,054,970					5,253,140
Municipal Court	7,664,230						7,664,230
Parks, Rec & Comm Services	39,315,580	3,938,310		14,976,010	9,232,100	13,719,450	81,181,450
Police	92,436,470	15,462,830					107,899,300
Public Works		32,515,360		16,197,740	212,298,810	12,141,760	273,153,670
Non Departmental	34,435,400	38,057,810	16,204,040	32,220	9,119,380		97,848,850
Total Expenditures	217,491,320	95,194,100	16,204,040	38,238,820	230,650,290	90,033,370	687,811,940
Change in Fund Balance	466,600	1,546,910	(938,300)	969,690	(8,545,840)	(707,930)	(7,208,870)
Est Fund Balance 12/31/2022	$ 37,433,570	$ 31,839,130	$ 2,066,990	$ 1,357,200	$ 25,790,450	$ 16,671,290	$ 115,158,630

MAYOR'S PROPOSED BUDGET

FINANCIAL ORGANIZATION CHART



FUND BALANCE

For governmental funds, fund balance refers to the difference between current financial assets and liabilities. Since all related assets and liabilities are not reported for governmental funds, fund balance is considered more of a liquidity measure than a net worth measure. Credit rating agencies monitor fund balance levels and strongly consider unrestricted fund balance when determining a local government's creditworthiness. Fund balance is also important to guard against unanticipated events that would adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. There are five classifications of fund balance:

- **Non-spendable**—resources that cannot be spent because of form (e.g. inventory, prepaid amounts) or because they must be maintained intact.
- **Restricted**—resources with limitations imposed by creditors, grantors, laws, regulations, or enabling legislation.
- **Committed**—resources that can only be used for specific purposes pursuant to constraints imposed by formal action of the highest level of decision-making authority—the City Council. These amounts cannot be used for any other purpose unless the City Council removes or changes the specified use by taking the same action it employed to previously commit the amounts.
- **Assigned**—resources that are intended to be used for specific purposes, but is neither restricted or committed.
- **Unassigned**—resources that are not non-spendable, restricted, committed or assigned to specific purposes.

For proprietary funds (e.g. water, sewer and drainage utilities), the difference between current assets and current liabilities is called working capital. As with fund balance in a governmental fund, this measure indicates relative liquidity, is considered by credit rating agencies in evaluating creditworthiness and is important in mitigating unanticipated events and ensuring stable services and fees.

The following tables summarize fund balances for city operating funds. An overall total is not provided as each fund, with very few exceptions, is legally restricted.

- ***Fund Balances – 5 Year History*** demonstrates the year-ending fund balances beginning in 2015 and ending with the estimated 2020 balance.
- ***Fund Balances – 2021-22 Biennial Adjustment*** begins with the estimated fund balance at the end of 2020. Adding 2021 revenues and subtracting 2021 expenditures results in an estimated 2021 ending fund balance and these steps are repeated for 2022.
- ***Fund Balances—Change in Ending Fund Balance*** compares 2020 ending fund balance with 2022 budgeted ending fund balance.

FUND BALANCE

FUND BALANCES—5 YEAR HISTORY

	2015	2016	2017	2018	2019	2020 Est
General Fund						
General Fund	$ 15,372,499	$19,987,728	$21,595,174	$23,750,174	$33,991,041	$36,966,970
Special Revenue Funds						
Street Operating	4,092,055	3,977,113	5,873,486	5,416,967	7,249,873	6,358,920
LEOFF 1 Retiree Benefits	1,093,532	1,174,261	1,296,372	1,872,112	1,921,274	1,576,120
Lodging Tax	394,516	469,387	457,557	336,765	185,825	139,560
Youth / Teen	121,275	91,130	104,887	91,846	75,355	48,940
Capital Resources	5,775,064	11,277,727	15,646,334	15,599,192	18,658,224	10,943,670
Criminal Justice	3,981,627	5,697,717	7,197,004	6,496,786	7,116,692	7,843,990
Environmental Fund	3,826					
City Arts Program	364,242	436,914	526,158	587,401	568,356	568,360
ShoWare Operating	1,596,543	2,147,074	2,518,894	2,563,460	2,930,008	2,812,660
Debt Service Funds						
Non-Voted Debt Service	8,329	521,394	986,220	1,451,046	1,915,872	2,305,830
Special Assessments	2,070,434	1,188,906	582,661	479,916	699,855	699,460
Enterprise Funds						
Water Utility	8,285,372	11,761,566	13,088,191	20,822,197	11,375,662	13,416,720
Sewer Drainage Utility	10,162,058	11,735,778	16,675,150	24,391,977	17,016,622	18,461,980
Solid Waste Utility	(365)	302,528	479,431	466,749	531,908	544,130
Golf Complex	(3,043,675)	(3,768,128)	(3,816,932)	(1,110,421)	(1,070,179)	1,913,460
Internal Service Funds						
Fleet Services	4,301,237	5,134,423	5,869,149	5,869,149	4,351,502	2,314,730
Central Stores	(46,226)	(63,568)	(3,113)	15,044	55,834	115,250
Information Technology	2,808,737	3,640,615	3,593,294	3,348,099	3,728,511	1,072,360
Facilities	1,672,947	2,340,684	2,316,961	2,316,961	2,730,379	2,460,240
Unemployment	1,038,938	1,332,446	1,424,508	1,401,222	1,358,838	1,326,050
Workers Compensation	2,541,813	2,305,514	2,374,326	3,478,730	2,839,993	2,452,870
Emp Health & Wellness	6,122,922	4,681,152	2,960,567	3,886,427	5,729,769	4,883,510
Liability Insurance	2,452,656	1,754,057	1,661,132	878,314	1,923,261	2,022,310
Property Insurance	$ 348,579	$ 531,548	$ 652,035	$ 607,537	$ 722,999	$ 731,900

FUND BALANCE

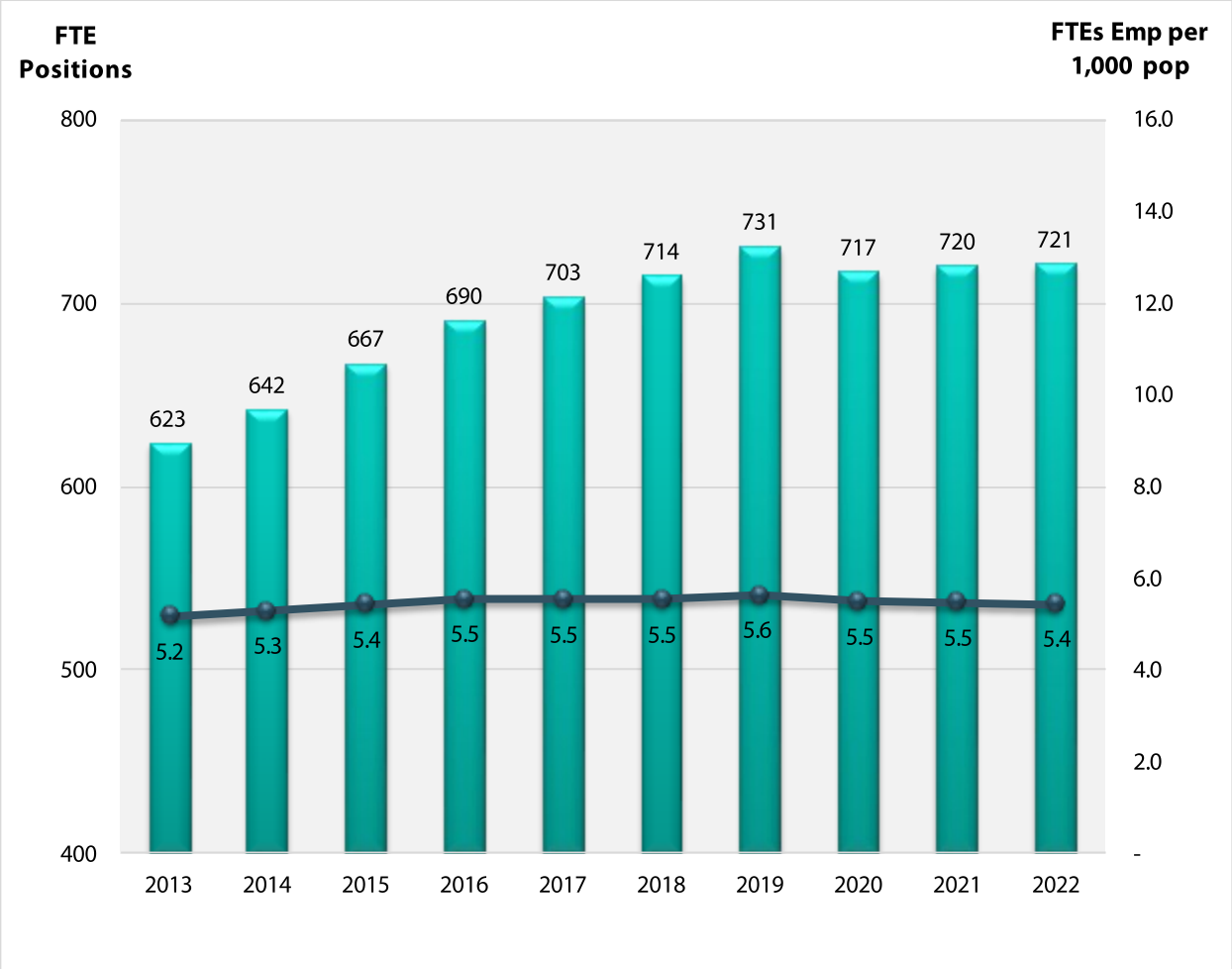
FUND BALANCES—2021-2022 BIENNIAL BUDGET

	2020 Est Ending Fund Balance	2021 Rev - Exp	2021 Est Ending Fund Balance	2022 Rev - Exp	2022 Est Ending Fund Balance
General Fund					
General Fund	$36,966,970	$ -	$ 36,966,970	$ 466,600	$ 37,433,570
Special Revenue Funds					
Street Operating	6,358,920	45,350	6,404,270	308,340	6,712,610
LEOFF 1 Retiree Benefits	1,576,120	(269,550)	1,306,570	(282,280)	1,024,290
Lodging Tax	139,560	9,920	149,480	33,780	183,260
Youth / Teen	48,940		48,940		48,940
Capital Resources	10,943,670	(777,070)	10,166,600	3,137,360	13,303,960
Criminal Justice	7,843,990	(160,990)	7,683,000	(580,570)	7,102,430
Housing and Comm Dev					
City Arts Program	568,360		568,360		568,360
ShoWare Operating	2,812,660	48,950	2,861,610	33,670	2,895,280
Debt Service Funds					
Non-Voted Debt Service	2,305,830	(206,820)	2,099,010	(608,790)	1,490,220
Special Assessments	699,460	(129,860)	569,600	7,170	576,770
Enterprise Funds					
Water Utility	13,416,720	(326,590)	13,090,130	206,360	13,296,490
Sewer Utility	941,840	157,740	1,099,580	120,050	1,219,630
Drainage Utility	17,520,140	349,020	17,869,160	(6,877,320)	10,991,840
Solid Waste Utility	544,130	(129,450)	414,680	(144,290)	270,390
Golf Complex	1,913,460	(1,895,900)	17,560	(5,460)	12,100
Internal Service Funds					
Fleet Services	2,314,730	(511,600)	1,803,130	(495,070)	1,308,060
Central Stores	115,250	23,840	139,090	24,380	163,470
Mulitmedia	10,870		10,870		10,870
Information Technology	1,061,490	(130,000)	931,490		931,490
Facilities	2,460,240	(60,000)	2,400,240	(305,500)	2,094,740
Unemployment	1,326,050	(89,510)	1,236,540	(68,640)	1,167,900
Workers Compensation	2,452,870	(385,580)	2,067,290	(395,690)	1,671,600
Employee Health & Wellness	4,883,510	434,030	5,317,540	445,380	5,762,920
Liability Insurance	2,022,310	409,150	2,431,460	387,180	2,818,640
Property Insurance	$ 731,900	$ 4,700	$ 736,600	$ 5,000	$ 741,600

STAFFING

As the population of the City has increased, the demand for city services has risen correspondingly. The ***FTEs per 1,000 Population*** chart below reflects the total number of funded FTEs since 2013 and the number of FTEs per every 1,000 in population. The number of funded FTEs has risen by 95 from 2013 to 2020. At the same time, the number of FTEs per population has also risen, 5.2 per thousand in 2013 as compared to 5.5 per thousand in 2020.

FTEs per 1,000 POPULATION



	2013	2014	2015	2016	2017	2018	2019	2020	Proposed 2021	Proposed 2022
FTE Positions	623.3	641.6	666.7	690.0	702.8	714.2	730.6	716.7	719.7	720.7
Population *	120,500	121,400	122,900	124,500	127,100	128,900	129,800	130,500	131,500	132,500
FTEs per 1000 Pop	5.2	5.3	5.4	5.5	5.5	5.5	5.6	5.5	5.5	5.4

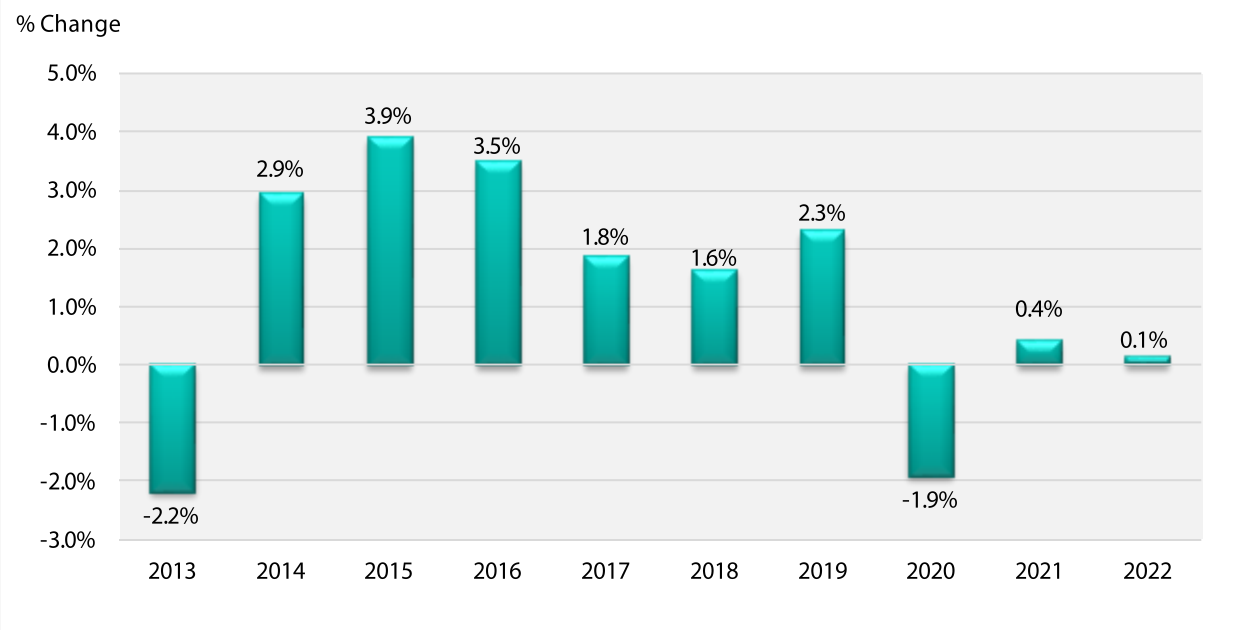
* Populations are based on state official estimates. 2021 and 2022 are estimates.

STAFFING

The following ***Percent Change in Staffing*** chart demonstrates the percent change in City staffing since 2013 in budgeted positions. The major fluctuations include:

- In 2014, the continued effects of the Great Recession, the change from origin based to destination based sales tax and the significant declines in revenue which accompanied both, required the City to reduce staffing levels to adjust to available resources. To the extent possible, the City attempted to find reductions through vacant positions and attrition. However, these reductions did require lay-offs of filled positions.
- Recent increases reflect additions to respond to service level requirements and strategic program creation and/or enhancements.
- In order to mitigate the impacts of the COVID-19 public health emergency and loss of revenues, staffing levels were reduced in 2020.

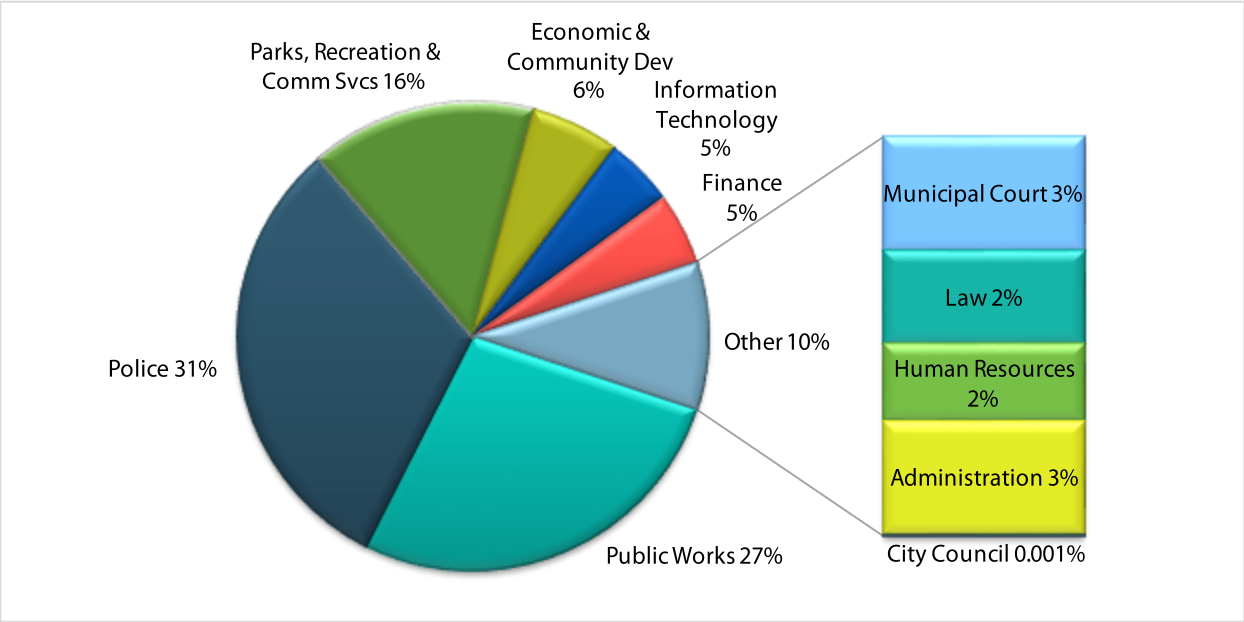
PERCENT CHANGE IN STAFFING



STAFFING

The following ***City-Wide Staffing by Department, Positions Summary by Department, City-Wide Staffing by Fund, Positions Summary by Fund*** and ***Position Changes by Department*** charts and tables provide further detailed information on staffing as proposed with the 2021-2022 Mayor's proposed budget.

CITY-WIDE STAFFING BY DEPARTMENT—2021-22 BIENNIUM TOTAL



POSITIONS SUMMARY BY DEPARTMENT—FULL TIME EQUIVALENTS (FTEs)

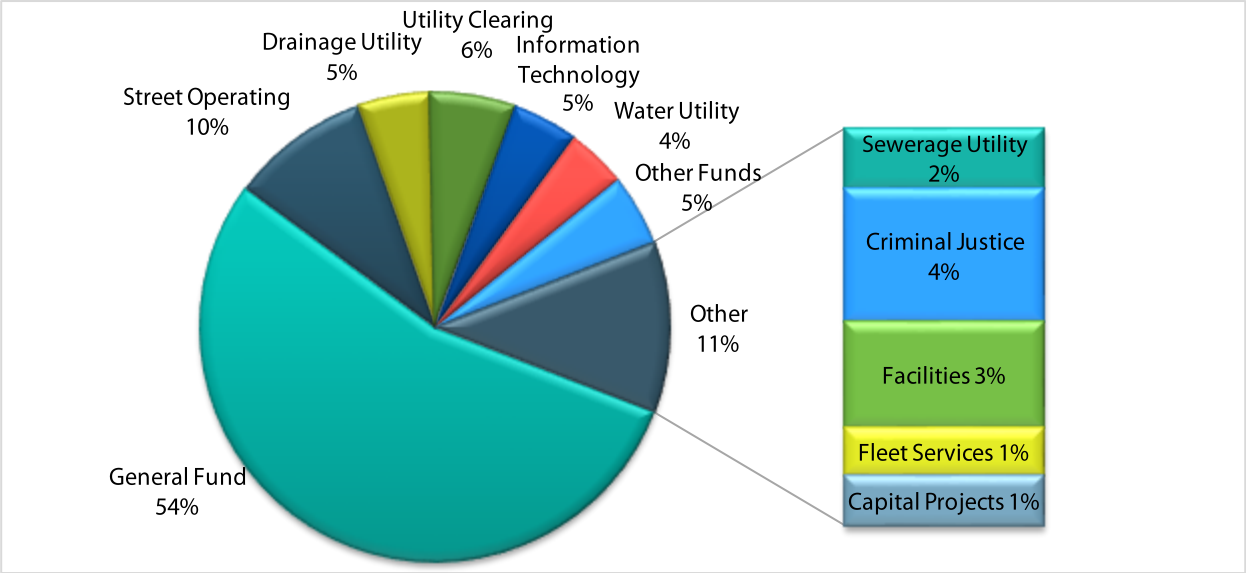
	2020 Adopted	2020 Changes	2020 Total	2021 Request	2021 Proposed	2022 Request	2022 Proposed
City Council	0.50	(0.25)	0.25		0.25		0.25
Administration	13.50	6.25	19.75	1.00	20.75		20.75
Economic & Comm Dev [A]	46.00	(2.00)	44.00		44.00		44.00
Finance	38.00	(2.00)	36.00		36.00		36.00
Human Resources	16.00	(2.00)	14.00		14.00		14.00
Information Technology	37.00	(4.00)	33.00	2.00	35.00	(1.00)	34.00
Law	18.80	(1.80)	17.00		17.00		17.00
Municipal Court	20.75		20.75		20.75		20.75
Parks, Rec & Comm Svcs	114.66	(3.53)	111.13		111.13		111.13
Police	229.28	(4.00)	225.28		225.28		225.28
Public Works [B]	199.50	(4.00)	195.50		195.50	2.00	197.50
Total FTEs by Dept	**733.99**	**(17.33)**	**716.66**	**3.00**	**719.66**	**1.00**	**720.66**

[A] The proposed budget includes an extension of three term-limited positions in ECD (expiring July 2021 and October 2021) in order to align them with the biennial budget. These positions are critical to maintain existing service delivery levels for permit review and customer service, which include review and project management of building, land use, environmental and engineering permits; responding to a high volume of daily customer inquiries and assisting other departments such as PW and Parks with permitting in their capital projects.

[B] The current budget includes nine term-limited positions in Public Works (expiring in June 2022). In the 2021-22 proposed budget, two of the positions will be made permanent and the other seven will be extended through the end of 2022 in order to align them with the biennial budget. These positions are critical to current project needs and the employees in these positions are responsible for a variety of important work from private development inspections, capital project delivery and design, right of way services and environmental projects.

STAFFING

CITY-WIDE STAFFING BY FUND—2021-22 BIENNIUM TOTAL



POSITIONS SUMMARY BY FUND—FULL TIME EQUIVALENTS (FTEs)

	2020 Adopted	2020 Changes	2020 Total	2021 Request	2021 Proposed	2022 Request	2022 Proposed
General Fund	408.76	(18.12)	390.64	0.49	391.13		391.13
Street Operating	70.50	(3.75)	66.75		66.75	2.00	68.75
Capital Resources - Parks	4.00		4.00		4.00		4.00
Criminal Justice	32.05	(3.80)	28.25		28.25		28.25
Housing & Comm Dev	5.48	2.00	7.48		7.48		7.48
Street Capital Projects	3.00	6.34	9.34	0.51	9.85		9.85
Parks Capital Projects	1.00		1.00		1.00		1.00
IT Capital Projects	1.50	1.00	2.50		2.50		2.50
Water Utility	30.08	(0.17)	29.91		29.91		29.91
Sewerage Utility	12.50	0.33	12.83		12.83		12.83
Drainage Utility	35.22	1.04	36.26		36.26		36.26
Solid Waste Utility	4.20	0.30	4.50		4.50		4.50
Golf Complex	8.00		8.00		8.00		8.00
Fleet Services	10.00		10.00		10.00		10.00
Multimedia		6.20	6.20		6.20		6.20
Information Technology	36.00	(4.20)	31.80	2.00	33.80	(1.00)	32.80
GIS	4.50	(4.50)					
Facilities	22.00		22.00		22.00		22.00
Insurance	2.00		2.00		2.00		2.00
Utility Clearing	42.20		42.20		42.20		42.20
VNET Agency	1.00		1.00		1.00		1.00
Total FTEs by Fund	**733.99**	**(17.33)**	**716.66**	**3.00**	**719.66**	**1.00**	**720.66**

STAFFING

POSITION CHANGES BY DEPARTMENT—FULL TIME EQUIVALENTS (FTEs)

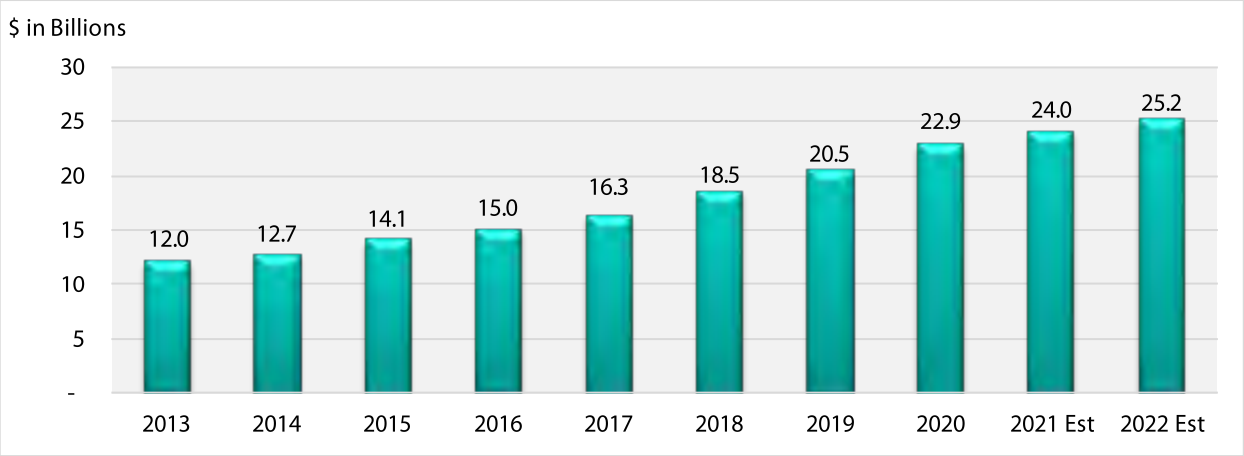
	2021 Proposed	2022 Proposed
Administration		
Equity Manager	1.0	
Information Technology		
Technology Innovation Architect (Term-Limited)	1.0	(1.0)
Contract Specialist (Term-Limited)	1.0	
Public Works		
Maintenance Worker 1 - Landscape Maintenance Crew		2.0
Total FTEs by Dept	**3.0**	**1.0**

PROPERTY TAX

PROPERTY TAX AND ASSESSED VALUATION

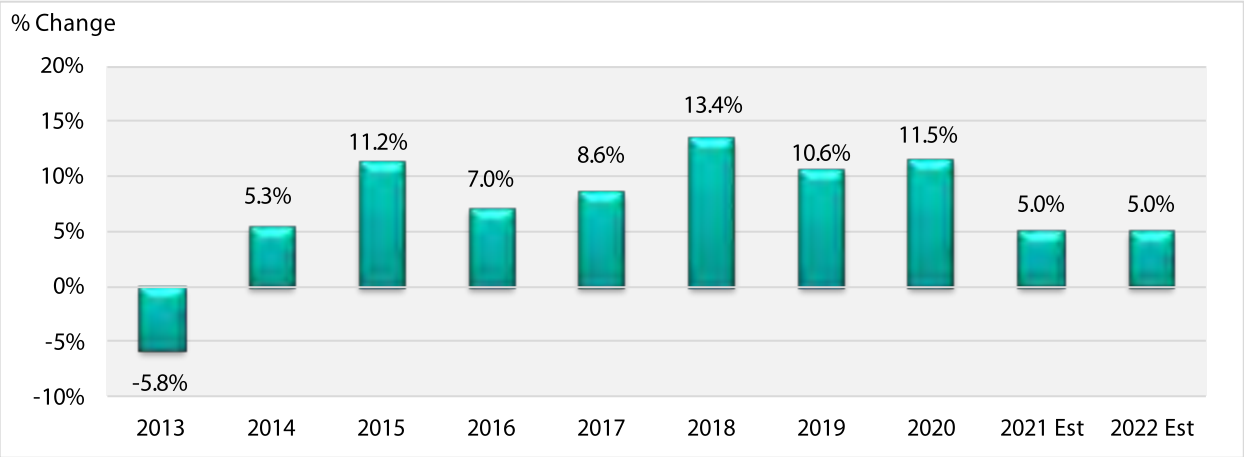
Property tax is the largest source of revenue in the General Fund. The King County Assessor values and provides information to the City of Kent on their determination of property values within city limits. The growth in Property Tax revenue is dependent upon both the assessed valuation of property (provided by the King County Assessor) and the tax rate. In 2020 and for the eighth straight year, assessed valuation increased from the previous year.

ASSESSED VALUATION (AV)



The ***Percent Change in Assessed Valuation*** chart below reflects the percentage change in the assessed valuation for the City of Kent. In 2013, the continued effects of the Great Recession saw property values drop, but the values began to rise again in 2014. The 2020 and 2022 assessed valuations are estimated to increase by five percent each year.

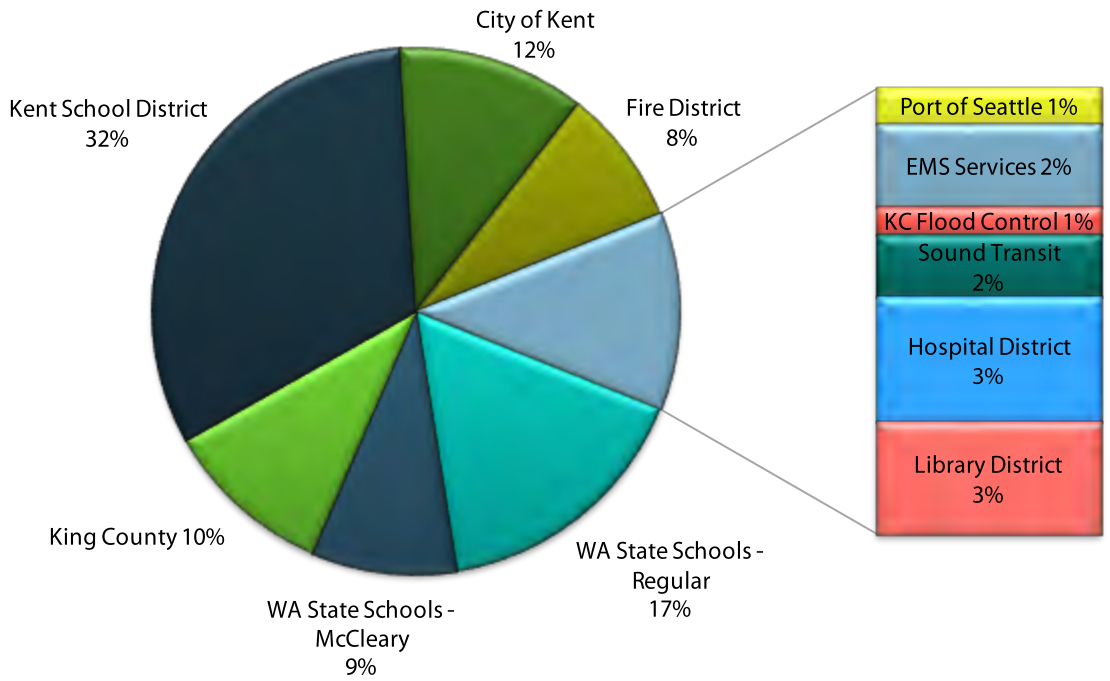
PERCENT CHANGE IN ASSESSED VALUATION



PROPERTY TAX

State law provides that the maximum growth in property tax revenues from existing property is the lesser of one percent or the percentage increase in the Implicit Price Deflator (IPD). Of the total tax levies collected, 46 percent are voter approved and 56 percent are statutory levies. As the ***Property Tax Distribution*** chart below reflects, the City of Kent receives only 12 percent of the total amount of property tax paid by residents.

PROPERTY TAX DISTRIBUTION—2020 LEVY RATES



Kent School District levy rate is used in this graph. The levy rates for other school districts vary, which may result in a slightly different percentage distribution for each school district.

The property tax in the 2021-2022 Mayor's proposed budget includes the statutory increase of one percent growth plus new construction. The ***Property Tax AV & Rates*** table below presents comparative detailed rate information for 2020 and estimates for 2021 and 2022.

PROPERTY TAX AV & RATES

City of Kent Share Only	2020	2021 Est	2022 Est
Assessed Valuation in thousands [A]	$ 22,850,453	$ 23,992,975	$ 25,192,624
General Levy Rate ($2.325 max) [B]	1.37812	1.30947	1.26553
Estimated Cost On:			
Median Home Value [C]	$525	$524	$532

[A] Assessed valuation for 2021 and 2022 is estimated to increase by 5% each year.
[B] 2020 Levy Rates per King County Assessor's Office.
[C] 2020 median home value is $381,000, per King County Assessor's Office. 2021 and 2022 are estimated to increase by 5% each year.

SALES TAX

The City of Kent receives revenues for three primary types of sales tax; regular sales tax, criminal justice local option sales tax and lodging tax.

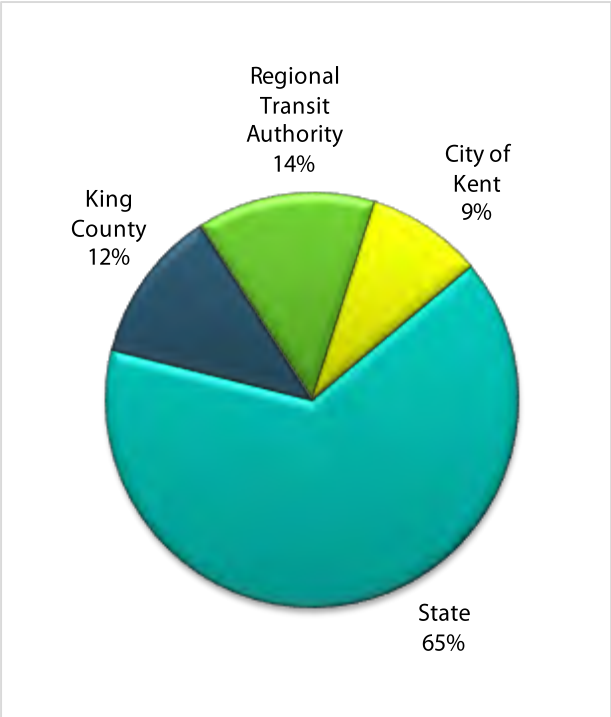
REGULAR SALES TAX

In 1970, the legislature granted cities the right to tax retail sales at a rate of 0.5 percent, of which 15 percent would be passed to their respective counties. In 1982, the rate was increased to 1.0 percent, again with 15 percent of this amount passed on to counties along with a .01 percent administrative fee passed to the state Department of Revenue. This effectively leaves the city with tax revenue of 0.84 percent of retail sales.

CRIMINAL JUSTICE LOCAL OPTION SALES TAX

Under RCW 82.14.450(2)(a), the City Council has the authority to present to the voters a sales tax option of up to 0.1 percent, for criminal justice purposes. Kent voters have authorized this 0.1% additional sales tax and the associated revenues are allocated to the Criminal Justice Fund accordingly.

SALES TAX DISTRIBUTION



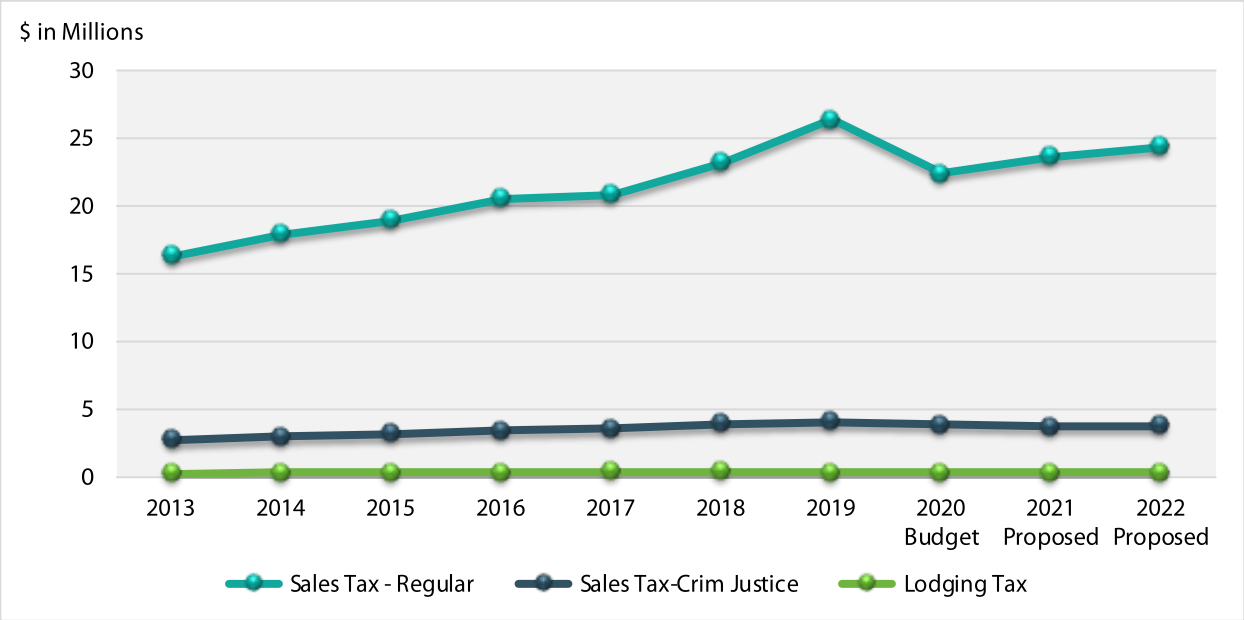
LODGING TAX

The lodging tax, also referred to as the hotel-motel tax, is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities. The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for tourism marketing. All lodging tax revenues are allocated to the Lodging Tax Fund for these purposes.

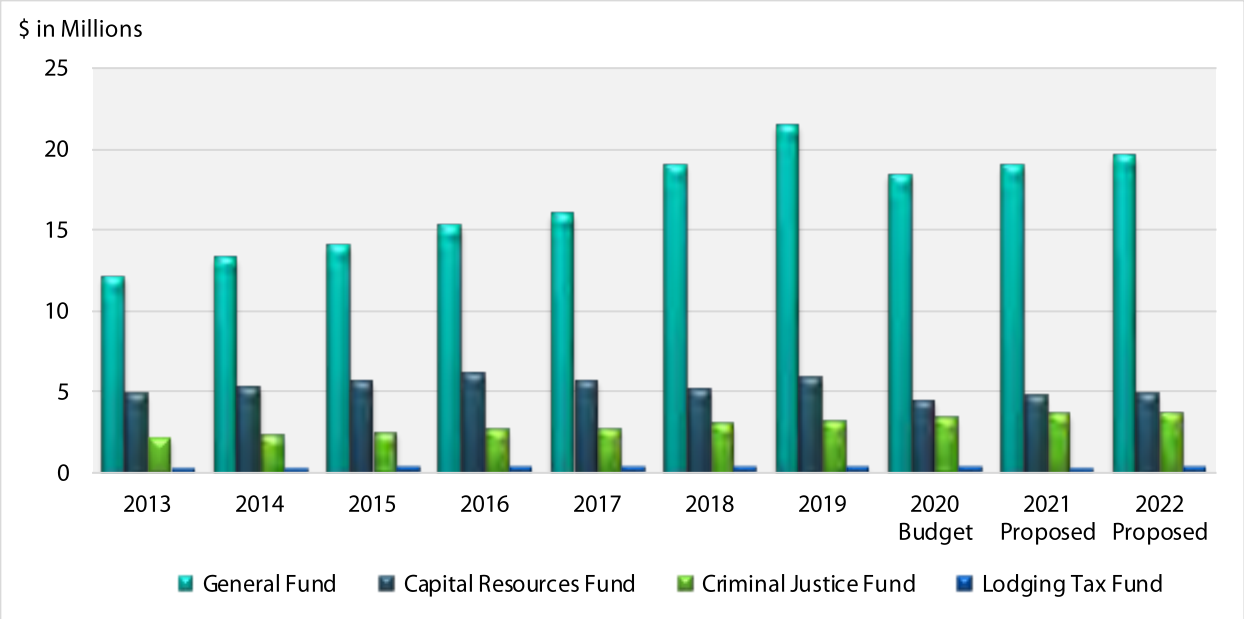
SALES TAX

The following tables, ***Sales Tax Revenue History and Sales Tax Revenue History by Fund,*** illustrate the amount of total sales tax revenue received from the various forms of sales taxes and to which funds they were allocated over the past 10 years, respectively. Both charts exclude annexation sales tax credits.

SALES TAX REVENUE HISTORY



SALES TAX REVENUE HISTORY BY FUND



UTILITY TAX

Utility tax makes up 16 percent of General Fund revenues. The utility taxes are comprised of two types of taxes, external and internal. The external revenues are levied upon residents and businesses. The internal revenues are levied on the City's internal utilities.

EXTERNAL UTILITY TAX

The City taxes the maximum allowable rate of six percent on cable, electricity, gas and telephone. Garbage is taxed at 18.4 percent, 10.6 of which was authorized in 2015 and is allocated to the maintenance and repair of residential streets. Beginning in 2021, all revenues collected from the cable utility tax go to fund IT operations and capital projects. For the 10 years prior to 2021, a portion went to annexation in the General Fund.

EXTERNAL UTILITY TAX RATES

	General Fund	Street Fund	Youth/Teen Fund	IT Fund	Total
Cable				6.0%	**6.0%**
Electricity	4.7%	1.0%	0.3%		**6.0%**
Garbage	6.5%	11.6%	0.3%		**18.4%**
Gas	4.7%	1.0%	0.3%		**6.0%**
Telephone	4.7%	1.0%	0.3%		**6.0%**

INTERNAL UTILITY TAX

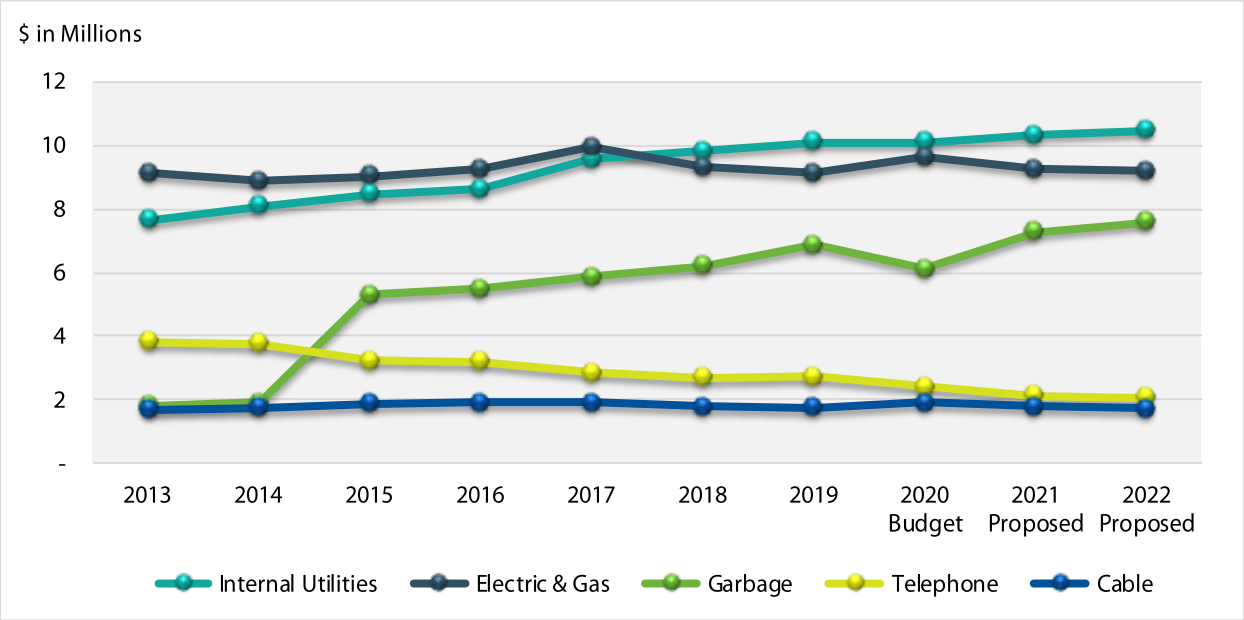
The City currently taxes each internal utility according to the ***Internal Utility Tax Rates*** table below. Overall, four percent is allocated to the Capital Resources Fund. After the payment of all capital debt, unless otherwise allocated by Council, the remaining funds are to be equally applied to information technology programs and street capital programs. An additional two percent of the internal utility taxes were dedicated to the Capital Resources Fund for the sole repayment of debt in the City's other capital projects fund, but by the end of 2020, the debt will be retired, and this portion of the internal tax allocation will then be dedicated to the General Fund. The remaining amount is allocated to the General Fund, Street Fund and Youth/Teen Fund.

INTERNAL UTILITY TAX RATES

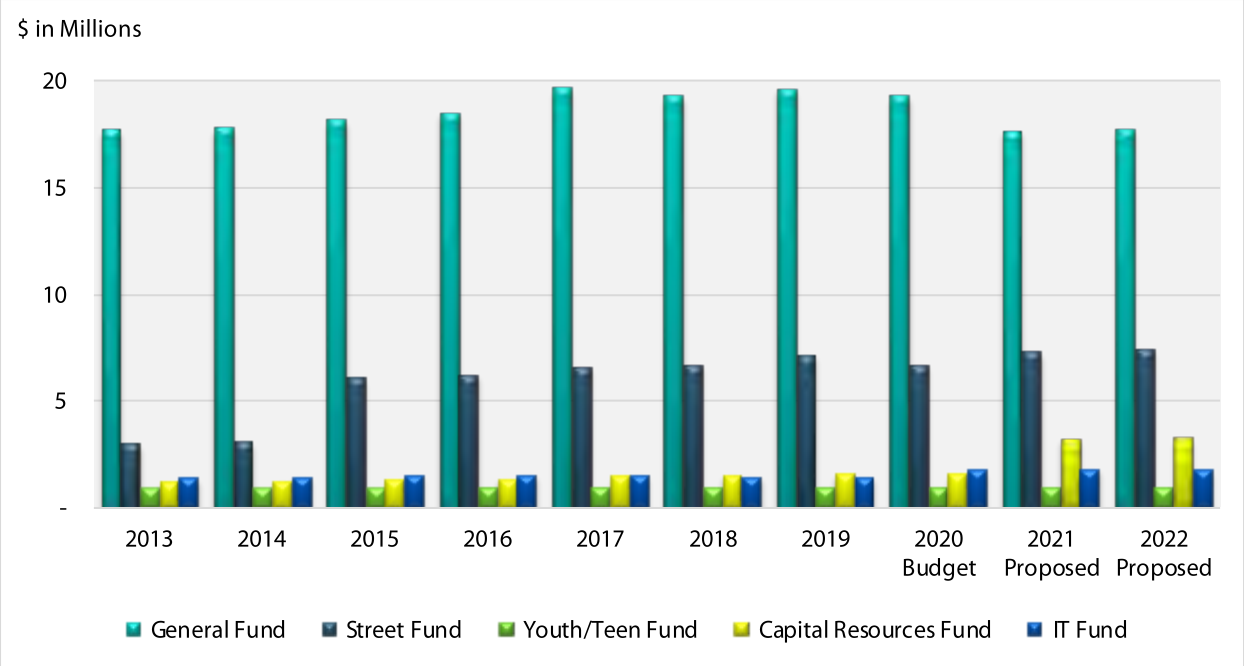
	General Fund	Street Fund	Youth/Teen Fund	Capital Resources	Total
Water	7.70%	1.00%	0.30%	4.00%	**13.00%**
Sewer	5.63%	0.73%	0.22%	2.92%	**9.50%**
Drainage	11.55%	1.50%	0.45%	6.00%	**19.50%**

UTILITY TAX

UTILITY TAX REVENUE HISTORY



UTILITY TAX REVENUE HISTORY BY FUND



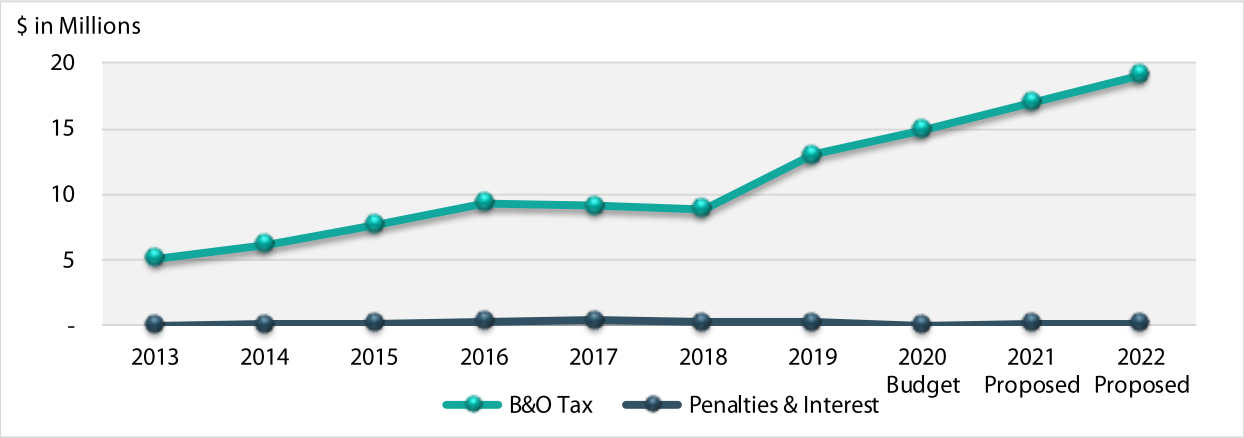
B&O TAX

The City began collecting taxes from those who engage in business activities within the City in January of 2013. There are six types of B&O tax classifications:

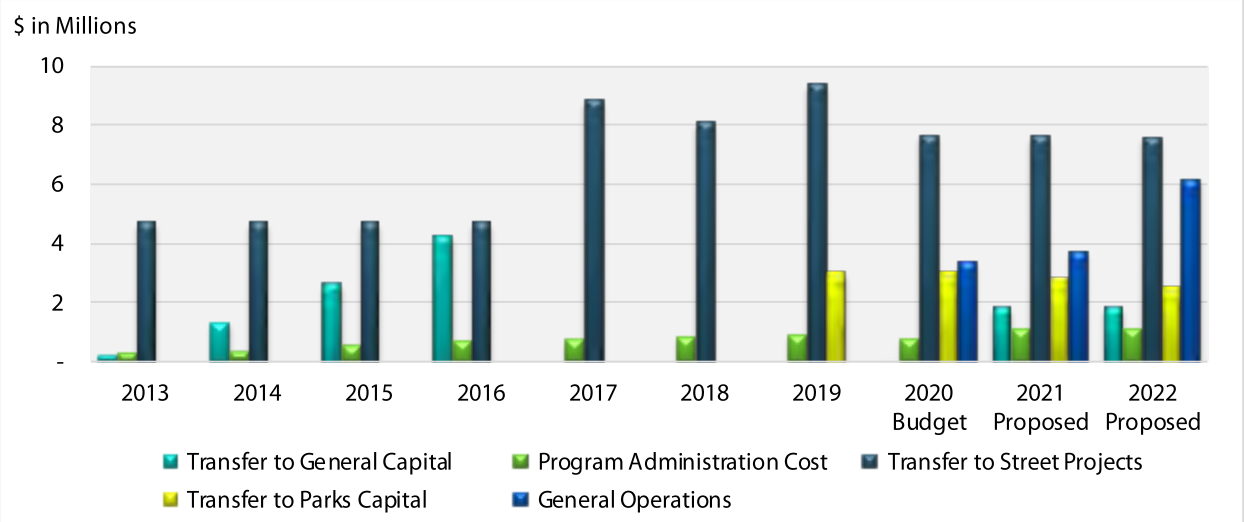
- Manufacturing
- Wholesaling
- Retailing
- Service & Other
- Square Footage
- Outdoor Square Footage

From the program's inception through 2016, revenues were first allocated to program administration, then $4.7 million toward street projects and any remaining revenues were transferred to the Capital Resources Fund. Beginning in 2017, all revenues minus those for program administration were allocated to street projects. A 2020 square footage increase was adopted by Council in November 2017 and is dedicated to capital purposes and the 2021-2022 Mayor's proposed budget allocates these monies to parks capital projects. Another square footage tax increase is included in the 2022 proposed budget, with the additional revenues dedicated to general operations. A new outdoor square footage tax was adopted by Council in September 2020 and the majority of these funds will be dedicated to capital purposes, with a small portion remaining in the General Fund for opportunity funding related to economic development initiatives.

B&O REVENUES



B&O ALLOCATION



GENERAL FUND

As the name implies, the General Fund is the fund that receives most of the City's undesignated revenues which are available to be used for any appropriate governmental purpose. This fund finances the majority of the traditional services associated with local government. Due to the flexibility in General Fund resources, much of the Mayor's as well as the Council's budget deliberations center around this fund.

GENERAL FUND REVENUES

General Fund revenues in 2021 have decreased from the 2020 adjusted budget of $109,451,320 to a budgeted amount of $106,785,870, for a total decrease of $2,665,450 or 2.4 percent. 2022 General Fund revenues are budgeted at $111,172,050, which are $4,386,180 or 4.1 percent favorable to the 2021 budgeted amount and are $1,720,730 or 1.6 percent favorable to the 2020 adjusted budget.

GENERAL FUND REVENUE SUMMARY

	2020	2021	2020 vs 2021		2022	2021 vs 2022	
	Adj Budget	Proposed	$ Change	% Change	Proposed	$ Change	% Change
Property Taxes	$ 30,457,820	$ 31,684,600	$ 1,226,780	4.0 %	$ 32,151,450	$ 466,850	1.5 %
Sales Taxes	20,849,490	19,327,550	(1,521,940)	(7.3)	19,943,030	615,480	3.2
Utility Taxes	19,278,260	17,624,990	(1,653,270)	(8.6)	17,757,970	132,980	0.8
B&O Taxes	14,900,000	17,000,000	2,100,000	14.1	19,100,000	2,100,000	12.4
Other Taxes	897,440	866,260	(31,180)	(3.5)	879,790	13,530	1.6
Licenses and Permits	7,490,520	6,786,980	(703,540)	(9.4)	7,274,610	487,630	7.2
Intergovernmental Revenue	2,966,570	2,733,560	(233,010)	(7.9)	2,759,880	26,320	1.0
Charges for Services	6,266,770	5,695,140	(571,630)	(9.1)	6,259,570	564,430	9.9
Fines and Forfeitures	1,145,660	1,158,500	12,840	1.1	1,172,910	14,410	1.2
Miscellaneous Revenue	2,444,020	2,630,590	186,570	7.6	2,588,150	(42,440)	(1.6)
Transfers In	2,754,770	1,277,700	(1,477,070)	(53.6)	1,284,690	6,990	0.5
Total Revenues	**$109,451,320**	**$106,785,870**	**$(2,665,450)**	**(2.4) %**	**$111,172,050**	**$ 4,386,180**	**4.1 %**

Revenue projections for the 2021-2022 proposed budget are based largely on the following assumptions:

- The long-term impacts of the COVID-19 public health emergency are unknown
- Select revenues in 2021 are budgeted at lower levels with the assumption that current revenue trends will continue into mid-2021
- The local economy will see gradual but modest improvements over the biennium
- Inflation will be moderate over the next two years giving only a modest boost to most revenues
- Short term interest rates will remain low
- Current percentage growth caps on property and utilities will remain unchanged

GENERAL FUND

MAJOR REVENUE CHANGES—GENERAL FUND

Significant revenue changes from the 2020 adopted budget are outlined below. Changes that are considered over and above normal baseline adjustments are highlighted in gray.

	2020 vs 2021 Changes	2021 vs 2022 Changes
Property Tax		
Bring in line with 2020 Levy amount	$ 772,200	
1% + new construction	454,580	466,850
Sales Tax		
Annexation Sales Tax Credit	(2,240,100)	
Criminal Justice Sales Tax - move annexation revenues back to CJF	(407,170)	
Volume Adjustment	528,310	
Baseline Adjustments (Inflation)	597,020	615,480
Utility Tax		
Sunset of "2%" utility tax for CRF debt	1,585,290	
Budget "4%" utility tax in CRF	(3,171,610)	
Cable Utility Tax - move annexation revenues back to IT Fund	(188,380)	
Other Baseline Adjustments	121,430	132,980
B&O Tax		
New Outdoor Square Footage Tax	2,100,000	
Gross Receipts Increase		2,100,000
Other Tax		
Baseline Adjustments	(31,180)	13,530
Licenses and Permits		
Revenue Reductions	(703,540)	
Partially restore revenue reductions		440,000
Other Baseline Adjustments		95,630
Intergovernmental Revenue		
MVET distribution - move annexation revenues back to CJF	(18,000)	
Fuel Tax - move annexation revenues back to Street Fund	(298,520)	
Other Baseline Adjustments	83,510	26,320
Charges for Services		
Revenue Reductions	(850,000)	
Partially restore revenue reductions		440,000
Other Baseline Adjustments	278,370	124,430
Fines and Forteitures		
Baseline Adjustments	12,840	14,410
Miscellaneous Revenue		
Interest Income	301,290	(41,190)
Misc Revenue	(100,000)	
Baseline Adjustments	(14,720)	(1,250)
Transfers In		
One-time budget changes in 2020	(1,396,930)	
Baseline Adjustments	(80,140)	6,990
Total Revenues	**$ (2,665,450)**	**$ 4,434,180**

GENERAL FUND

GENERAL FUND REVENUES AND MAJOR CHANGES

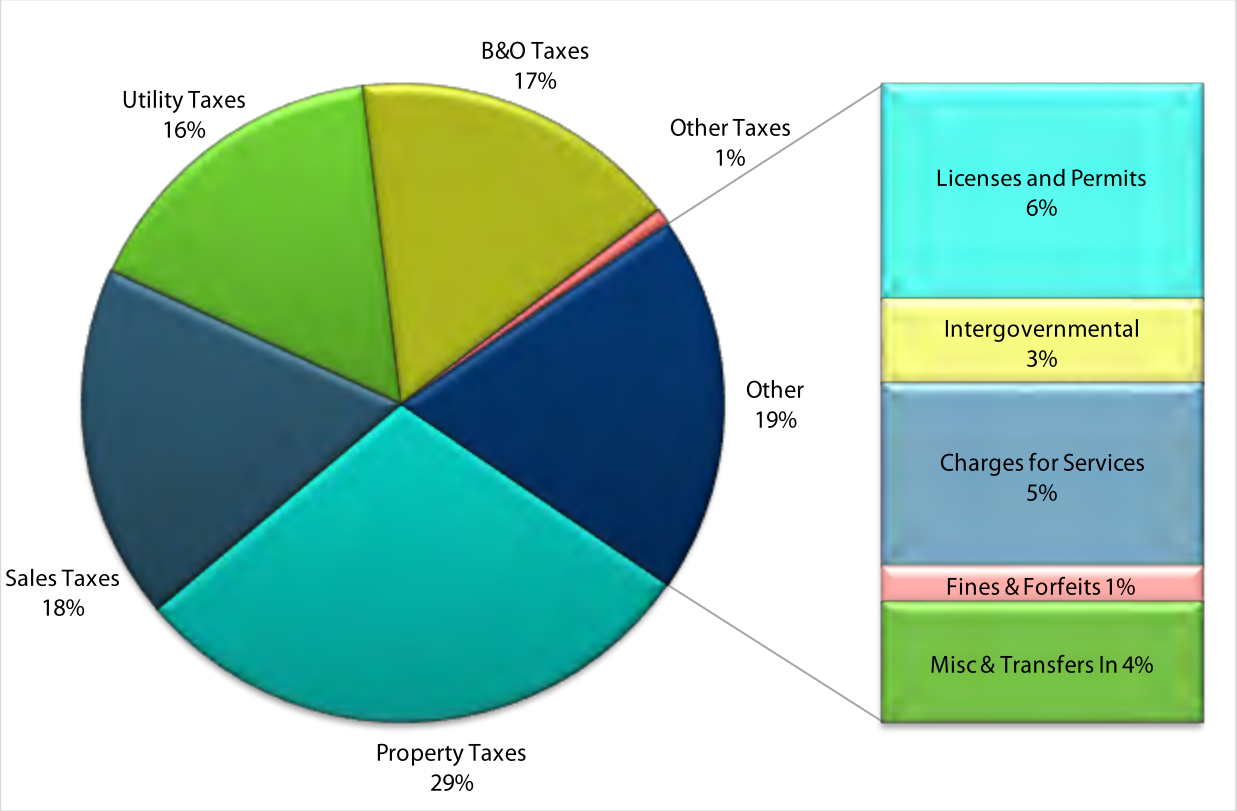
- **Property Tax** is based on the King County Assessor's valuation of property owned within the City and is the largest tax revenue for the City, accounting for 29.3 percent of all General Fund revenues. Property tax is budgeted to increase by four percent in 2021. A 2.5 percent increase will bring the budget in line with the 2020 levy amount, plus a one-percent increase allowed by statute and the effect of new construction (roughly 0.5 percent). The 2022 budget is increased by 1.5 percent to reflect the one percent plus new construction.
- **Sales Tax** makes up 18.0 percent of General Fund revenues. This revenue is budgeted to decrease by 7.3 percent, or $1,521,940 in 2021 over the current 2020 budgeted amount. The elimination of the Panther Lake annexation sales tax credit, which expired in June 2020, resulted in a $2,647,270 reduction in General Fund sales tax revenue in 2021. This loss of revenue is in part offset by a modest increase for inflation of $597,020 in 2021 and $615,480 in 2022 and volume adjustment of $528,310 in 2021 and $546,770 in 2022 in order to bring the budget more in line with current trends, while maintaining a conservative approach.
- **Utility Tax** revenues account for 16.2 percent of General Fund revenues and include electricity, gas and telephone taxes, as well as the City's internal utility tax on our water, sewer and drainage utilities. These revenues decreased by 8.6 percent from the 2020 budget, which is due to a change in how the utility tax is receipted. By ordinance, 30.77 percent of the internal utility tax is dedicated to the Capital Resources Fund. Historically, this portion of the tax is receipted in the General Fund and then transferred to the Capital Resources Fund. Beginning in 2021, these revenues will be receipted directly into the Capital Resources Fund, which will result in a decrease to General Fund revenues of $3,171,610 and a corresponding decrease to General Fund expenses of $3,171,610. Another portion of internal utility tax, 15.38 percent, has been dedicated to the Capital Resources Fund for the sole repayment of debt in the City's other capital projects fund. By the end of 2020, the debt will be retired, and this portion of the internal tax allocation will then be dedicated to the General Fund, and increase revenues by $1,585,290 in 2021 and $1,611,480 in 2022.
- **B&O Tax** revenues make up 15.9 percent of all General Fund revenues in 2021 and 17.2 percent in 2022. These revenues are budgeted to increase by 14.1 percent in 2021 as compared to the 2020 budgeted amount due to a new outdoor square footage tax that was approved by Council in September 2020. Another 12.4 percent increase is budgeted in 2022 due to an increase in the gross receipts rates. The new outdoor square footage tax revenues are estimated to add $2,100,00 (ongoing) to the General Fund; $300,000 will be available for opportunity funding related to economic development initiatives and the remaining $1,800,000 will be allocated to capital projects. The additional revenues in 2022 for the square footage increase will be used to fund general operations.
- **Other taxes** account for less than one percent of General Fund revenues and are comprised of admissions and gambling taxes. Admission tax revenues have declined in 2020 due to the COVID-19 public health emergency and the 2021 revenues are budgeted with the assumption that these trends will continue into mid-2021. The 2021 revenues are budgeted to decrease by 3.5 percent and 2022 revenues will slightly rebound with a 1.6 percent increase, which is a 2.0 percent decrease over the biennium.

GENERAL FUND

- **Licenses and Permits** account for 6.5 percent of the General Fund revenues. These revenues include business license fees, franchise fees (cable, water, and sewer), fire protection systems and permits (building, development, street, etc). License and permit revenues have also declined in 2020 due to the COVID-19 public health emergency and the 2021 revenues are budgeted with the assumption that these trends will continue into mid-2021. The 2021 revenues are budgeted to decrease by 9.4 percent and 2022 revenues are budgeted to increase by 7.2 percent, which is a 2.8 percent decrease over the biennium.
- **Intergovernmental** revenues make up 2.5 percent of General Fund revenues. These revenues are made up of distributions from Washington State, grants, and liquor excise tax and board profits. A portion of the fuel tax and MVET (motor vehicle excise tax) distributions had been allocated to the General Fund for annexation purposes until June 2020. The 2021 budget reflects a decrease of 7.9 percent in 2021 due to these revenues shifting back to the Street Fund and Criminal Justice Fund. These shifts result in a $316,520 reduction in revenue in the General Fund, but are offset by a reduction to annexation expenses.
- **Charges for Services** make up 5.5 percent of General Fund revenues. These revenues include fire plan review, plan checking, planning/development services (civil construction) and recreation fees. Similar to other revenues, these revenues have declined in 2020 due to the COVID-19 public health emergency and the 2021 revenues are budgeted with the assumption that these trends will continue into mid-2021. The 2021 revenues are budgeted to decrease by 9.1 percent and 2022 revenues are budgeted to increase by 9.9 percent, which is a 0.1 percent decrease over the biennium.
- **Fines and Forfeitures** account for 1.1 percent of the revenues in the General Fund. These revenues are made up of fines (traffic, parking, criminal), court costs and B&O penalties. These revenues are budgeted to increase by 1.1 percent in 2021 and 1.2 percent in 2022.
- **Miscellaneous** revenues include interest income, reimbursements, rentals and B&O tax interest, which account for 2.4 percent of the General Fund revenues. Interest income revenues in 2021 increased by $301,290 in order to budget closer to 2020 year-end estimates, while maintaining a conservative approach. In 2021, revenues for reimbursements were reduced by $100,000 to account for a reduction in off-duty overtime for Police. The 2022 interest income is reduced by $41,190 to reflect a slight reduction to investments. Overall, miscellaneous revenues are budgeted to increase by 7.6 percent in 2021 and decrease by 1.6 percent in 2022.

GENERAL FUND

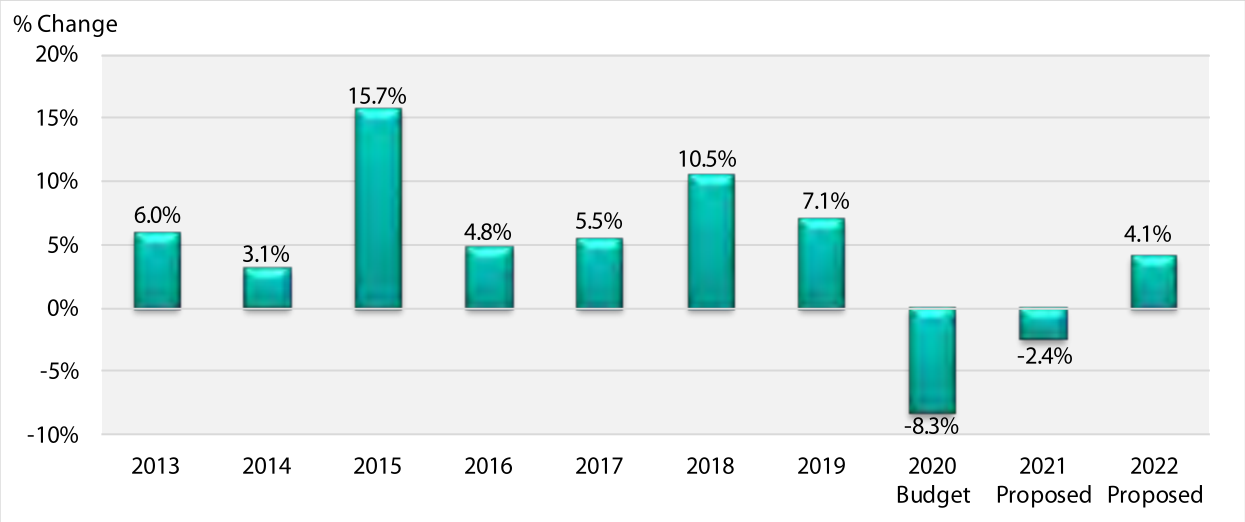
GENERAL FUND REVENUE SOURCES—2021-22 BIENNIUM TOTAL



As demonstrated in the ***General Fund Revenue Sources*** chart above, 80.9 percent, or $176,335,640, of the 2021-22 General Fund biennium revenues are expected to be collected from taxes. The remaining 19.1 percent, or $41,622,280, comes from all other sources combined.

GENERAL FUND

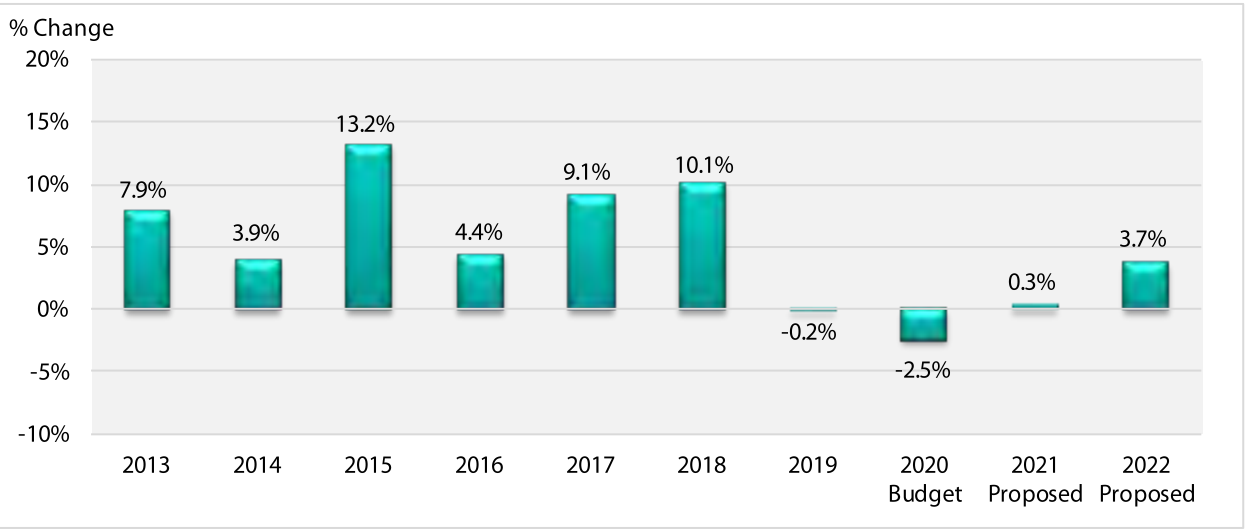
PERCENT CHANGE IN GENERAL FUND REVENUES



The ***Percent Change in General Fund Revenues*** chart above and ***Percent Change in General Fund Expenditures*** compares the year-to-year changes in total General Fund revenue collections and expenditures over the past several years. This is not a comparison of actual to budgeted; rather, the chart compares the total collected or expended in one year to the total collected or expended in the previous year.

The large increase in 2015 represents the change in accounting for the City's B&O tax collections. Prior to 2015, B&O taxes were directly coded to the various funds as previously described. In 2015, for accounting ease and transparency, the City began coding all B&O tax collections to the General Fund and then budgeted an inter-fund transfer to move the resources to the appropriate funds.

PERCENT CHANGE IN GENERAL FUND EXPENDITURES



GENERAL FUND

GENERAL FUND EXPENDITURES

General Fund expenditures increased by $310,480, or 0.3 percent, to a total amount of $106,785,870 as compared to the 2020 adjusted budget of $106,475,390.

The following expenditure tables summarize the 2021-2022 General Fund budget and provides comparative information between the 2021 budget and the current 2022 budget and the 2021 and 2022 budgets. ***General Fund Expenditures by Department*** lists each department's budget total.

GENERAL FUND EXPENDITURES BY DEPARTMENT

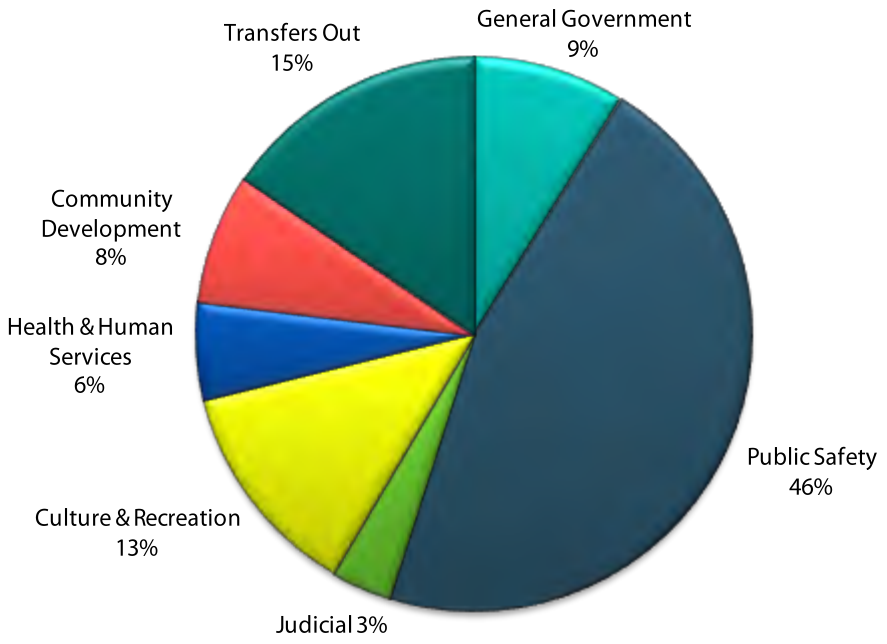
	2020 Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
City Council	$ 396,860	$ 285,020	$ (111,840)	(28.2) %	$ 291,500	$ 6,480	2.3 %
Administration	1,936,510	2,795,180	858,670	44.3	2,979,950	184,770	6.6
Economic & Community Dev	7,436,070	8,241,230	805,160	10.8	8,472,450	231,220	2.8
Finance	2,603,760	2,789,100	185,340	7.1	3,100,200	311,100	11.2
Fire Contracted Services	3,676,240	3,795,900	119,660	3.3	3,877,220	81,320	2.1
Human Resources	1,554,490	1,612,360	57,870	3.7	2,201,360	589,000	36.5
Information Technology	202,550	-	(202,550)	(100.0)	-	-	-
Law	1,526,670	1,502,380	(24,290)	(1.6)	1,695,790	193,410	12.9
Municipal Court	3,478,190	3,777,650	299,460	8.6	3,886,580	108,930	2.9
Parks, Rec & Comm Svcs	18,712,610	19,315,450	602,840	3.2	20,000,130	684,680	3.5
Police	44,020,320	45,448,980	1,428,660	3.2	46,987,490	1,538,510	3.4
Public Works	590,750	-	(590,750)	(100.0)	-	-	-
Non-Departmental	20,340,370	17,222,620	(3,117,750)	(15.3)	17,212,780	(9,840)	(0.1)
Total Expenditures	**$106,475,390**	**$106,785,870**	**$ 310,480**	**0.3 %**	**$110,705,450**	**$ 3,919,580**	**3.7 %**

General Fund Expenditures by Function (table and chart) presents the General Fund according to functional category, including each function as a percent of total for the biennium.

- **General Government** includes City Council, Administration, Human Resources, Law, Finance and Information Technology.
- **Public Safety** includes Police and RFA contracted services.
- **Judicial** includes the Municipal Court.
- **Culture & Recreation** includes most Parks functions, such as administration, most recreation programs, planning & development and parks operations.
- **Health & Human Services** includes indigent counsel, adaptive recreation, youth/teen programs, senior center programs and human services.
- **Community Development** includes economic development, planning services, permit center and development engineering.
- **Public Works** includes transportation and street operations allocated to annexation.

GENERAL FUND

GENERAL FUND EXPENDITURES BY FUNCTION—2021-22 BIENNIUM TOTAL



GENERAL FUND EXPENDITURES BY FUNCTION

	2020 Adj Budget	2021 Adopted	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Adopted	2021 vs 2022 $ Change	2021 vs 2022 % Change
General Government	$ 8,728,080	$ 8,423,910	$ (304,170)	(3.5)	$ 10,933,570	$ 2,509,660	29.8
Public Safety	47,591,560	49,244,880	1,653,320	3.5	50,759,710	1,514,830	3.1
Judicial	3,478,190	3,777,650	299,460	8.6	3,886,580	108,930	2.9
Culture & Recreation	12,473,090	14,208,930	1,735,840	13.9	13,546,100	(662,830)	(4.7)
Health & Human Services	6,130,750	6,106,520	(24,230)	(0.4)	6,348,670	242,150	4.0
Community Development	7,366,070	8,116,230	750,160	10.2	8,347,450	231,220	2.8
Public Works	590,750	-	(590,750)	(100.0)	-	-	-
Transfers Out	20,116,900	16,907,750	(3,209,150)	(16.0)	16,883,370	(24,380)	(0.1)
Total Expenditures	**$106,475,390**	**$106,785,870**	**$ 310,480**	**0.3 %**	**$110,705,450**	**$ 3,919,580**	**3.7 %**

GENERAL FUND

EXPENDITURE ASSUMPTIONS

	2021	2022
Salary Increases		
AFSCME/NR/KPOA	1.0%	2.5%
Teamsters (COLA and Range Increase)	2.5% + 2.5%	2.5%
Health Plans	3.8%	5.0%
Retirement		
PERS	0.11%	0.11%
PSERS	0.11%	0.11%
L2PD	0.0%	0.0%
Supplies	2.0%	2.0%
Services	2.0% or by contract	2.0% or by contract

GENERAL FUND EXPENDITURE ADDITIONS

The significant expenditure increases to the General Fund include:

- **Administration**
  - **Equity Manager,** 1.0FTE, ongoing; 2021: $243,790, 2022: $218,420
    - As equity continues to be a priority, the addition of this position is necessary in order to advocate and promote equity and social justice within the organization. The total budget for this addition includes funding for salaries and benefits, supplies ($25,000 in 2021, $20,000 ongoing) and consultant services ($50,000 in 2021, $25,000 ongoing).
- **Economic & Community Development**
  - **Opportunity Fund**, $300,000, ongoing
    - This opportunity fund will be available for departments that match initiatives of Economic Development. Example uses could include design of projects in preparation of grants, such as the case with Meet Me on Meeker segments, or for leverage against workforce development initiatives. The additional funding will allow Economic Development to spearhead projects that achieve City and departmental goals and objectives. Funds can seed, supplement or leverage other external funding opportunities that are pertinent to City planning or economic development functions.

GENERAL FUND

- **Human Resources**
  - **Extend Term-Limited Position**, 2021: $48,690, 2022: $64,850
    - The two-year extension of this term-limited position is needed in order to support the post go -live functions of the WorkDay project. There will be a learning curve, post-production building and testing that require staff time to implement as the City moves into WorkDay and the extension of this term-limited position is necessary to backfill staff working on WorkDay.
- **Parks, Rec & Community Services**
  - **Greater Kent Historical Society Museum Funding**, $40,000, ongoing
    - The Kent Historical Museum receives a yearly stipend from the City. This increased funding is needed to support ongoing museum operations, which will allow Kent's history to continue to be shared.
  - **Human Services Opportunity Fund**, 2022: $100,000, ongoing
    - A pilot opportunity fund in Human Services is needed to allow for flexibility in addressing emerging needs in the community. This pilot program will also provide the opportunity to fund more innovative and grassroots projects led by our community and reduce the likelihood of gaps in services and capacity.
  - **Operations Overtime**, 2022: $37,140, ongoing
    - The additional funding is needed to balance funding levels in the Park Operations overtime budget to support service levels in the adopted Park Operations and Recreation MOUs and ongoing impacts from seasonal staffing turnover. The Operations division relies on overtime hours to support athletic tournaments and special events, as well as sustain basic services (open/close parks, garbage/litter/graffiti removal and restroom maintenance).
  - **Operations Seasonal Staffing**, 2022: $60,510, ongoing
    - This funding is necessary to increase the pay rate for Park Operations seasonal employees in order to make it more equitable with seasonal pay in other departments performing similar work. Currently, Parks seasonal staff are paid $2 an hour less than seasonal staff in Public Works. This negatively impacts Park Operation's ability to attract and retain qualified seasonal employees. More stability in the seasonal staffing will improve nearly every aspect of the service delivery in Park Operations.

GENERAL FUND

- **Other Adjustments**
  - **Transfers Out**, $1,800,000, ongoing
    - The new outdoor square footage tax revenues are estimated to add $2,100,000 to the General Fund; $300,000 will be available for opportunity funding related to communications and economic development initiatives and the remaining $1,800,000 will be transferred to the Capital Resources Fund and allocated to capital projects.
    - By ordinance, 30.77 percent of the internal utility tax is dedicated to the Capital Resources Fund. Historically, this portion of the tax is receipted in the General Fund and then transferred to the Capital Resources Fund. Beginning in 2021, these revenues will be receipted directly into the Capital Resources Fund, which will result in a decrease to General Fund revenues of $3,171,610 and a corresponding decrease to General Fund transfers out of $3,171,610.

Details are displayed in the ***Major Expenditure Changes—General Fund by Department*** table below .

MAJOR EXPENDITURE CHANGES—GENERAL FUND BY DEPARTMENT

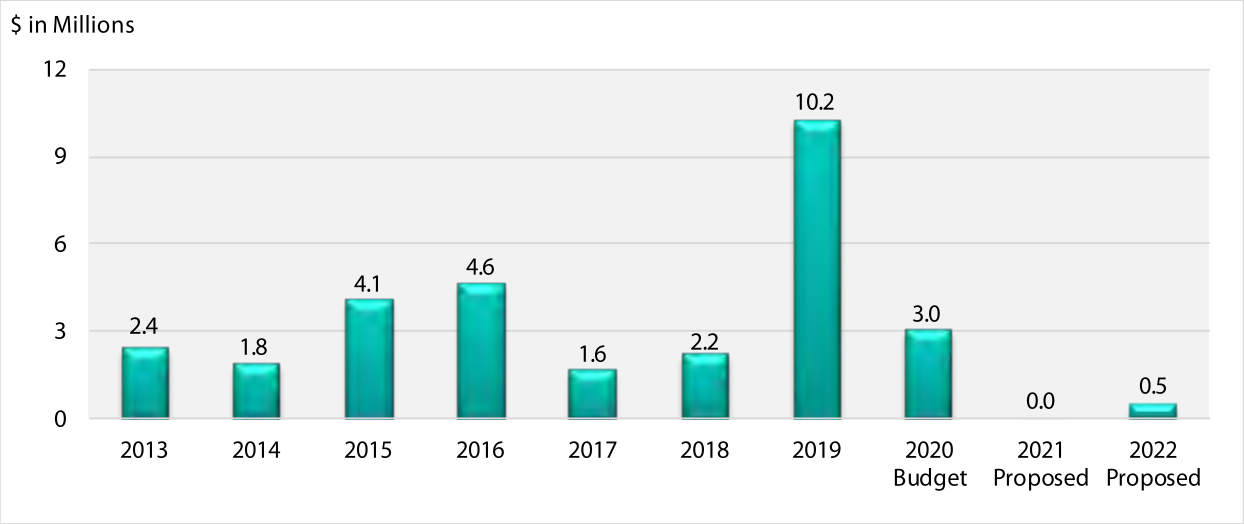
	2021 Proposed Changes		2022 Proposed Changes	
	FTE	Amount	FTE	Amount
Administration				
Equity Manager	1.0	$ 243,790		$ 218,420
Economic & Community Development				
Opportunity Fund		300,000		300,000
Human Resources				
Extend Term-Limited Position		48,690		64,850
Parks, Recreation & Community Services				
Greater Kent Historical Society Museum Funding		40,000		40,000
Human Services Opportunity Fund				100,000
Park Operations Overtime				37,140
Park Operations Seasonal Staff Funding				60,510
Other Adjustments				
Transfer New B&O Outdoor Tax to CRF		1,800,000		1,800,000
Utility Tax Transfer to CRF		(3,171,610)		(3,224,000)
IT Allocation Adjustment				74,180
Street Fund Subsidy Adjustment				8,740
Total Expenditures	**1.00**	**$ (739,130)**	**0.00**	**$ (520,160)**

GENERAL FUND

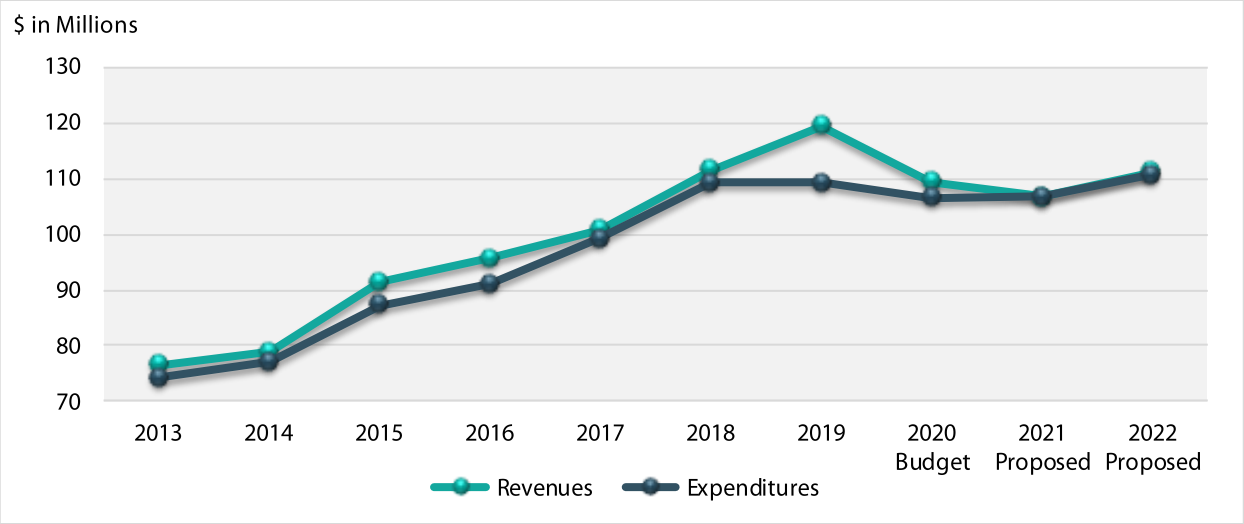
GENERAL FUND BALANCE

The ***General Fund Change in Fund Balance*** and ***General Fund Revenue & Expenditures*** tables below represent the actual difference between revenues and expenditures in the General Fund since 2013. The figures in these graphs are inclusive of annexation related revenues and expenditures.

GENERAL FUND CHANGE IN FUND BALANCE



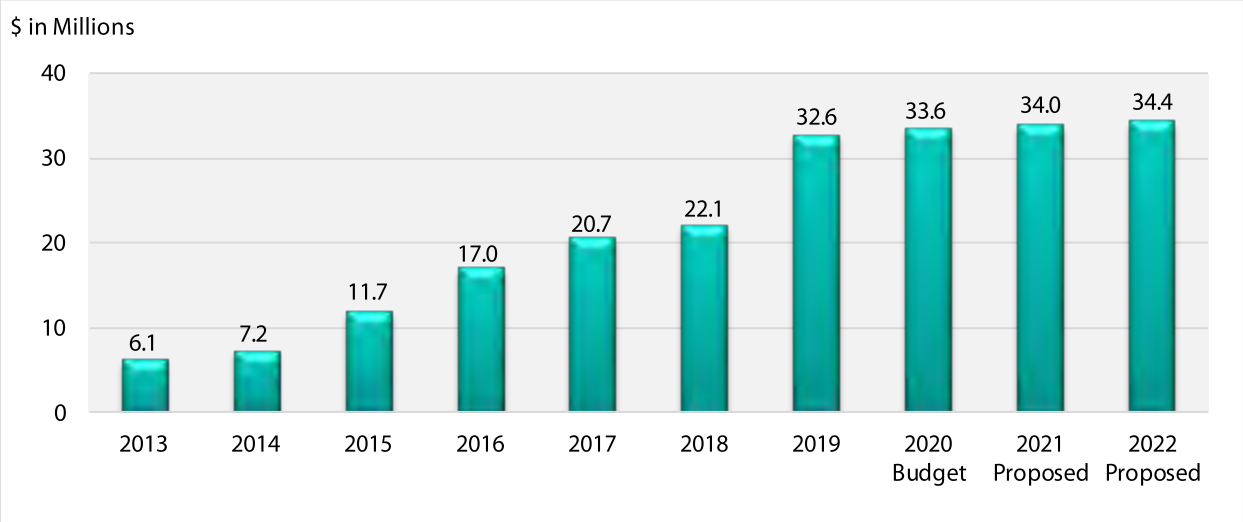
GENERAL FUND REVENUE & EXPENDITURES



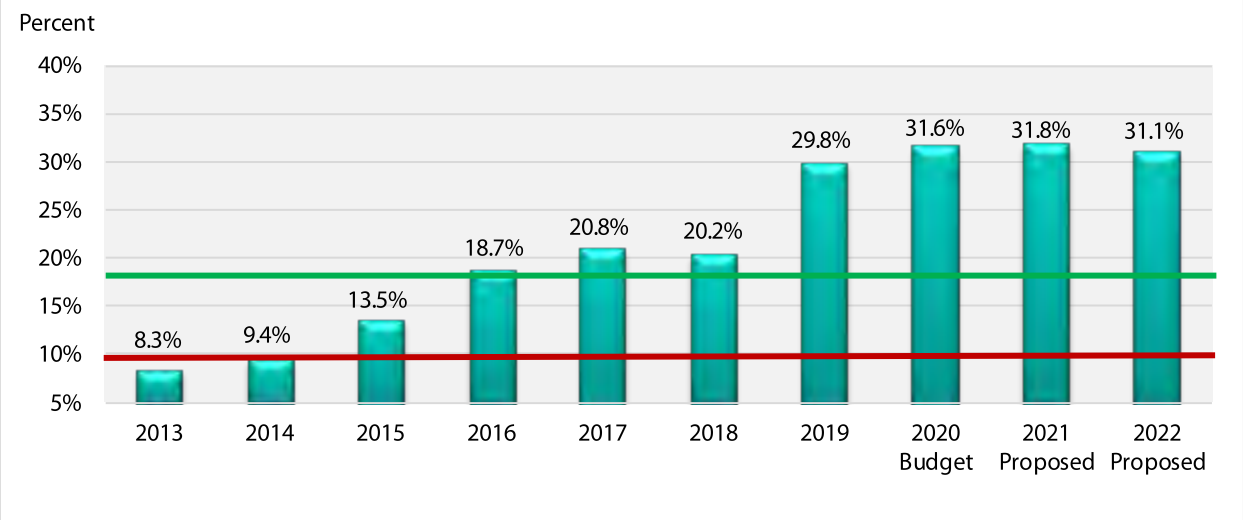
GENERAL FUND

The following tables, ***Unreserved General Fund Balance*** and ***Unreserved General Fund Balance as a Percent of General Fund Budget***, demonstrate trends in the unreserved portion (excluding annexation) of the General Fund balance. In 2017, the City updated its fiscal policy on unreserved General Fund balance, increasing the required fund balance from 10 percent to 18 percent of current year budgeted expenditures, roughly two months of operating expenses. ***Unreserved General Fund Balance as a Percent of General Fund Budget*** demonstrates the old 10 percent (red line) and updated 18 percent (green line) requirements for comparative purposes.

UNRESERVED GENERAL FUND BALANCE



UNRESERVED GENERAL FUND BALANCE AS A PERCENT OF GENERAL FUND BUDGET



SPECIAL REVENUE FUNDS

From a budgetary perspective, Special Revenue Funds account for revenue sources (other than special assessments and major capital projects) that are legally restricted for a specific purpose. The ***Special Revenue Funds*** table below lists each fund and the total operating expenditure budget associated with the fund.

	2020 Adj Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Street Operating	$ 17,879,290	$ 17,473,500	$ (405,790)	(2.3) %	$ 18,222,020	$ 748,520	4.3 %
LEOFF 1 Retiree Benefits	1,546,320	1,541,980	(4,340)	(0.3)	1,572,840	30,860	2.0
Lodging Tax	349,780	229,190	(120,590)	(34.5)	265,340	36,150	15.8
Youth/Teen	963,100	924,390	(38,710)	(4.0)	926,180	1,790	0.2
Capital Resources	28,295,780	17,226,140	(11,069,640)	(39.1)	13,175,430	(4,050,710)	(23.5)
Criminal Justice	8,375,980	8,463,060	87,080	1.0	8,508,870	45,810	0.5
Housing & Comm Dev	1,139,866	1,334,750	194,884	17.1	1,334,750	-	-
City Art Program	108,770	109,320	550	0.5	105,360	(3,960)	(3.6)
ShoWare Operating	$ 1,267,340	$ 1,101,050	$ (166,290)	(13.1) %	$ 1,116,330	$ 15,280	1.4 %

MAJOR CHANGES

Street Operating Fund: The 2021 proposed budget reflects a 2.3 percent decrease from 2020, which is due to a reduction in debt service costs, lower expenditures in B&O lifecycle contractor services and a reduction in salary and benefits expenses, related to the COVID-19 budget reductions.

One of the additions to the Street Fund budget is $100,000 (one-time) to analyze ten bridges within the City for structural adequacy. The proposed budget also includes an addition of $150,000 in 2021 and $100,000 in 2022 that is needed to provide bridge repair and regular maintenance. The 2022 proposed budget also includes $220,00 (ongoing) and $65,000 (one-time) allocated from B&O to fund 2.0FTE and related supplies to support landscape maintenance. The City is currently under contract to maintain two locations of planted islands and planting strips, which expire at the end of 2021. The proposed budget would enable the costs to be shifted from contracted to in-house, by adding $20,000 to the budget and two full-time positions.

Capital Resources Fund: The 2021 proposed budget reflects a 39.1 percent decrease from the 2020 budget, largely due to an increase in one-time project funding in 2020. Nearly $18.8 million is being funded for capital projects over the biennium. Lists of all of the funded capital projects can be found in the ***Capital Program*** section of the Overview on pages 43-48.

The 2021-22 proposed budget also includes a decrease of internal utility tax revenues in the Capital Resources Fund. By ordinance, 15.38 percent of the internal utility tax is dedicated to the Capital Resources Fund for the sole repayment of debt in the City's other capital projects fund. By the end of 2020, the debt will be retired and this portion of the internal tax allocation will be dedicated to the General Fund, which will result in a reduction of revenues by $1,585,290 in 2021 and $1,611,480 in 2022.

SPECIAL REVENUE FUNDS

Criminal Justice Fund: The 2021 proposed budget reflects a modest 1.0 percent increase from 2020. In order to continue the City's car per officer program, $864,000 is budgeted in 2021 and 2022 to purchase 12 police vehicles each year. $53,380 was added in 2021 and $105,260 in 2022 to the Red Light Camera Fund to outfit the remaining 40 commissioned officers with body worn cameras.

MAJOR REVENUE CHANGES—SPECIAL REVENUE FUNDS

	2021 Proposed Changes	2022 Proposed Changes
Street Operating		
General Fund Subsidy Adjustment		$ 8,740
Transfer In from GF for B&O Landscape Maintenance Crew		85,000
Capital Resources Fund		
Utility Tax Adjustment	(1,585,290)	(1,611,480)
Transfer In New B&O Outdoor Tax to CRF	1,800,000	1,800,000
Total Revenues	**$ 214,710**	**$ 282,260**

MAJOR EXPENDITURE CHANGES—SPECIAL REVENUE FUNDS

	2021 Proposed Changes		2022 Proposed Changes	
	FTE	Amount	FTE	Amount
Street Operating				
National Bridges Load Rating Study (B&O Lifecycle)		$ 100,000		
Bridge Repair & Maintenance (B&O Lifecycle)		150,000		$ 100,000
Landscape Maintenance Crew			2.0	285,000
IT Allocation Adjustment				14,600
Engineering Allocation Adjustment				(5,860)
Capital Resources Fund				
Transfers Out:				
City-wide Training Room Remodel		200,000		
East Hill Operations Feasibility Study		12,600		
East Hill Operations Improvements		367,500		262,500
IT Capital Projects		3,310,000		2,105,000
Jail Improvements		50,000		
Parks Capital Projects		1,000,000		2,000,000
Police Firing Range Upgrades		600,000		
Senior Center Reroof		525,000		
Criminal Justice Fund				
Car per Officer Program		864,000		864,000
Body Worn Cameras		53,380		105,260
IT Allocation Adjustment				4,860
Total Expenditures	**0.0**	**$ 7,232,480**	**2.0**	**$ 5,735,360**

ENTERPRISE FUNDS

The City's enterprise funds include the Water, Sewer, Drainage and Solid Waste Utility Funds as well as the Golf Complex Fund. Enterprise funds are established for government operations that are financed and operated in a manner similar to business enterprises. The cost of providing the service to the general public is intended to be financed or recovered through user charges. The ***Enterprise Funds*** table below lists each of the City's enterprise funds and the budget associated with those funds.

	2020 Adj Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Water Utility	$ 28,127,260	$ 29,899,880	$ 1,772,620	6.3 %	$ 29,302,080	$ (597,800)	(2.0) %
Sewer Utility	32,353,140	33,076,910	723,770	2.2	33,770,020	693,110	2.1
Drainage Utility	22,776,280	23,339,610	563,330	2.5	30,615,160	7,275,550	31.2
Solid Waste Utility	733,430	765,560	32,130	4.4	792,420	26,860	3.5
Golf Complex	$ 4,309,880	$ 4,657,560	$ 347,680	8.1 %	$ 2,996,090	$ (1,661,470)	(35.7) %

MAJOR CHANGES

Water Fund: The 2021 proposed budget reflects a 6.3 percent increase from 2020. The proposed budget includes $45,000 (one-time) to purchase an all-wheel drive utility vehicle with a trailer wagon, which is needed to help access and maintain the security of our water supply sources. An additional $45,000 (one-time) is included in 2021 to fund 50 percent of an off-road forklift that will be shared with the Drainage Fund ($90,000 total cost). Two water service trucks are eligible for replacement and in order to purchase the heavy duty, upsized vehicles needed by the Water Department, an additional $250,000 (one-time) has been budgeted in 2021.

Sewer Fund: The 2021 proposed budget reflects a 2.2 percent increase from 2020 and 2.1 percent increase in 2022. The proposed budget includes $40,000 (one-time) for an equipment trailer, which is needed to move equipment, pipe/related parts, shoring and steel sheets to job sites. An equipment trailer is currently being rented to fulfill the present need. $17,500 (one-time) is included in the 2021 budget to fund 50 percent of a forklift that will be shared with the Drainage Fund ($35,000 total cost) and used at the newly constructed garage at 64th & James.

Drainage Fund: The 2021 proposed budget reflects a modest 2.5 percent increase from the 2020 budget, but the 2022 proposed budget reflects a 31.2 percent increase from 2021, largely due to intentional use of fund balance to fund one-time capital projects. In addition, the budget includes $45,000 for an off-road forklift that will be shared with the Water Fund ($90,000 total cost), $17,500 for a forklift that will be shared with the Sewer Fund ($35,000 total cost) and $40,000 for an equipment trailer that will be used to haul equipment for the ditch/pond cleaning crew. $200,000 has been added to the budget to provide clean up, recycling and disposal services directly associated with homeless encampment clean up.

ENTERPRISE FUNDS

MAJOR EXPENDITURE CHANGES—ENTERPRISE FUNDS

	2021 Proposed Changes		2022 Proposed Changes	
	FTE	Amount	FTE	Amount
Water Utility				
Utility Vehicle and Trailer		$ 45,000		$ -
Off-Road Forklift		45,000		
Water Service Trucks (2)		250,000		
East Hill Feasibility Study		18,110		
IT Allocation Adjustment				7,200
Engineering & Utility Clearing Allocation Adjustments				5,120
Utility Billing Releases		63,340		63,340
Sewer Utility				
East Hill Feasibility Study		8,660		
Utility Billing Releases		63,330		63,330
Equipment Trailer		40,000		
Forklift		17,500		
IT Allocation Adjustment				2,460
Engineering & Utility Clearing Allocation Adjustments				3,210
Drainage Utility				
Illegal Encampment Clean-up		200,000		200,000
Off-Road Forklift		45,000		
Forklift		17,500		
Equipment Trailer		40,000		
Utility Billing Releases		63,330		63,330
East Hill Feasibility Study		13,130		
IT Allocation Adjustment				10,880
Engineering & Utility Clearing Allocation Adjustments				3,610
Solid Waste Utility				
IT Allocation Adjustment				1,180
Utility Clearing				
IT Allocation Adjustment				10,670
Clearing Allocation				(10,670)
Golf Complex				
IT Allocation Adjustment				1,400
Total Expenditures	**0.00**	**$ 929,900**	**0.00**	**$ 425,060**

INTERNAL SERVICE FUNDS

Internal Service Funds are established for those operations which provide services to the operating funds of the City of Kent on a cost reimbursement basis. These funds, like Enterprise Funds, are financed and operated in a manner similar to a business enterprise except with the users being other City funds. The ***Internal Service Funds*** chart below lists the City's Internal Service Funds and their associated budgets for the next biennium.

	2020	2021	2020 vs 2021		2022	2021 vs 2022	
	Adj Budget	Proposed	$ Change	% Change	Proposed	$ Change	% Change
Fleet Services	$ 7,200,570	$ 6,027,700	$ (1,172,870)	(16.3) %	$ 6,114,060	$ 86,360	1.4 %
Central Stores	396,590	404,190	7,600	1.9	412,220	8,030	2.0
Information Technology	10,544,980	9,595,110	(949,870)	(9.0)	10,120,490	525,380	5.5
Multimedia	1,195,630	1,135,120	(60,510)	(5.1)	1,165,630	30,510	2.7
Facilities	7,056,200	6,845,340	(210,860)	(3.0)	6,874,110	28,770	0.4
Unemployment	177,480	238,140	60,660	34.2	218,450	(19,690)	(8.3)
Workers Compensation	1,516,600	1,545,260	28,660	1.9	1,574,640	29,380	1.9
Health & Employee Wellness	16,688,790	15,771,030	(917,760)	(5.5)	16,075,690	304,660	1.9
Liability Insurance	2,091,380	2,331,560	240,180	11.5	2,406,120	74,560	3.2
Property Insurance	$ 572,240	$ 583,920	$ 11,680	2.0 %	$ 594,590	$ 10,670	1.8 %

Information Technology: The 2021 proposed budget reflects a 9.0 decrease from 2020, largely due to one-time transfers to capital projects that were budgeted in 2020, but also in small part due to COVID-19 budget reductions and shifting of salary and benefit costs to projects (40 percent of five Project Managers). The proposed budget includes $130,000 in 2021 and 2022 for contracted service desk technicians that will provide sporadic support throughout the biennium, enabling current staff to support capital project initiatives. A term-limited Contract Support position has been added to the 2021-22 budget to provide support in maintaining over 140 contracts, as well as a term-limited Technology Innovation Architect, which will provide support for division/role transitions in 2021. The IT professional services budget has been reduced in order to add the expense of these positions, so these additions are budget neutral.

Unemployment Insurance: The 2021 proposed budget reflects a 34.2 percent increase from 2020. The City has seen a significant increase in unemployment claims in 2020 due to the COVID-19 public health emergency and subsequent layoffs and furloughs. The City will not be billed for Q4 2020 until late February, so $20,000 (one-time) was added to the 2021 budget to account for this additional expense.

INTERNAL SERVICE FUNDS

MAJOR REVENUE CHANGES—INTERNAL SERVICE FUNDS

	2021 Proposed Changes	2022 Proposed Changes
Information Techonology Fund		
Adjust Revenues from Departments	$ -	$ 130,300
Total Revenues	**$ -**	**$ 130,300**

MAJOR EXPENDITURE CHANGES—INTERNAL SERVICE FUNDS

	2021 Proposed Changes		2022 Proposed Changes	
	FTE	Amount	FTE	Amount
Fleet				
IT Allocation Adjustment		$ -		$ 1,850
Engineering Adjustment				260
Information Technology				
Contract Specialist (Term-Limited)	1.0	110,000		113,140
Technology Innovation Architect (Term-Limited)	1.0	77,000		-
Professional Services		(187,000)		(113,140)
Technical Support Specialist (Contractor)		130,000		130,000
Allocation Adjustments				300
Facilities				
IT Allocation Adjustment				3,830
Unemployment, Workers Comp, Liability & Property Insurance				
Increase Unemployment Claims		20,000		
Total Expenditures	**2.0**	**$ 150,000**	**0.00**	**$ 136,240**

CAPITAL PROGRAM

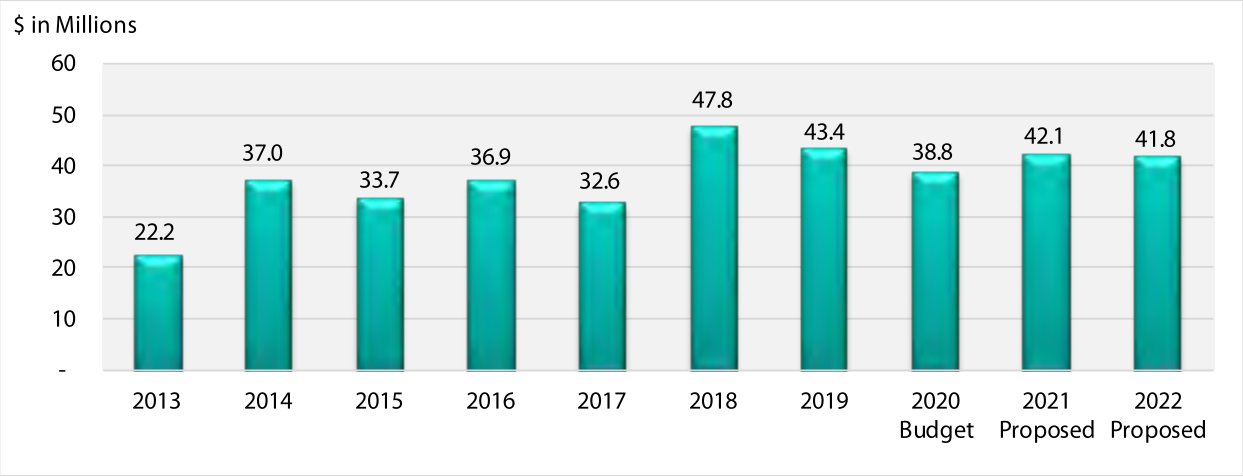
The 2021-2022 budget includes significant investments to address the City's capital needs. The planned investments, $42,144,000 in 2020 and $41,820,500 in 2022, are fully funded and incorporated in the City's six-year Capital Improvement Program. The Capital Improvement Program is one of the elements of the City's Comprehensive Plan required by Washington's Growth Management Act (GMA). The GMA requires governments to identify the public facilities required to address expected growth, without decreasing current service levels below locally established minimum standards. Further, the GMA requires that capital projects included in the plan be financially feasible or, in other words, dependable revenue sources must equal or exceed costs. If the costs exceed revenue, the City must either reduce its level of service requirement or reduce costs by implementing non-capital alternatives or other methods to bring costs in alignment with available resources.

The ***Capital Projects*** table below reflects the proposed capital investment by function for 2021-2022 and the ***Capital Investments*** graph shows the total capital investment City-wide for the past decade.

CAPITAL PROJECTS

	2021 Proposed	2022 Proposed
Utilities	$ 15,822,000	$ 24,121,000
Streets	7,925,000	7,501,000
Parks	9,857,000	6,122,000
Facilities	1,795,000	262,500
Information Technology	6,445,000	3,514,000
accesso ShoWare Center	300,000	300,000
Total Capital Projects	**$ 42,144,000**	**$ 41,820,500**

CAPITAL INVESTMENTS



CAPITAL PROGRAM

Funding for capital projects generally come from five major categories:

- **Taxes/Fees**: This source includes non-dedicated taxes such as property tax and sales tax, and dedicated taxes such as real estate excise tax, as well as impact and other fees paid by developers.
- **User Fees**: This revenue source represents fees paid for specific services provided by the government. These monies are restricted and must be used to support the service for which they were collected. Examples include utility fees (water, sewer, drainage) and golf course fees.
- **Grants and Contributions:** This source includes federal, state, county and other contributions for specific qualified projects.
- **Bonds**: Bonds are interest bearing debt issued by the City for a specific purpose. Bonds require a formal and on-going payback source to make debt service payments.
- **Intergovernmental Loans**: This category represents loans from one department to another. Like bonds, these loans are interest bearing and require a formal payback source and schedule.

The capital planning process must include a reasonable determination of future operating impacts, i.e. on-going maintenance, custodial services, utility costs, etc. It is necessary for the City to plan on these types of costs to ensure that operating funding is available to be budgeted and expended in future years.

Approved capital projects for 2021 and 2022 are listed on the following pages.

CAPITAL ADDITIONS—UTILITIES

Water	2021 Proposed	2022 Proposed
640 Transmission Main Improvements (EH 640 PZ)	$ -	$ 1,115,000
640 Zone BPS #2 (EH 640 PZ)		1,500,000
DataNow Replacement		300,000
East Hill Pressure Zone	749,000	
Jenkins Creek Bridge	250,000	250,000
Kent Springs Transmission Main Repair	250,000	
Miscellaneous Water	600,000	400,000
PLC Upgrades	35,000	35,000
Radix Replacement		400,000
Reservoir Maintenenace & Improvements	500,000	500,000
Rock Creek Mitigation Projects		500,000
SCADA Security Upgrade	350,000	
Tacoma Intertie - Ongoing Capital	50,000	50,000
Transmission Easements	50,000	50,000
Utility Billing Releases	190,000	190,000
Well Rehabilitation		200,000
West Hill Reservoir	2,916,000	1,050,000
West Hill Transmission Main	1,100,000	1,100,000
Total Expenditures	**$ 7,040,000**	**$ 7,640,000**

Sewer	2021 Proposed	2022 Proposed
Comprehensive Sewer Plan	$ 300,000	$ -
Frager Road Pump Station - Grinder	150,000	
Linda Heights Pump Station		2,500,000
Lindental Pump Station Repair/Maintenance	300,000	
Miscellaneous Sewer	500,000	500,000
Sewer Main Replacements/Relining	927,000	169,000
Skyline Sewer Interceptor	1,000,000	
Total Expenditures	**$ 3,177,000**	**$ 3,169,000**

CAPITAL PROGRAM

CAPITAL ADDITIONS—UTILITIES

Drainage	2021 Proposed	2022 Proposed
144th Avenue Drainage Improvements	$ 250,000	$ 250,000
81st Avenue Pump Station		2,000,000
GRNRA Maintenance Improvements	250,000	500,000
GRNRA Pump Station North	600,000	1,000,000
Lower Russell Road Levee	800,000	700,000
Mill Creek at 76th Ave Flood Protection		3,000,000
Miscellaneous Drainage	405,000	300,000
North Fork Meridian Valley Culvert	350,000	400,000
Pipe Replacements/Roadway Improvements	500,000	907,000
South 212th (EVH - 76th)	250,000	250,000
UP P/S Pump Replacement	100,000	300,000
Upper Mill Creek Dam	100,000	
Valley Channel Rehabilitation		1,705,000
Washington Avenue South Pump Station	2,000,000	2,000,000
Total Expenditures	**$ 5,605,000**	**$ 13,312,000**

CAPITAL ADDITIONS—TRANSPORTATION

B&O Funded	2021 Proposed	2022 Proposed
B&O In-house Overlays	$ 250,000	$ 250,000
B&O Street Contracted	2,005,000	3,598,000
B&O Unallocated	725,000	238,000
South 212th (EVH-72nd)	1,500,000	
Transportation Master Plan	50,000	
Total Expenditures	**$ 4,530,000**	**$ 4,086,000**

The total amount of B&O allocated to transportation is $4,530,000 in 2021 and $4,086,000 in 2022. In addition to the capital projects noted above, B&O funding is provided in the Street Operating Fund for the lifecycle and operating programs shown in the following table.

Street Operating Fund - B&O Funded	2021 Proposed	2022 Proposed
B&O Unallocated	$ 718,390	$ 145,210
Transportation Master Plan	50,000	
Total Expenditures	**$ 768,390**	**$ 145,210**

The total amount of solid waste utility tax allocated to residential streets is $3,395,000 in 2021 and $3,415,000 in 2022.

Solid Waste Utility Tax Funded	2021 Proposed	2022 Proposed
Residential Street Contracted	$ 3,395,000	$ 3,415,000
Total Expenditures	**$ 3,395,000**	**$ 3,415,000**

CAPITAL PROGRAM

CAPITAL ADDITIONS—PARKS

B&O Funded	2021 Proposed	2022 Proposed
Campus Park Improvements	$ -	$ 200,000
Clark Lake Park Development 240th		250,000
Gateway Landscape Renovation	150,000	
Kent Memorial Park Renovation	500,000	
KVLT - Boeing Rock		50,000
KVLT - Phase 2	200,000	150,000
KVLT - Riverview		1,000,000
Masterplans	50,000	50,000
Mill Creek Earthworks Renovation	150,000	500,000
NPRP - Salt Air Vista	250,000	
Park Planning Operating	375,000	
Parks Land Acquisition	155,000	307,000
Springwood Park Renovation	1,000,000	
Total Expenditures	**$ 2,830,000**	**$ 2,507,000**

Other Funding Sources	2021 Proposed	2022 Proposed
Golf Course Accessories	$ 92,000	$ -
Golf Driving Range Renovations	975,000	
Golf Irrigation System Upgrades	675,000	
Unallocated Golf Projects	65,000	65,000
4th and Willis Greenways Landscape	500,000	
Campus Park Improvements		100,000
Downtown Place Making-Kherson	500,000	
Kent Memorial Park Renovation	2,000,000	1,000,000
Mill Creek Canyon Revitalization	500,000	1,000,000
NPRP - Chestnut Ridge Playground	250,000	
NPRP - Scenic Hill Park Renovation	120,000	350,000
Park Lifecycle	500,000	500,000
Park Planning Operating	600,000	600,000
Parks and Open Space Plan	250,000	
Total Expenditures	**$ 7,027,000**	**$ 3,615,000**

CAPITAL ADDITIONS—OTHER

accesso ShoWare Center	2021 Proposed	2022 Proposed
Unallocated Projects	$ 300,000	$ 300,000
Total Expenditures	**$ 300,000**	**$ 300,000**

Facilities	2021 Proposed	2022 Proposed
Citywide Training Room Remodel	$ 200,000	$ -
Jail Improvements	50,000	
East Hill Operations Feasibility Study	52,500	
East Hill Operations Improvements	367,500	262,500
Police Firing Range Upgrades	600,000	
Senior Center Reroof	525,000	
Total Expenditures	**$ 1,795,000**	**$ 262,500**

Information Technology	2021 Proposed	2022 Proposed
HLC 17-18 Mobile Router Replacement	$ 190,000	$ 40,000
HLC 17-18 Server Replacement	25,000	60,000
HLC 17-18 Telephony	25,000	50,000
HLC 17-18 Wireless Infrastructure Refresh	25,000	30,000
HLC 16-18 Data Center	40,000	50,000
HLC 16-18 Network Refresh	50,000	50,000
HLC 16-18 Security	110,000	110,000
HLC 16-18 Storage Expansion	25,000	30,000
HLC 16-18 UPS	30,000	30,000
HLC 16-18 Virtualization Infrastructure Refresh	75,000	75,000
HLC 21 Computer Refresh	241,000	253,000
SLC 18-20 Admin System Replacement Reserves	10,000	50,000
SLC 18-21 Law System Replacement Reserves	100,000	175,000
SLC 18-21 PD System Replacement Reserves	425,000	75,000
SLC 18-22 HR System Replacement Reserves	10,000	50,000
SLC 18-23 Fin System Replacement Reserves	300,000	350,000
SLC 18-26 PRCS System Replacement Reserves	70,000	75,000
SLC 18-26 PW System Replacement Reserves	10,000	50,000
SLC 18-27 Court System Replacement Reserves	50,000	100,000
SLC 18-27 ECD System Replacement Reserves	10,000	50,000
SLC 18-28 Clerk System Replacement Reserves	10,000	50,000
SLC 18-29 IT System Replacement Reserves	10,000	50,000

CAPITAL PROGRAM

CAPITAL ADDITIONS—OTHER

Information Technology - Continued	2021 Proposed	2022 Proposed
Active Directory Security Assessment & Upgrade (Security HLC)	40,000	
Amanda Stabilization (ECD SLC)	390,000	
Boat Launch System Replacement (Parks SLC)		45,000
CASB (Cloud Access Security Broker) Deployment (Security HLC)	40,000	
CMS Replacement/Redesign (Admin SLC)	100,000	
Firewall - Advanced Features (Security HLC)	20,000	
GolfNow Replacement (Parks SLC)		45,000
HR Service Requests - Ivanti (HR SLC)	40,000	
Lawbase Replacement (Law/Court SLC)		400,000
NeoGov LMS Replacement (HR SLC)		125,000
Net Motion Architecture Upgrade (Security HLC)	30,000	
Network Drive Migration (Data Center HLC)	50,000	
Online Venue Replacement (Parks SLC)		45,000
Port Security (Security HLC)	10,000	
PRR Online Payment Portal (Clerks SLC)		100,000
RecTrac Stabilization (Parks SLC)	50,000	
Tiburon Replacement (PD SLC)	1,800,000	
Web TMA Replacement (Parks SLC)		45,000
B&O Releases	190,000	190,000
Business License Payments - Extension (FileLocal)	230,000	
Cityworks – Sustainment, Buildout & Enhancement	365,000	
Court Bench Renovations - IT Infrastructure		20,000
Electronic Signature Implementation	40,000	
Isolate Police Technology (Logical)	100,000	
Ivanti System Stabilization - IT	100,000	
Jail Control System Replacement		400,000
JDE Stabilization - Permissions	300,000	
Large Format Scanner	30,000	
Mobile Router Network Redesign and Upgrade	85,000	85,000
Multimedia Asset Management (MAM)	100,000	
Public, Educational & Government (PEG) Projects	134,000	161,000
Recreation System Replacement - Extension	230,000	
Sprout - Social Media Management	30,000	
WorkDay Stabilization	100,000	
Total Expenditures	**$ 6,445,000**	**$ 3,514,000**

DEBT SERVICE

Debt Service Funds account for the accumulation of resources for and the payment of general long-term and special assessment debt principal and interest. The appropriations authorized for these funds are determined by the debt payment schedules contained in the Council-approved bond issues and cannot legally be altered by legislative action. As such, debt service payments are the first budget priority for funding.

Debt Service Funds

	2020 Adj Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Non-Voted Debt Service	$ 8,754,530	$ 7,204,660	$ (1,549,870)	(17.7) %	$ 7,456,470	$ 251,810	3.5 %
Special Assessments	$ 793,580	$ 858,420	$ 64,840	8.2 %	$ 684,490	$ (173,930)	(20.3) %

MAJOR CHANGES

Non-Voted Debt Service: The 2021 proposed budget reflects a 17.7 percent decrease in 2021 and a 3.5 percent increase in 2022, due to final maturity and payment of the 2005 GO Bond Refunding and PFD Revenue Bonds. The 2014 LTGO Refunding bonds will be paid off by the end of 2021, but expense reduction from that payoff will be offset by an increased principal payment for the 2016 LTGO Refunding bonds.

Special Assessments: The 2021 proposed budget reflects an 8.2 percent increase in 2021 and a 20.3 percent decrease in 2022, as existing special assessments (LIDs) are paid.

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BUDGET FRAMEWORK

The Budget Framework section describes the processes, policies and fund structure that govern the budgeting process.

Budget Process Overview. 53

Budget Process Flowchart. 54

Budget Timeline. 55

Budget Calendar. 56

Financial Policies. 58

Fund Structure Descriptions. 65

Department/Fund Matrix. 68

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BUDGET PROCESS

OVERVIEW

Budgets serve as control mechanisms in the operations of governmental units. Legal budgetary (expenditure) control in the City of Kent is maintained at the fund level. Administration can amend budgets, with no overall dollar increase between departments, within a fund. Supplemental appropriations that amend total expenditures, or in the case of Proprietary Funds amend working capital, require a City Council ordinance. All operating budgets lapse at year end.

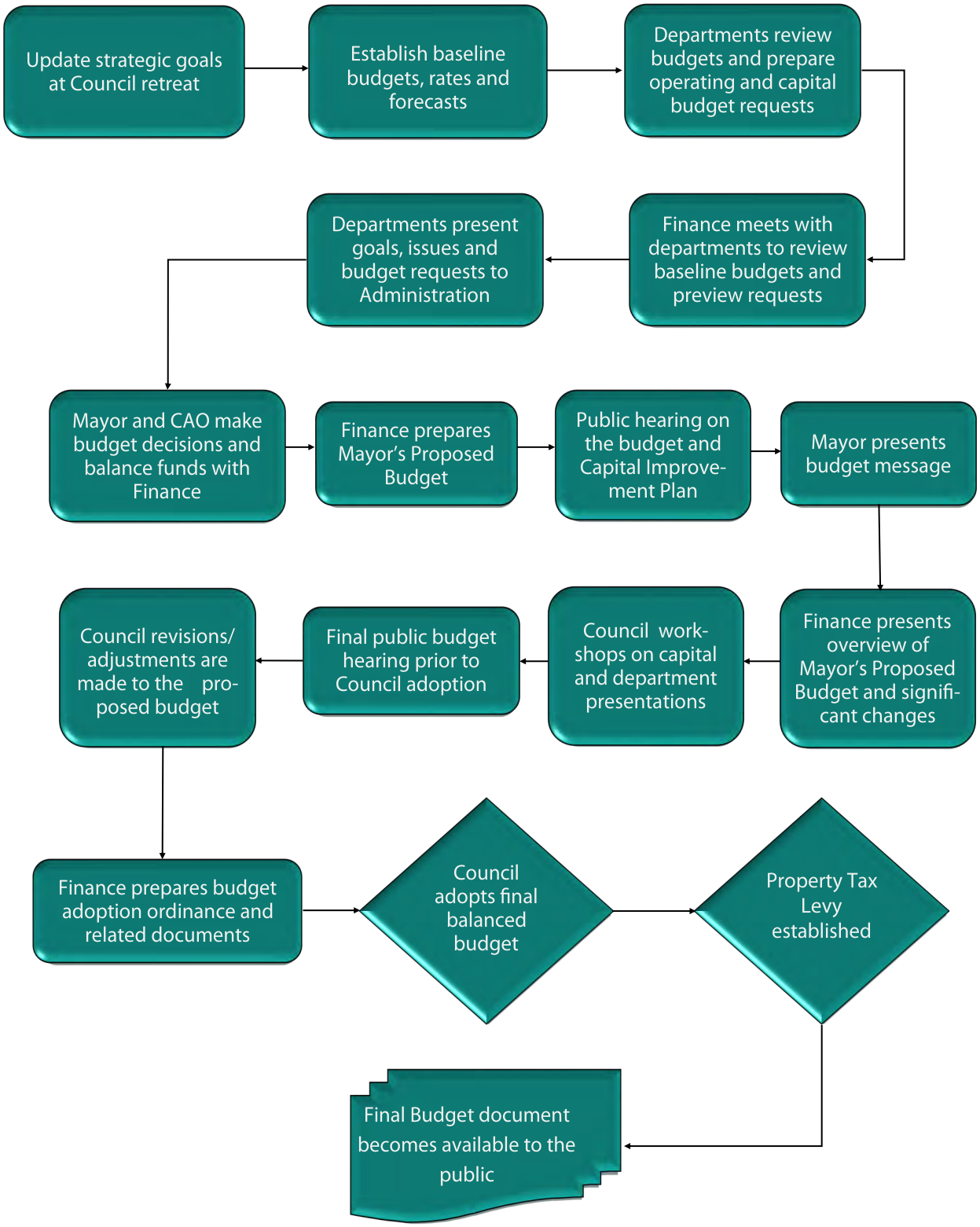
The General and Special Revenue funds control expenditures with a legal annual budget at the fund level. Debt Service funds operate under the control of the bond indentures which established them. Capital Projects funds operate under the control of total project authorization, rather than the annual budget. Proprietary funds control expenditures with a flexible budget whereby the expenditure increases must be offset by increased resources. Though budgetary control is at the fund level, budget and actual information is maintained by project, organization, program and object. Both budget and actual information is presented on a GAAP (Generally Accepted Accounting Principles) basis of accounting, when presented by fund.

The City must adopt its budget by the end of December of the preceding fiscal year. This usually follows several months of analysis by staff and City Council. The first step involves the establishment of the baseline budget required to carry existing programs into the next year. The second step involves the development of issues impacting the next year and beyond and their prioritization by City Council. The emphasis is placed on the General and Special Revenue funds since the operation of other funds are tied to ordinances, contractual agreements or separately established rate structures. Once the baseline operations have been reviewed and adjusted based on administrative policy, program expansion or reduction is included to the level of projected available resources after the establishment of sufficient fund balances.

After the Mayor's Proposed Budget is presented, the City Council spends approximately eight weeks reviewing it. Public meetings are held to gather input from residents and businesses. When the budget review and final adjustment period is complete, a balanced budget as required by state law is adopted by ordinance. After adoption, periodic budget adjustments that affect total fund expenditures are made as approved by City Council and are formalized by ordinance on a quarterly basis.

BUDGET PROCESS

BUDGET FLOW CHART



BUDGET PROCESS

BUDGET TIMELINE

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council Retreat - strategic goals update												
Finance meets with internal service groups to establish baseline budgets and rates												
Finance prepares budget forecasts												
Semi-monthly Finance informational meetings with Mayor and CAO												
Budget Kickoff with departments												
Departments review and adjust baseline budgets, prepare operating requests, and capital requests w/6-year capital plan												
Finance meets w/departments to discuss baseline issues/ challenges and overviews operating budget and capital requests												
Departments present goals, issues and budget requests to Administration												
Finance meets with Mayor and CAO to review requests, make decisions and balance funds												
Finance prepares the Mayor's Proposed Budget												
Public Hearing on 2021-2022 Biennial Budget and 2021-2026 Capital Improvement Plan (CIP)												
Mayor presents budget message; Finance presents overview of Mayor's Proposed Budget and significant changes												
Council Workshop capital discussion												
Council Workshop - department presentations												
Public Hearing on 2021 Property Tax Levy, 2021-2022 Biennial Budget and 2021-2026 CIP												
Council Workshop - department presentations and next steps discussion												
Council Workshop - questions and discussion												
Council Workshop - final decisions												
Finance prepares budget adoption and related documents												
Operations Committee - budget recommendation												
Council Meeting - 2021 Property Tax Levy and 2021-2022 Biennial Budget are adopted by ordinance												

BUDGET CALENDAR

BUDGET CALENDAR

CITY-WIDE CAPITAL INVESTMENT STRATEGY ..... **Mar-July**

Develop city-wide capital project list and funding strategy

MEETINGS WITH MAYOR/CAO ..... **Apr-July**

Finance informational meetings with Mayor and CAO

BUDGET KICK OFF MEETING ..... **May 17**

Mayor, CAO, Finance Director provide budget instructions to departments

DEPARTMENTS PREPARE BUDGET ..... **May 17-Jun 11**

Review and adjust baseline budgets

Prepare operating budget requests and reductions

DEPARTMENT BASELINE MEETINGS W/FINANCE ..... **Jun 11-22**

Discuss baseline issues and challenges

Review operating budget requests and reductions

DEPARTMENT PRESENTATIONS TO ADMINISTRATION ..... **Jul 11-25**

Departments present challenges and operating budget requests

BUDGET and CAPITAL BALANCING/DECISIONS ..... **Jul 25–Aug 30**

Finance meetings with Mayor and CAO to review, make decisions and balance funds

COUNCIL WORKSHOP (Special Meeting) ..... **Aug 10**

Budget preparation status/mini budget retreat

FINAL BALANCING/DECISIONS ..... **Aug 30**

FINANCE PREPARES MAYOR'S PROPOSED BUDGET ..... **Aug 30-Sep 24**

ELT NOTIFICATION ..... **Sep 16**

Mayor notifies department directors of approved requests

COUNCIL MEETING ..... **Sep 15**

1st Public Hearing—2021-22 Biennial Budget & 2021-2026 CIP

BUDGET CALENDAR

COUNCIL MEETING (Special Meeting) ..... **Sep 29**

Mayor's Budget Message

COUNCIL WORKSHOP (Special Meeting) ..... **Sep 29**

Overview of Mayor's Proposed Budget and General Fund baseline discussion; significant changes

COUNCIL WORKSHOP ..... **Oct 6**

Other funds baseline discussion; significant changes

COUNCIL WORKSHOP (Special Meeting) ..... **Oct 10**

Department presentations and capital requests

COUNCIL WORKSHOP ..... **Oct 20**

Requests/questions

COUNCIL MEETING ..... **Oct 20**

Public Hearing – 2021 Property Tax Levy

2nd Public Hearing – 2021-22 Biennial Budget and 2021-2026 CIP

COUNCIL WORKSHOP (Special Meeting) ..... **Oct 27**

Final Decisions

PREPARE BUDGET ADOPTION AND RELATED DOCUMENTS ..... **Oct 27-Nov 4**

COMMITTEE OF THE WHOLE ..... **Nov 10**

Budget Recommendation

COUNCIL MEETING ..... **Nov 17**

Adoption of the 2021 Property Tax Levy

Adoption of the 2021-22 Biennial Budget

Amend Comp Plan for 2021-2026 Capital Improvement Plan

FINANCIAL POLICIES

The budget process is part of an overall policy framework that guides the services and functions of the City. The budget serves a key role in that policy framework by allocating financial resources to programs which implement the City's overall goals and policies.

The City's core policy document is the Comprehensive Plan. This plan sets the basic vision for the development of the City and establishes policies and programs intended to achieve that vision. The plan is further articulated by a series of planning elements, including capital improvement (such as street and utility plans), policy elements (such as housing plans and economic development programs) and regulatory measures. Per state law, the Comprehensive Plan is reviewed and amended as those policies and programs change.

In addition, the City has adopted formal financial policies. These policies are designed to ensure fiscal stability and to provide guidance for the development and administration of the annual operating and capital budgets. The following pages contain policy frameworks in these areas:

- Revenue
- Expenditure
- Fund Balance Reserves
- Debt Management
- Investment

REVENUE POLICIES

User Charges Related to Costs—The City will review fees and charges on a periodic basis and will modify charges to adequately keep pace with increasing costs of providing services.

User Charges and Taxes Related to Market Rates—The City will consider its user charges and its tax rates in connection with those of neighboring communities and similar service providers, so that it will provide reasonable rates to maintain its advantage in the market place in attracting businesses and residences to the City of Kent.

Committed Special Revenue Funds—The City will maintain its practice of designating its street and capital improvement revenue sources including a percentage of its sales tax collections for the funding of its capital improvement program.

Reimbursements on a timely basis—Many grants occur on a cost reimbursement basis. To maximize the City's available investable funds, reimbursement should be pursued on a timely basis.

Aggressive Collection Effort—The City will follow an aggressive policy of collecting all monies due the City to the extent that the collection efforts remain cost effective.

FINANCIAL POLICIES

EXPENDITURE POLICIES

Structurally Balanced Budget—The City should adopt a budget in which ongoing revenues equal or exceed ongoing expenditures. One time revenues should not be used to pay for recurring expenditures.

Conservative Expenditure Budgeting—The City will maintain its conservative expenditure budgeting with respect to budgeting existing full time positions for a full year.

Program Reviews—The Mayor shall perform a periodic review of staff and programs of the City for both efficiency and effectiveness. Alternate methods of delivery will be evaluated for providing services. Programs that are determined to be inefficient, ineffective, or inconsistent with the City Council's strategic goals shall be reduced in scope or eliminated.

Maintenance and Operational Planning—Maintenance of current assets shall take priority over new capital projects whenever possible. The City Council shall ensure that there are stable sources of revenue to fund ongoing maintenance of capital assets. Before any new capital asset is approved, staff shall present an estimate of the life cycle and maintenance cost. Such costs shall be included in the budgets for the following years. The City Council shall not approve of new capital projects unless there is funding for the ongoing maintenance of the asset. The City shall maintain an inventory of all City assets and costs of maintenance of those assets.

Self-Insurance Program—The City will maintain an actuarially sound self-insurance program for unemployment, worker's compensation, liability insurance and health insurance. All of the insurance programs are accounted for as separate cost centers within one parent insurance fund.

Self-Supporting Proprietary Funds—The City's water, sewer, drainage and golf course enterprise funds will be self-supporting along with its internal service funds. The cost of providing services is expected to be fully funded from charges for the service. If the funds produce a loss, rates will be adjusted to achieve, at minimum, a break-even status. If debt has been issued which requires a certain level of return, rates and charges will be adjusted to achieve those returns.

Equipment Replacement—The City will maintain a Fleet Services Fund adequately funded to replace a fleet of vehicles and other heavy equipment at their scheduled replacement time. Technology capital replacement shall be funded through departmental charges and other revenues sufficient to replace both hardware and software at the end of their useful life.

Capital Improvement Program—The City will update its capital facilities plan on an annual basis as required by the Growth Management Act. A preliminary plan will be established early in the budgeting process to serve as a guideline during the year, with a final amendment adopted with the adoption of the operating budgets to reflect the necessary changes in the City's Comprehensive Plan.

FINANCIAL POLICIES

FUND BALANCE RESERVES POLICY

Key concepts of the Fund Balance Reserves Policy are outlined below. This policy was adopted by Council on December 12, 2017.

The objective of this policy is to provide guidance for the establishment and continued maintenance of Fund Balance Reserves, including reserve amount, how the reserves will be funded and the conditions under which reserves may be used.

Targeted Fund Balances—Adequate fund balances are maintained to allow the City to continue providing services to the community in case of unexpected emergencies, unfunded mandates and/or economic downturns. They may also be used to meet seasonal cash flow shortfalls as needed. Targeted fund balances for key funds are as follows:

- General Fund: 18% of current-year budgeted expenses
- Street Fund: 16% of current-year budgeted expenses
- Capital Resources Fund: $1,500,000
- Criminal Justice Fund: 16% of current-year budgeted expenses
- Utility Funds: 20% of current-year budgeted expenses
- Golf Fund: $400,000 or 16% of current-year budgeted expenses, whichever is higher
- Workers Comp Fund: 70% confidence level as provided in the annual actuarial study for the fund
- Health Care/Benefits Fund: Twice the IBNR (Incurred But Not Reported) estimate per annual actuarial study for the fund or $2,000,000, whichever is higher
- Liability Insurance Fund: 70% confidence level as provided in the annual actuarial study for the fund

General Fund—The City will strive to maintain a General Fund "Operating Reserve" with an upper goal of 18% of the adopted current-year budgeted General Fund expenditures, less any one-time items.

- The intent is to limit the use of unassigned General Fund balances to addressing unanticipated, non-recurring needs or known and planned future obligations.
- The Operating Reserve is intended to be a reserve for unexpected events, such as unfunded mandates, the failure to receive expected revenues, the continuance of critical services due to unanticipated events or to offset the unexpected loss of a significant funding source for the remainder of the fiscal year. Any use of the Operating Reserve that reduces the fund balance below the minimum required must include a repayment plan.
- Fund balances shall not normally be applied to recurring annual operating expenditures. Unassigned balances may, however, be used to allow time for the City to restructure its operations in a deliberate manner, but such use will only take place in the context of long-term financial planning.

- Funds in excess of the reserves described may be considered to supplement "pay as you go" capital outlay and other one-time expenditures. These funds may not be used to establish or support costs that are recurring in nature.
- Unless otherwise noted, all parameters of the General Fund balance noted above are also applicable to all other fund balances.

Funding Reserves—Funding of reserve targets will generally come from excess revenues over expenses or one-time revenues.

Excess Reserves—Reserves for specific funds are restricted for the activities of that fund, with the exception of the General Fund, which can be used for any good governmental purpose. In the event fund reserves exceed the minimum balance requirements at the end of each fiscal year, any excess reserves may be used in the following ways:

- Fund accrued liabilities. Priority will be given to those items that relieve budget or financial operating pressure in future periods.
- Appropriated to lower the amount of bonds or contributions needed to fund capital projects in the City's Capital Improvement Program.
- One-time expenses that do not increase recurring operating costs and that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs.
- Start-up expenses for new programs, provided that such action is approved by the City Council and is considered in the context of multi-year projections of revenue and expenses as prepared by the City's Finance Department.

DEBT POLICY

Key concepts of the Debt Policy are outlined below. This policy was adopted by Council on December 12, 2017 and can be viewed in its entirety in the City's Debt Manual, which is available online at www.kentwa.gov.

The objective of this policy is to provide general guidance for the issuance and management of all City debt and establish criteria to protect the City's financial integrity while providing a mechanism to fund the City's capital needs.

Debt Issuance

- Non-voted General Obligation Debt (also called councilmanic debt) shall not exceed 1.5 percent of assessed value.
- All City projects proposed to be financed through debt must have a full analysis of a) alternative methods of financing the projects, b) future operating and maintenance costs associated with the projects, including debt service expense, c) projected cash inflows which can reasonably be applied to reduce the amount being financed, and d) projected cash outflows for construction/equipment in order to ensure arbitrage compliance.

FINANCIAL POLICIES

- The City will, unless otherwise justified, use tax-exempt bond proceeds within the established time frame pursuant to the bond ordinance, contract or other document to avoid arbitrage.
- The City will maintain a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirement of the Internal Revenue Service (IRC148) regulation. Any rebate earning to the federal government will be remitted in a timely manner to preserve the tax-exempt status of the outstanding debt obligation.
- The City will repay principal plus interest in accordance with the payment terms of the bond or contract and comply with all bond or contract covenants.
- Debt cannot be issued for a longer maturity than a conservatively estimated useful life of the asset to be financed.
- The City will maintain good communications with bond rating agencies and investors about its fiscal condition and will provide full disclosure on financial reports and in disclosure documents.

Short-Term Debt

- The City may use short-term debt, defined as a period not to exceed three years, to fund cash flow needs. The City will not issue short-term debt for current operations.
- The City may issue interfund loans rather than issuing outside debt to meet short-term cash flow needs. The loaning fund must have excess funds available and the use of these funds will not impact the loaning fund current operations or constitute a permanent diversion of funds. All interfund borrowing will bear interest based upon at least the prevailing LGIP (Local Government Investment Pool) rate.
- The City's Finance Director has the authority to approve short-term interfund loans for a period not to exceed three calendar months. The Mayor has the authority to approve loans for a period not to exceed 12 calendar months.

Long-term Debt

- The City will issue long-term debt, defined as a period of time greater than three years, for capital projects, which cannot reasonably be financed on a pay-as-you-go funding strategy from anticipated cash flows.
- Acceptable uses of bond proceeds are one-time capital projects that can be capitalized and depreciated in accordance with GAAP. Refunding debt is also an acceptable use.
- The City may issue interfund loans rather than issuing outside debt instruments as a means of financing capital improvements. The loaning fund must have excess funds available and the use of these funds will not impact the loaning fund current operations or constitute a permanent diversion of funds. All interfund borrowing will bear interest based upon at least the prevailing LGIP (Local Government Investment Pool) rate.
- The City sill not issue long-term debt for current operational needs.

Refunding Debt—Refunding bonds are an acceptable use of bond proceeds provided that a) the net present value (NPV) of the savings is at least 3% and b) the final maturity date is not extended.

Debt Issuance Process

- The Finance Director will determine the method of sale best suited for each issue of debt.
- All securities will be issued in compliance with state and federal legal and regulatory requirements.
- For each issue, the City will evaluate the costs and benefits of bond insurance or other credit enhancements. Any credit enhancements must be competitively procured.
- Council approval is required prior to the issuance of debt, except where Council authority has been delegated in KCC 3.40.040.

INVESTMENT POLICY

Key concepts of the Investment Policy are outlined below. This policy was adopted by Council on March 21, 2017 and can be viewed in its entirety in Chapter 3.02 of the Kent City Code (KCC).

The City will invest public funds in a manner that safeguards and protects the principal of the funds invested, provides liquidity in meeting daily cash flow and provides the highest return possible through budgetary and economic cycles.

Regulatory—All investment activity will be in compliance with RCW 35.39 Fiscal – Investment of Funds, RCW 39.59 Public Funds – Authorized Investments, and any other statutes or regulatory requirements which may apply, such as Internal Revenue Codes.

Scope—The City commingles its funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Objectives

- **Safety**—Safety of principal is the foremost objective of the City's investment policy. Investments shall be made in a manner that mitigates credit and interest rate risk and seeks to ensure the preservation of capital in the overall portfolio.
- **Liquidity**—The City's investment portfolio will remain sufficiently liquid to enable the City to meet all reasonably anticipated operating requirements. This will be accomplished by either maintaining a portion of the portfolio in investment vehicles offering daily liquidity at face value or structuring the portfolio so that securities mature concurrently with cash needs to meet anticipated demands.
- **Return on Investment**—The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, the cash flow characteristics of the portfolio, and earnings relative to the State of Washington LGIP. Return on investment is of lesser importance compared to safety and liquidity.

FINANCIAL POLICIES

Standards of Care and Ethics

- The "Prudent Person" standard of care will be used by investment officials, which requires that investments be made with judgment and care that a person of prudence, discretion and intelligence would exercise in the management of his or her own affairs.
- The overall investment program will be designed and managed with a degree of professionalism that is worthy of the public trust. Officers and employees involved in the investment process shall refrain from knowingly engaging in personal business activity that could conflict with proper execution of the investment program or that could impair their ability to make impartial investment decisions.

Delegation of Authority and Responsibilities—The City Council will retain ultimate fiduciary responsibility for the portfolio. The Finance Director (or his/her designee) is the Investment Officer of the City. Investment transactions can only be initiated with the express written consent of the Finance Officer. The City may engage the services of an external investment advisor to assist in the management of the investment portfolio in a manner consistent with the objectives.

Authorized Investments—The City is authorized to invest in various securities, including, LGIP, US Treasury Obligations, GSE-Agency Securities, Repurchase Agreements, Bankers' Acceptance, Commercial Paper, Certificates of Deposit/Bank Deposits/Savings, Bonds of the State of Washington, General Obligation Bonds of Other States, Corporate Notes, and Supranational Bonds.

Diversification—The City will diversify its investment portfolio by institution, type of investment security and years to maturity shall be employed to avoid over-concentration in any of these areas, which reduces overall portfolio risks while attaining market average rates of return.

Maturities—The City will invest in securities with maturity dates five years from the date of purchase or less. An exception to the five-year maturity maximum is allowed if the maturities of such investments are made to coincide as nearly as practicable with the expected use of the funds. The maximum weighted average maturity of the total portfolio shall not exceed three years. Liquidity funds will be held in the LGIP, bank deposits, or in short term instruments maturing six months or less. The investment portfolio will have securities that mature between one day and five years.

Collateralization—Collateralization is required on repurchase agreements at a level of 102 percent of market value of principal and accrued interest. Collateral will always be held by an independent third party with whom the entity has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the entity and retained.

Authorized Financial Dealers and Institutions—Banking transactions will be limited to designated banking relationships and will refer to the financial institutions list provided by the Public Deposit Commission of banks authorized to provide investment services. No public deposit shall be made except in a qualified public depository in the State of Washington. A current financial statement is required to be on file for each financial institution and broker/dealer in which the City invests. Electronic links and/or files are acceptable.

Advisory Investment Committee—An investment committee will be established consisting of the mayor (or designee), Finance Director, Public Works Director and a member of the Council Operations Committee who shall be appointed by the mayor to serve a two year term. The committee will meet quarterly and serve in a general review and advisory capacity.

FUND STRUCTURE

As a government entity, the City of Kent operates its budget and accounting system based on a fund structure. Funds are established to segregate specific revenue to ensure their expenditure within applicable legal and contractual provisions. Revenues are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which the spending activities are to be controlled. The City of Kent operates with seven basic fund types, in which there may be one or more individual funds. The fund types, purpose and relationship to other funds are listed below.

FUND/PURPOSE

RELATIONSHIP TO OTHER FUNDS

GOVERNMENTAL FUNDS

General Fund

The General Fund is the principal operating fund of the City. It accounts for the financial resources of the City which are not accounted for in any other fund. Principal sources of revenue are property taxes, sales and use taxes, utility taxes, business and occupation taxes, licenses and permits, state shared revenues, charges for services and other incomes. Primary expenditures are for general City administration, police, economic development and planning services, park maintenance, and cultural and recreational services.

The General Fund "buys" services from the Internal Service Funds: fuel and rental of vehicles from the Fleet Services Fund; supplies, postage, photocopy, printing and graphics, cable TV services, data processing and telephone services from Central Services; facility maintenance and operation services from Facilities; and insurance from the Insurance Fund. The General Fund also transfers funds to the Street Operating Fund to help cover transportation and street maintenance costs and may also fund for selected projects.

Special Revenue Funds

Special Revenue Funds are used to account for specific revenue sources that would otherwise be accounted for in the General Fund, but for which there exists certain legal restrictions as to the use of certain revenues. The revenue is segregated into individual special revenue funds to ensure expenditure for a designated purpose. Principal sources of revenue are: state shared fuel tax, earmarked sales and utility taxes, criminal justice portion of sales and use tax, and community development block grant funds. A portion of these are transferred to other funds for debt retirement, capital acquisition and specific purposes operations.

Taxes, contributions and grants are collected in the Street Fund, LEOFF1 Retirees Fund, Lodging Tax Fund, Youth Teen Programs Fund, Capital Resources Fund, Criminal Justice Fund, Community Development Block Grant Fund, Other Operating Projects Fund, and the ShoWare Operating Fund. Transfers from the Street and Capital Resources Funds are primarily to the Capital Project Funds or the Non-Voted Debt Service Fund.

FUND STRUCTURE

FUND/PURPOSE

RELATIONSHIP TO OTHER FUNDS

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources to be used for the retirement of general long-term debt. The City has two types of general long-term debt for which resources are accumulated: general obligation long-term debt (voted, general obligation long-term debt and LTGO) and special assessment debt. Sources of revenue to fund the retirement of general obligation long-term debt are property taxes and transfers in from other funds. Special assessments are levied and received to retire special assessment debt.

The Debt Service Funds receive the transfers from the Special Revenue Funds, Water Fund and Sewerage Funds to pay principal and interest on LTGO debt issues.

Capital Projects Funds

Capital Projects Funds are used to account for the financing of major one time only capital projects other than those financed by Proprietary Funds. Sources of revenue are: proceeds of debt issuance, grants, and transfers from other funds.

Transfers are received from Special Revenue and other funds as a partial source of funds needed to complete projects.

PROPRIETARY FUNDS

Enterprise Funds

Enterprise Funds are used to account for the financing of services provided to the general public where all or most of the costs involved are paid for by user charges. Operations financed as enterprise funds are operated in a manner similar to private business enterprises. Kent's enterprise funds are funded through water, sewer, and drainage utility charges and recreational charges at the City's golf complex.

The Enterprise Funds "buy" services from the Fleet Services Fund for equipment rental and fuel; from the Insurance Fund for insurance needs; from the Central Service Funds for stores, telephone, postage, photocopying, printing and graphics, cable TV services, data processing and telecommunications; and from the Facilities Fund for facility maintenance and operation services. The Enterprise Funds also reimburse the General Fund for cost allocations for budgeting, accounting, human resource, legal and engineering costs which relate to Enterprise Funds. Other funds purchase utilities at the same rate as the general public.

FUND STRUCTURE

FUND/PURPOSE

Internal Service Funds

Internal Service Funds are used to account for the financing of specific services performed by designated organizations within the City for other organizations within the City. The City's Fleet Services, Central Service, Facilities, and Insurance Funds provide centrally administered services then generate revenue by billing the organization to which the service is provided.

RELATIONSHIP TO OTHER FUNDS

Centralizes costs for equipment rental, central services, facilities and insurance. These services are "sold" to other funds at cost plus a reserve for future needs.

FIDUCIARY FUND TYPES

Trust and Agency Funds

Trust and Agency Funds are used to account for assets held by the City as trustee or agent for individuals, private organizations or other governmental units. Since their funds are not expendable for City operations they are not included in the budget. However, per state auditor requirements, estimates are provided for their activities.

BASIS OF ACCOUNTING

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of 'generally accepted accounting principals' (GAAP). In most cases this conforms to the way the City prepares its budget. The exceptions are:

- Compensated absences liabilities are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).
- Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability in accordance with GAAP. These payments are included in the budget.
- Capital outlay within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget-basis.
- Depreciation expense is recorded on a GAAP basis, but is not included in the budget.

DEPARTMENT AND FUND MATRIX

	ADMINISTRATION	ECONOMIC & COMM DEV	FINANCE	HUMAN RESOURCES	INFORMATION TECHNOLOGY	LAW	MUNICIPAL COURT	PARKS, REC & COMM SVCS	POLICE	PUBLIC WORKS	NON-DEPARTMENTAL
GENERAL FUND	X	X	X	X	X	X	X	X	X	X	X
SPECIAL REVENUE FUND											
Street Operating										X	
LEOFF 1 Retiree Benefits				X							
Lodging Tax											X
Youth/Teen											X
Capital Resources											X
Criminal Justice						X		X	X		
Community Dev Block Grants								X			
City Arts Program								X			
ShoWare Operating											X
DEBT SERVICE FUND											
Non-Voted											X
Special Assessment											X
CAPITAL PROJECTS FUND											
Street Capital										X	
Facilities Capital								X			
Parks Capital								X			
Other Capital		X									
IT Capital					X						
ENTERPISE FUND											
Water Utility										X	X
Sewer Utility										X	X
Drainage Utility										X	
Solid Waste Utility										X	
Utility Clearing			X							X	
Golf Complex								X			
INTERNAL SERVICE FUND											
Fleet Services										X	
Central Stores			X								
Multimedia	X										
Information Technology					X						
Facilities								X			
Insurance				X							

CAPITAL IMPROVEMENT PROGRAM (CIP)

The Capital Improvement Program section provides an overview of the structures and process that govern planning. It also provides a summary of the Six-Year Capital Improvement Program, including project lists by function and expected funding sources.

Capital Strategy 71

Capital Program Overview. 73

Six-Year CIP Summary. 74

Six-Year CIP Projects 78

Capital Requests. 84

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CAPITAL IMPROVEMENT PROGRAM

CAPITAL GROWTH MANAGEMENT ACT

The City of Kent has performed area planning since the 1960s and the first formal Comprehensive Plan was adopted in 1969. However, planning in Washington took on new meaning with the passage of the Growth Management Act (GMA) by the Washington State legislature in 1990. The legislature was responding not only to the rate of growth, particularly on the west side of the Cascades, but also to the type and location of growth. Two-thirds of the state's population and household growth in the 1980's took place in unincorporated areas, and produced sprawling subdivisions, commercial strips, and urbanization of land which only ten years before was rural. These growth patterns resulted in increased traffic congestion and inadequate public services, and have threatened environmentally sensitive areas such as wetlands.

The GMA requires each jurisdiction subject to its provisions to produce a comprehensive plan that contains, at minimum, elements pertaining to land use, transportation, utilities, housing, and capital facilities. Kent's Comprehensive Plan contains four additional elements—economic development, parks and recreation, human services, and shoreline. Further, this plan must be in keeping with state GMA goals regarding:

Consistency with departmental comprehensive plans is also important. These plans include the Transportation Improvement Plan, the Park and Open Space Plan, as well as water, sewer, and drainage utility plans.

- Sprawl reduction
- Concentrated urban growth
- Affordable housing
- Economic development
- Open space and recreation
- Regional transportation
- Environmental protection
- Property rights
- Natural resource industries
- Historic lands and building
- Permit processing
- Public facilities and services
- Early and continuous public participation
- Shoreline management

PLANNING FOR CAPITAL FACILITIES

The capital facilities element makes the rest of the City of Kent Comprehensive Plan come to life. By funding projects needed to maintain levels of service and for concurrency, the Capital Improvement Program (CIP) helps shape the quality of life in Kent. The requirement to fully finance the CIP provides a reality check for the vision of the Comprehensive Plan.

Planning for capital facilities is a complex endeavor. First and foremost, it requires a clear understanding of future needs to provide adequate public facilities to serve existing and new development. Once the needs are identified, the planning process must assess the various options that could be provided and identify the most effective and efficient combination of facilities to support the needed services. The final task is to address how these facilities will be financed, which requires an in-depth understanding of the fiscal capacity of the City.

Planning for capital facilities cannot be effectively carried out on an annual basis, since oftentimes the financing requires multi-year commitments of resources. The CIP is long-range in its scope and is a planning document, not a budget for expenditures.

CAPITAL IMPROVEMENT PROGRAM

FUNDING THE CAPITAL IMPROVEMENT PLAN

The most obvious financing option is pay-as-you-go. However, before using cash resources to finance a project, several other alternatives are considered.

The City's preferred option is to seek outside funding sources, such as federal, state and county grants and private donations. If outside funds are not available, projects providing special benefit will have their costs divided up among those individuals or groups in proportion to the benefit received. This is accomplished through the use of local improvement districts and user charges.

Where the benefits are provided to a small segment of the City, local improvement districts are established to identify the costs associated with the specific development and distribute those costs among the individual property owners. Issuance of special assessment bonds or internal financing may be used to complete the project and the debt is usually paid back over a ten-year period. Special assessments are an effective option to fund street and utility capital projects in the underdeveloped areas of the City.

User charges cover maintenance and operations, as well as capital expenditures for the City's water, sewer and storm drainage utilities. The City also has the option of issuing revenue bonds to provide capital financing. Revenue bonds require pledging future user charges to cover debt payments on the bonds. This option allows for immediate construction, while ensuring that the people using the improvement are paying for the project through user charges.

Projects of general benefit to the entire community typically utilize cash resources or pay-as-you-go financing. The City of Kent has dedicated several tax resources to fund these general government capital needs, including part of the sales and use tax, real estate excise tax, business and occupation tax, and a portion of the utility taxes.

General government projects that cannot be funded with existing cash resources or outside funding may be deferred until sufficient funding is available. If deferral is not desired, the City may choose to use its general obligation bonding capacity to finance certain projects. There are two types of general obligation bonds, voted and long-term general obligation (LTGO).

Voted bonds are municipal bonds approved by 60 percent of the voters with a 40 percent voter turnout from the last general election. The City currently uses none of its bonding capacity for the issuance of voted general obligation debt. Using voted capacity would mean that the residents of Kent had voted to tax themselves and that additional property taxes would be levied against property owners to cover the debt.

If voted bonds are not deemed an appropriate method of financing the project, the City may choose to issue non-voted or LTGO bonded debt. The same cash resources noted above are a source of repayment of those bonds, requiring careful consideration of any decision to issue LTGO debt.

The options outlined here are the choices available for financing the 2021-2026 Capital Improvement Plan. In subsequent years, federal and state law, and/or the City's own actions may change these options. Financing options will be reviewed and updated annually as part of the overall CIP update process.

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

The 2021-2026 Capital Improvement Program (CIP) is a flexible, six-year plan containing the City's planned capital improvement projects and the recommended financing methods for funding the projects. All funds and departments are brought together in a single consolidated plan for an overall view of the City's capital improvement needs. The entire plan is adopted by reference in the capital facilities element of the City of Kent Comprehensive Plan as required by the Growth Management Act.

It is important to understand that a multi-year Capital Improvement Program does not represent a financial commitment. The first two year's funding requirements are included and authorized in the operating budget. Projects beyond the first two years do not represent a formal commitment to fund the project, rather it simply reflects that given the information available at the time the plan was developed, the City expects to move forward with the project in the future.

The Capital Improvement Program is updated on an annual basis, at which time the schedule of projects is reevaluated, new projects may be added and completed projects removed. The projects are selected based on the priority of importance assigned by the respective departments requesting funding and the availability of funding sources. Projects include construction and major renovations of buildings and park facilities; technology systems; economic development activities; acquisition of property; improvements to roadways, bikeways and sidewalks; and the efficient operation and infrastructure maintenance of the water, sewer and drainage systems.

2021-2026 SUMMARY PROJECTS AND FUNDING

Capital project costs for the City's 2021-2026 capital planning period total $214.6 million and are funded with City, utility and other resources, as illustrated in the following tables. Additional details are provided later in this section.

Summary Costs	2021	2022	2023-2026	Total
City Resources	$ 24,778	$ 17,169	$ 55,701	$ 97,648
Utility Resources	15,862	24,121	73,462	113,445
Other Resources	1,504	531	1,480	3,515
Total - in thousands	**$ 42,144**	**$ 41,821**	**$ 130,643**	**$ 214,608**

Summary Costs	2021	2022	2023-2026	Total
General Government	$ 8,540	$ 4,077	$ 9,692	$ 22,308
Parks, Rec & Comm Services	9,857	6,122	17,700	33,679
Transportation	7,925	7,501	29,789	45,215
Utilities	15,822	24,121	73,462	113,405
Total - in thousands	**$ 42,144**	**$ 41,821**	**$ 130,643**	**$ 214,608**

CAPITAL IMPROVEMENT PROGRAM

OPERATING IMPACT OF MAJOR CIP PROJECTS

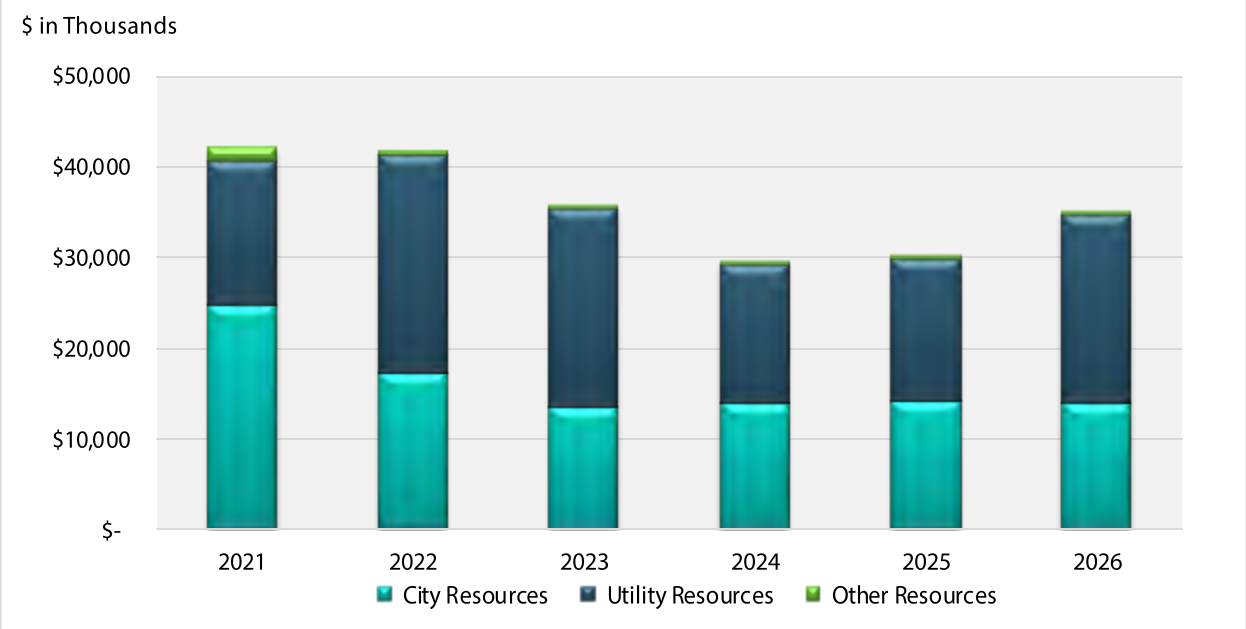
The impact of a capital project on the operating budget is a key factor in considering the inclusion of a project in the six-year plan. The operating costs of a project, and any savings resulting from the project, are captured in the Operating Budget.

SOURCES OF FUNDS—in thousands

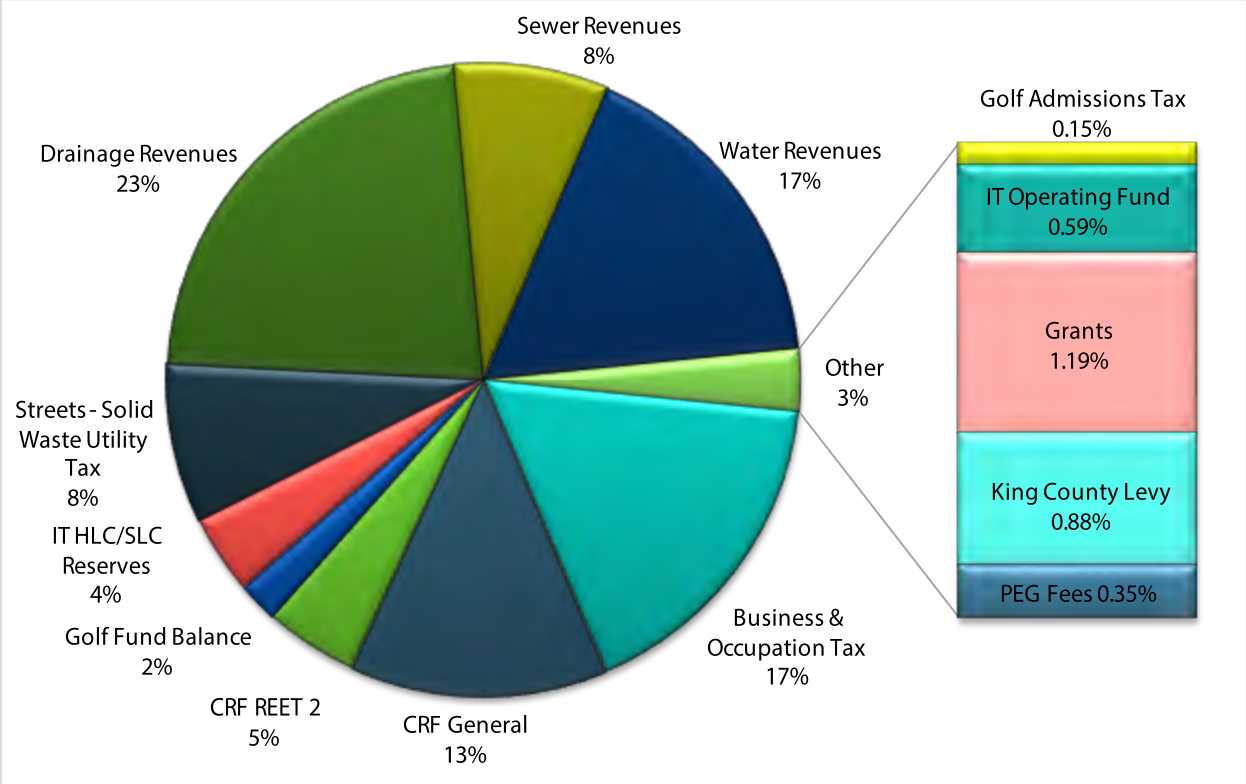
	2021	2022	2023	2024	2025	2026	Total
City Resources							
Business & Occupation Tax	7,550	6,783	6,510	6,523	6,723	6,473	40,562
CRF General	6,365	4,668	2,200	2,400	2,150	1,900	19,685
CRF REET 2	2,850	1,180	1,100	1,380	1,430	1,750	9,690
Golf Admissions Tax	65	65	65	65	65	65	390
Golf Fund Balance	1,742						1,742
IT HLC/SLC Reserves	2,570	805					3,375
IT Operating Fund	241	253	260	260	260	260	1,534
Streets - Solid Waste Utility Tax	3,395	3,415	3,434	3,454	3,486	3,486	20,670
Total City Resources	24,778	17,169	13,569	14,082	14,114	13,934	97,648
Utility Resources							
Drainage Revenues	5,681	13,375	12,194	5,925	6,000	6,000	49,176
Sewer Revenues	3,249	3,379	3,153	3,140	3,750	3,750	20,421
Water Revenues	6,931	7,366	6,500	6,050	6,000	11,000	43,848
Total Utility Resources	15,862	24,121	21,847	15,115	15,750	20,750	113,445
Other Resources							
Grants	1,000						1,000
King County Levy	370	370	370	370	370	370	2,220
PEG Fees	134	161	-	-	-	-	295
Total Other Resources	1,504	531	370	370	370	370	3,515
Total Sources of Funds	**$ 42,144**	**$ 41,821**	**$ 35,786**	**$ 29,567**	**$ 30,234**	**$ 35,054**	**$ 214,608**

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY SOURCE 2021-2026



2021-22 SOURCES BY TYPE



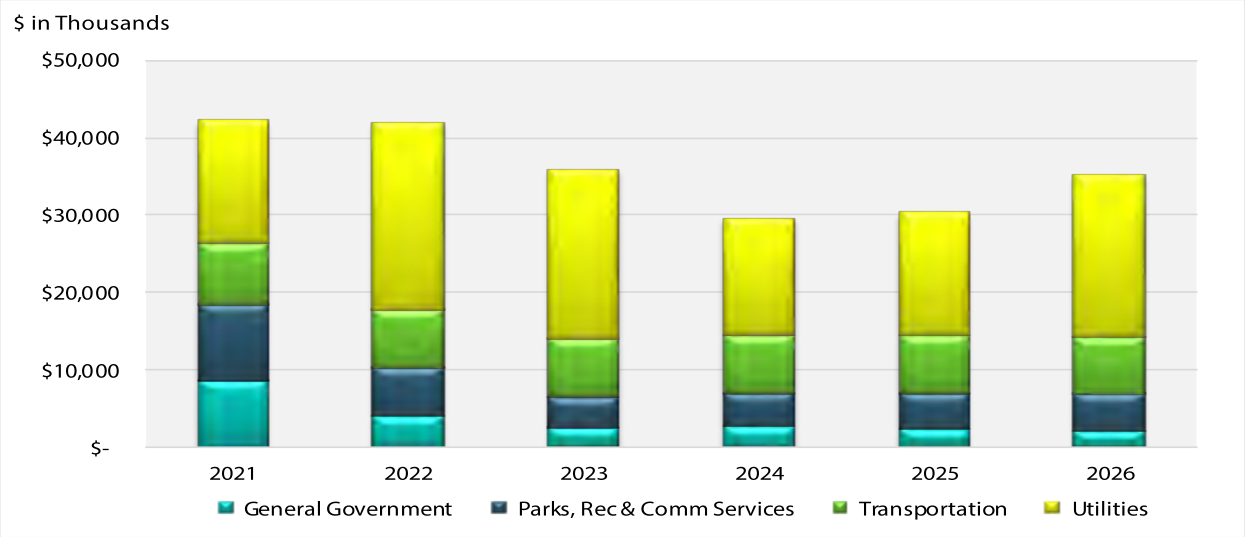
CAPITAL IMPROVEMENT PROGRAM

PROJECTS—in thousands

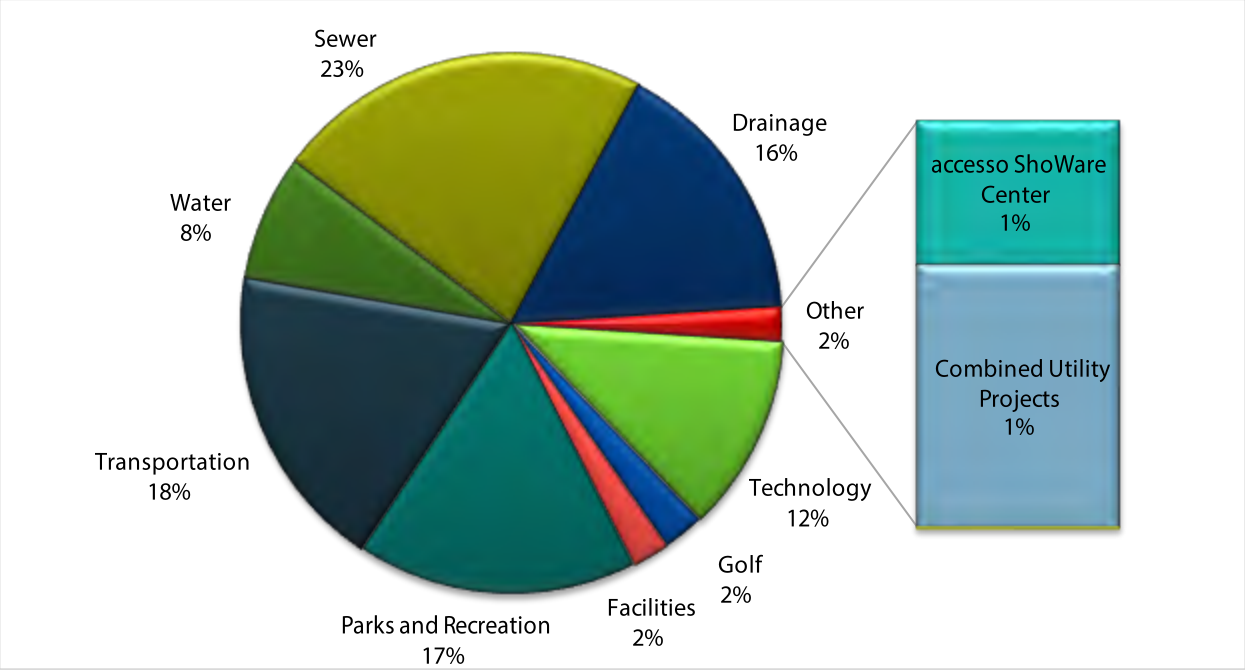
	2021	2022	2023	2024	2025	2026	Total
General Government							
accesso ShoWare Center	$ 300	$ 300	$ 300	$ 300	$ 300	$ 300	$ 1,800
Facilities	1,795	263	300	500			2,858
Fleet					250		250
Technology	6,445	3,514	1,860	1,860	1,860	1,860	17,401
Total General Government	8,540	4,077	2,460	2,660	2,410	2,160	22,308
Parks, Rec & Comm Services							
Golf	1,807	65	65	65	65	65	2,132
Parks and Recreation	8,050	6,057	3,970	4,300	4,550	4,620	31,547
Total Parks, Rec & Comm Svcs	9,857	6,122	4,035	4,365	4,615	4,685	33,679
Transportation							
Site Improvements	7,925	7,501	7,444	7,427	7,459	7,459	45,215
Total Transportation	7,925	7,501	7,444	7,427	7,459	7,459	45,215
Utilities							
Water	3,177	3,169	3,153	3,140	3,750	3,750	20,139
Sewer	5,605	13,312	12,194	5,925	6,000	6,000	49,036
Drainage	6,850	6,750	6,500	6,050	6,000	11,000	43,150
Combined Utility Projects	190	890	-	-	-	-	1,080
Total Utilities	15,822	24,121	21,847	15,115	15,750	20,750	113,405
Total Projects	**$42,144**	**$41,821**	**$35,786**	**$29,567**	**$30,234**	**$35,054**	**$ 214,608**

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY CATEGORY 2021-2026



2021-22 BY CATEGORY FUNCTION



CAPITAL IMPROVEMENT PROGRAM

GENERAL GOVERNMENT—in thousands

	2021	2022	2023	2024	2025	2026	Total
Sources of Funds							
CRF General Capital	$ 5,365	$ 2,668	$ 2,200	$ 2,400	$ 2,150	$ 1,900	$ 16,684
HLC/SLC Reserves	2,570	805					3,375
IT Operating Fund	241	253	260	260	260	260	1,534
Business & Occupation Tax	190	190					380
Public, Educational & Government (PEG) Fees	134	161					295
Utility Funds	40						40
Total Sources of Funds	**8,540**	**4,077**	**2,460**	**2,660**	**2,410**	**2,160**	**22,308**
Projects							
Facilities							
Citywide Training Room Remodel	200						200
Jail Improvements	50						50
New Impound Lot Security			300				300
East Hill Operations Feasibility Study	53						53
East Hill Operations Improvements	368	263					630
Police Evidence Storage Building				500			500
Police Firing Range Upgrades	600						600
Senior Center Reroof	525	-	-	-	-	-	525
Total Facilities	1,795	263	300	500	-	-	2,858
Fleet							
Command Post Vehicle	-	-	-	-	250	-	250
Total Fleet	-	-	-	-	250	-	250
accesso ShoWare Center							
Unallocated Projects	300	300	300	300	300	300	1,800
Total accesso ShoWare Center	300	300	300	300	300	300	1,800
Technology							
HLC 17-18 Mobile Router Replacement	190	40	40	40	40	40	390
HLC 17-18 Server Replacement	25	60	60	60	60	60	327
HLC 17-18 Telephony	25	50	60	60	60	60	315
HLC 17-18 Wireless Infrastructure Refresh	25	30	30	30	30	30	175
HLC 16-18 Data Center	40	50	100	100	100	100	490
HLC 16-18 Network Refresh	50	50	70	70	70	70	380
HLC 16-18 Security	110	110	130	130	130	130	740
HLC 16-18 Storage Expansion	25	30	30	30	30	30	175
HLC 16-18 UPS	30	30	30	30	30	30	180
HLC 16-18 Virtualization Infrastructure Refresh	75	75	100	100	100	100	550
HLC 21 Computer Refresh	241	253	260	260	260	260	1,534

GENERAL GOVERNMENT CONTINUED—in thousands

	2021	2022	2023	2024	2025	2026	Total
SLC 18-20 Admin System Replacement Reserves	10	50	70	70	70	70	340
SLC 18-21 Law System Replacement Reserves	100	175	70	70	70	70	555
SLC 18-21 PD System Replacement Reserves	425	75	125	125	125	125	1,000
SLC 18-22 HR System Replacement Reserves	10	50	70	70	70	70	340
SLC 18-23 Fin System Replacement Reserves	300	350	100	100	100	100	1,050
SLC 18-26 PRCS System Replacement Reserves	70	75	75	75	75	75	445
SLC 18-26 PW System Replacement Reserves	10	50	100	100	100	100	460
SLC 18-27 Court System Replacement Reserves	50	100	70	70	70	70	430
SLC 18-27 ECD System Replacement Reserves	10	50	75	75	75	75	360
SLC 18-28 Clerk System Replacement Reserves	10	50	100	100	100	100	460
SLC 18-29 IT System Replacement Reserves	10	50	95	95	95	95	440
Active Directory Security Assessment & Upgrade (Security HLC)	40						40
Amanda Stabilization (ECD SLC)	390						390
Boat Launch System Replacement (Parks SLC)		45					45
CASB (Cloud Access Security Broker) Deployment (Security HLC)	40						40
CMS Replacement/Redesign (Admin SLC)	100						100
Firewall - Advanced Features (Security HLC)	20						20
GolfNow Replacement (Parks SLC)		45					45
HR Service Requests - Ivanti (HR SLC)	40						40
Lawbase Replacement (Law/Court SLC)		400					400
NeoGov LMS Replacement (HR SLC)		125					125
Net Motion Architecture Upgrade (Security HLC)	30						30
Network Drive Migration (Data Center HLC)	50						50
Online Venue Replacement (Parks SLC)		45					45
Port Security (Security HLC)	10						10
PRR Online Payment Portal (Clerks SLC)		100					100
RecTrac Stabilization (Parks SLC)	50						50
Tiburon Replacement (PD SLC)	1,800						1,800
Web TMA Replacement (Parks SLC)		45					45
B&O Releases	190	190					380
Business License Payments - Extension (FileLocal)	230						230
Cityworks – Sustainment, Buildout & Enhancement	365						365
Court Bench Renovations - IT Infrastructure		20					20
Electronic Signature Implementation	40						40
Isolate Police Technology (Logical)	100						100
Ivanti System Stabilization - IT	100						100
Jail Control System Replacement		400					400
JDE Stabilization - Permissions	300						300
Large Format Scanner	30						30
Mobile Router Network Redesign and Upgrade	85	85					170
Multimedia Asset Management (MAM)	100						100
Public, Educational & Government (PEG) Projects	134	161					295
Recreation System Replacement - Extension	230						230
Sprout - Social Media Management	30						30
WorkDay Stabilization	100	-	-	-	-	-	100
Total Technology Projects	6,445	3,514	1,860	1,860	1,860	1,860	17,401
Total General Government Projects	**$ 8,540**	**$ 4,077**	**$ 2,460**	**$ 2,660**	**$ 2,410**	**$ 2,160**	**$ 22,308**

CAPITAL IMPROVEMENT PROGRAM

PARKS, RECREATION & COMMUNITY SERVICES—in thousands

	2021	2022	2023	2024	2025	2026	Total
Sources of Funds							
CRF REET2	$ 2,850	$ 1,180	$ 1,100	$ 1,380	$ 1,430	$ 1,750	$ 9,690
CRF - General Capital	1,000	2,000					3,000
B&O Tax	2,830	2,507	2,500	2,550	2,750	2,500	15,637
Golf Fund Balance	1,742						1,742
Golf Admissions Tax	65	65	65	65	65	65	390
Grants	1,000						1,000
King County Levy	370	370	370	370	370	370	2,220
Total Sources of Funds	**9,857**	**6,122**	**4,035**	**4,365**	**4,615**	**4,685**	**33,679**
Projects							
Golf Projects							
Golf Course Accessories	92						92
Golf Driving Range Renovations	975						975
Golf Irrigation System Upgrades	675						675
Unallocated Golf Projects	65	65	65	65	65	65	390
Total Golf Projects	1,807	65	65	65	65	65	2,132
Parks and Recreation Projects							
4th and Willis Greenways Landscape	500						500
Campus Park Improvements		300					300
Clark Lake Park Development 240th		250	250	500	1,000	1,000	3,000
Downtown Parks Masterplan			200				200
Downtown Parks Phase I Implementation					400	500	900
Downtown Place Making-Kherson	500						500
Eastridge Park Renovation			100	200			300
Garrison Creek Park Renovation			200	500			700
Gateway Landscape Renovation	150						150
Hogan Park at Russell Road Renovation Phase II						250	250
Huse/Panther Lake Community Park					250	500	750
Kent Memorial Park Renovation	2,500	1,000					3,500
KVLT - Old Fishing Hole Improvements				100		600	700
KVLT - Boeing Rock		50	170	500			720
KVLT - Phase 2	200	150	250				600
KVLT - Riverview		1,000					1,000

PARKS, RECREATION & COMMUNITY SERVICES CONTINUED—in thousands

	2021	2022	2023	2024	2025	2026	Total
Lake Fenwick Phase II Improvements			250				250
Linda Heights Renovation			150	100	400		650
Masterplans	50	50	50	50	50		250
Mill Creek Canyon Revitalization	500	1,000					1,500
Mill Creek Earthworks Renovation	150	500	1,000	1,000	1,000		3,650
NPRP - Chestnut Ridge Playground	250						250
NPRP - Salt Air Vista	250						250
NPRP - Scenic Hill Park Renovation	120	350					470
Parks Lifecycle	500	500	500	500	500	500	3,000
Park Orchard Park Improvements					100	300	400
Parks Planning Operating	975	600	600	600	600	600	3,975
Parks and Open Space Plan	250						250
Parks Land Acquisition	155	307	250	250	250	250	1,462
Springwood Park Renovation	1,000						1,000
Sun Meadows	-	-	-	-	-	120	120
Total Parks and Recreation Projects	8,050	6,057	3,970	4,300	4,550	4,620	31,547
Total Projects	**$ 9,857**	**$ 6,122**	**$ 4,035**	**$ 4,365**	**$ 4,615**	**$ 4,685**	**$ 33,679**

TRANSPORTATION—in thousands

	2021	2022	2023	2024	2025	2026	Total
Sources of Funds							
Business & Occupation Tax	$ 4,530	$ 4,086	$ 4,010	$ 3,973	$ 3,973	$ 3,973	$ 24,545
Solid Waste Utility Tax	3,395	3,415	3,434	3,454	3,486	3,486	20,670
Total Sources of Funds	**$ 7,925**	**$ 7,501**	**7,444**	**7,427**	**7,459**	**7,459**	**45,215**
Projects							
B&O In-house Overlays	250	250	250	250	250	250	1,500
B&O Street Contracted	2,005	3,598	3,560	523	3,523	3,523	16,732
B&O Unallocated	725	238	200	200	200	200	1,763
Residential Street Contracted	3,395	3,415	3,434	3,454	3,486	3,486	20,670
South 212th (EVH-72nd)	1,500						1,500
South 212th (West City Limits Orilla-Green River Bridge)				3,000			3,000
Transportation Master Plan	50						50
Total Projects	**$ 7,925**	**$ 7,501**	**$ 7,444**	**$ 7,427**	**$ 7,459**	**$ 7,459**	**$ 45,215**

CAPITAL IMPROVEMENT PROGRAM

UTILITIES—in thousands

	2021	2022	2023	2024	2025	2026	Total
Sources of Funds							
Water Revenues	$ 6,913	$ 7,366	$ 6,500	$ 6,050	$ 6,000	$ 11,000	$ 43,830
Sewer Revenues	3,240	3,379	3,153	3,140	3,750	3,750	20,412
Drainage Revenues	5,668	13,375	12,194	5,925	6,000	6,000	49,162
Total Sources of Funds	**15,822**	**24,121**	**21,847**	**15,115**	**15,750**	**20,750**	**113,404**
Projects							
Water Supply & Distribution							
590 Zone Transmission (EH 640 PZ)				980			980
640 Transmission Main Improvements (EH 640 PZ)		1,115	1,115				2,230
640 Zone BPS #2 (EH 640 PZ)		1,500					1,500
East Hill Pressure Zone	749						749
Garrison/O'Brien Treatment Plant						1,300	1,300
Generator Improvement Program					1,000		1,000
Jenkins Creek Bridge	250	250					500
Kent Springs Transmission Main Repair	250						250
Miscellaneous Water	600	400	698	535	3,565	3,665	9,463
PLC Upgrades	35	35	35	35	35	35	210
Reith Road Transmission Main				500			500
Reservoir Maintenenace & Improvements	500	500	500	500	500	500	3,000
Rock Creek Mitigation Projects		500	500				1,000
SCADA Security Upgrade	350			150			500
Tacoma Intertie - Ongoing Capital	50	50	50	50	50	50	300
Transmission Easements	50	50	50	50	50	50	300
Water Meter Replacement Program						5,000	5,000
Well Rehabilitation		200	200	200	400	400	1,400
West Hill Booster Pump Station			1,000	1,400	400		2,800
West Hill Reservoir	2,916	1,050	202				4,168
West Hill Transmission Main	1,100	1,100	2,150	1,650	-	-	6,000
Total Water Supply & Distribution	6,850	6,750	6,500	6,050	6,000	11,000	43,150
Sewer							
Comprehensive Sewer Plan	300						300
Derbyshire						1,000	1,000
Frager Rd Pump Station - Grinder	150						150
Horseshoe Acres Pump Station				2,500	2,500		5,000
Linda Heights Pump Station		2,500	2,500				5,000
Lindental Pump Station Repair/Maintenance	300						300
Miscellaneous Pump Station Replacements						1,000	1,000
Miscellaneous Sewer	500	500	500	500	500	750	3,250
Sewer Main Replacements/Relining	927	169	153	140	750	1,000	3,139
Skyline Sewer Interceptor	1,000	-	-	-	-	-	1,000
Total Sewer	3,177	3,169	3,153	3,140	3,750	3,750	20,139

UTILITIES CONTINUED—in thousands

	2021	2022	2023	2024	2025	2026	Total
Stormwater Management							
144th Avenue Drainage Improvements	250	$ 250	$ 500	$ 500	$ 500	$ 500	$ 2,500
81st Avenue Pump Station		2,000	2,000				4,000
Frager Road Levee						350	350
GRNRA Maintenance Improvements	250	500	500	500	500	500	2,750
GRNRA Pump Station North	600	1,000	1,000	2,575	2,500	1,800	9,475
Kent Airport Levee						100	100
Lower Russell Road Levee	800	700	500				2,000
Mill Creek at 76th Ave Flood Protection		3,000	4,000				7,000
Mill/Garrison/Spring/Green River & Tributaries				350	500		850
Miscellaneous Drainage	405	300	300	500	500	750	2,755
North Fork Meridian Valley Culvert	350	400	250				1,000
Pipe Replacements/Roadway Improvements	500	907	644	1,000	1,500	2,000	6,551
South 212th (EVH - 76th)	250	250		500			1,000
UP P/S Pump Replacement	100	300					400
Upper Mill Creek Dam	100						100
Valley Channel Rehabilitation		1,705	2,500				4,205
Washington Avenue South Pump Station	2,000	2,000	-	-	-	-	4,000
Total Stormwater Management	5,605	13,312	12,194	5,925	6,000	6,000	49,036
Combined Utility Projects							
DataNow Replacement		300					300
Radix Replacement		400					400
Utility Billing Releases	190	190	-	-	-	-	380
Total Combined Utility Projects	190	890	-	-	-	-	1,080
Total Utilities Projects	**$ 15,822**	**$ 24,121**	**$ 21,847**	**$ 15,115**	**$ 15,750**	**$ 20,750**	**$113,405**

CAPITAL IMPROVEMENT PROGRAM

CAPITAL REQUESTS

INFORMATION TECHNOLOGY

Bench Renovations - IT Infrastructure - $20k in 2022

Network rewiring architecture to support bench renovations at Municipal Court

Sprout Social Media Management – Enterprise Solution - $30k in 2021

A social media management tool will allow all 10 departments to work together to communicate, in unity, to residents and businesses throughout the City and region. This tool will allow consistency, unity and efficiency between departments trying to share information.

Business License Payments - Extension (FileLocal) - $230k in 2021

The current BL Payments project (started to integrate the custom-built Business License solution with iNovah), will require additional funding/extension into 2021 to cover further changes as a result of integrations with FileLocal.

Recreation System Replacement – Extension - $230k in 2021

Additional funding required for ongoing professional services in implementation of the new Parks Recreation System (RecTrac) and its modules, Point-of-Sale (PoS) integrations, and other needs.

Jail Control System Replacement - $400k in 2022

To replace the Corrections facility EOL/End of Life jail control hardware and software stand-alone system with an end to end jail information management system.

Citywide Training Room Remodel - $200k in 2021

Facility renovations to the Annex building and select City Hall locations to accommodate enterprise plans for repurposing the Centennial and Annex building training spaces. Includes withdrawal and proper disposal of the Annex vault.

Ivanti System Stabilization – IT - $100k in 2021

Enable Asset, Change, Problem and Knowledge management features and stabilize post-production workflows in the iVanti Customer Service Help Desk system

Multimedia Asset Management (MAM) - $100k in 2021

Management solution for all Multimedia production assets. This software will help Multimedia manage their assets better and offer a degree of self-service capabilities to the entire City when requesting previously created and stored assets.

Large Format Scanner - $30k in 2021

Replace the EOL large format scanner in ECD. Supports continued operations in ECD – Permit Center.

JDE Stabilization – Permissions - $300k in 2021

After Workday is live, this project will be focused on setting up new roles/permissions in JDE to properly assign access to the remaining users of JDE (~20% of City Staff). This is necessary for both ongoing security/access control in JDE and critical for SAO (State Auditor) requirements.

Workday Stabilization - $100k in 2021

Enhanced workflow and new business functionality through professional services for Workday. Some of this work is the result of items relegated to the Workday post-production (after go-live) punch list.

Electronic Signature Implementation - $40k in 2021

Secure enterprise licensing for electronic signature platform to be leveraged by any applicable department.

Isolate Police Technology (Logical) - $100k in 2021

To separate all public safety systems into a logically encrypted environment that supports CJIS compliance mandates.

Mobile Router Network Redesign and Upgrade - $85k in 2021, $85k in 2022

Deploy next generation mobile router and connectivity equipment in the Police cars including supporting ancillary infrastructure. This project is focused on the infrastructure portion (the communications network itself).

Cityworks – Sustainment, Buildout & Enhancement Project – $365k in 2021

Additional funding required for new setup/configuration needs after the CityWorks system launches for Public Works Operations. Public Works will be adding additional PW Ops groups as well as new PW Engineering teams to CityWorks (as we continue to replace Hansen)

PARKS

East Hill Operations Improvements - $367.5k in 2021, $262.5k in 2023

This proposal will renovate the existing entrance area and automate the existing security gate to the East Hill Operations Center to enhance safety and security for staff and city assets stationed at this facility, acquire and install a modular office and modular restroom to replace the aging office trailers and Sani can that staff uses currently, and acquire and install a secondary containment unit for storage of pesticide and chemical supplies on site.

CAPITAL IMPROVEMENT PROGRAM

East Hill Operations Feasibility Study - $52.5k in 2021

The proposed project to construct an East Hill Operations Center for the City's operation groups has been a city priority for over 2 decades. Funding the full project cost remains a substantial challenge. This proposal would utilize consultant assistance to research, evaluate and recommend phased steps towards improving and investing in current utilization and possible construction of the proposed East Hill Operations Center. This set of recommendations would be based primarily on existing information, previous planning efforts and research into impacts of current building code, development, zoning and utilities.

4th and Willis Greenways Landscape - $500k in 2021

The Parks Department has partnered with Public Works on the 4th and Willis Roundabout project to expand the scope of work to include additional placemaking and landscape improvements both at the roundabout and along the greenways north and south of Willis Street. With the roundabout project currently under construction, many of the improvements envisioned through the concept design effort completed in 2019 are now being realized, including an enhanced gateway experience at the center of the roundabout, improved landscaping at the 4 intersections, and improved connections for bicycles and pedestrians. Although much of this work is funded through the PW project, some scope remains unfunded. Parks is currently leading a 60% design effort primarily focused on a trail connection from the Interurban Trail to the 4th and Willis intersection and enhanced landscaping and place-making elements along the two city-owned greenways. Once complete, this improved green space will provide a park-like experience for downtown residents and dramatically improve the sense of arrival into downtown Kent. This request fills the funding gap that remains on this effort.

Mill Creek Canyon Revitalization - $500k in 2021, $1m in 2022

Work on this project started in 2020 with a phased clean-up of encampments, which includes hauling trash and debris out of the canyon and removing hazardous waste and materials. Combined with the clean-up work is an effort to restore the existing trail system within Mill Creek Canyon. Trail restoration work includes repairing foot bridges, drainage structures, trailheads, signage, rebuild of small retaining walls, and general trail maintenance. Restoring this trail system and improving access will promote positive use of the park and allow for some investments to get more positive activity in and around Mill Creek Canyon which may include nature play, small off-leash dog areas to upland areas, and other recreation amenities.

Kent Memorial Park Renovation - $1m in 2022

The additional funding will complete renovations to the back two fields at KMP that will serve as vital neighborhood park space for the surrounding community and account for added costs to the synthetic turf field conversion caused by flood plain and groundwater considerations. This project will also be funded with $2.5m of other sources in 2021 ($1m REET, $1m grant, $500k B&O tax).

Senior Center Reroof - $525k in 2021

Lifecycle project to replace 25-year roof at the Kent Senior Center.

POLICE

Range Upgrades - $600k in 2021

Replace failing range HVAC/HEPA vent system, resurface and re-seal floor for hazmat lead management, replace sound isolation material that is disintegrating from bullet hits and are heavily contaminated with lead bullets/fragments and exposing officers to noise above exposure limits and replace aged and failing target system.

Jail Improvement - $50k in 2021

Install security windows – Larger windows on cells to enable better viewing inside cells by corrections officers to ensure safety and control. Glass has already been procured. Cost is to cut doors and insert glass.

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BUDGET BY FUND

The Budget by Fund section provides a look at each fund's revenue, expenditures and fund balance, including a comparison of current program levels with those of past years.

General Fund. 91

Special Revenue Funds. 96

Debt Service Funds. 110

Capital Project Funds. 113

Enterprise Funds. 119

Internal Service Funds. 130

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GENERAL FUND

The General Fund is the principal operating fund of the City. It accounts for the financial resources of the City which are not accounted for in any other fund. Principal sources of revenue are property taxes, sales and use taxes, utility taxes, licenses and permits, state shared revenues, charges for services and other miscellaneous revenues. Primary expenditures are for general City administration, police, economic development, planning services, park maintenance, cultural programs and recreational services.

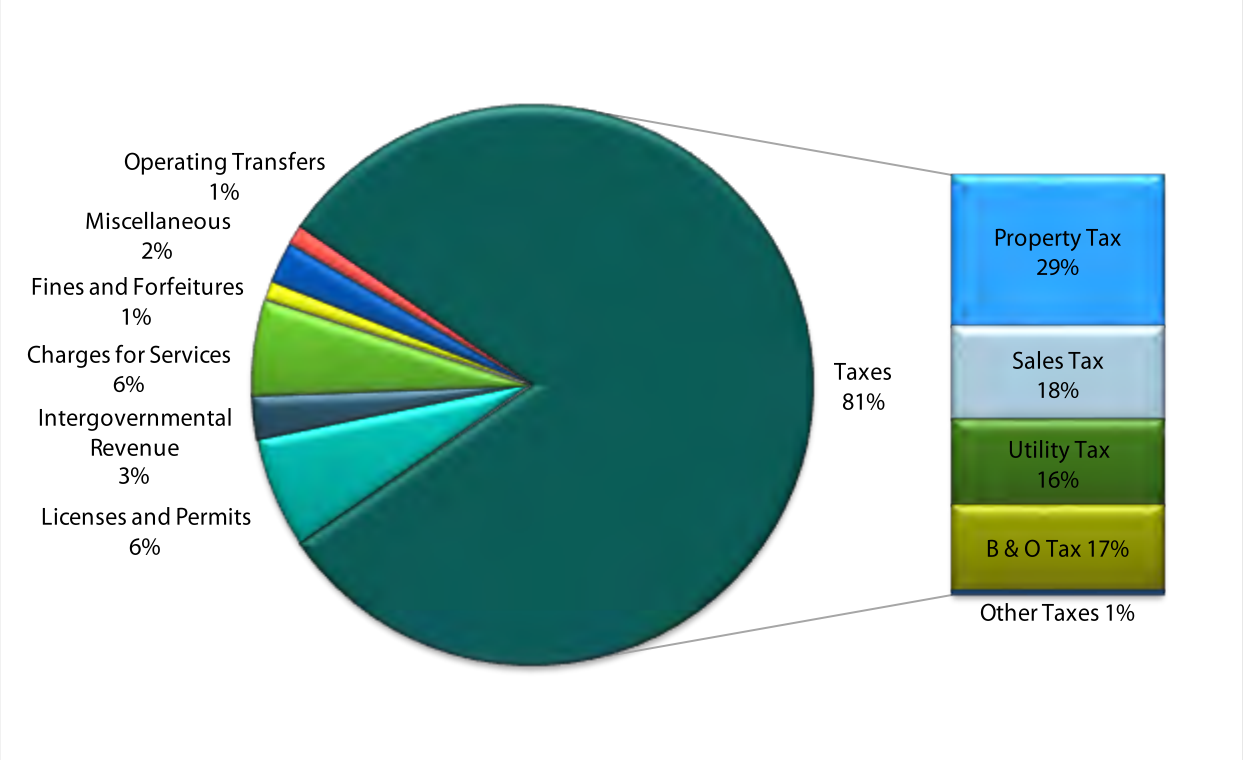
	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$33,991,040	$36,966,970		$36,966,970	$36,966,970		$36,966,970
Revenues							
Taxes:							
Property	30,457,820	30,912,400	772,200	31,684,600	31,371,520	779,930	32,151,450
Sales Tax	20,849,490	18,799,240	528,310	19,327,550	19,396,260	546,770	19,943,030
Utility	19,278,260	19,211,310	(1,586,320)	17,624,990	19,370,490	(1,612,520)	17,757,970
Business & Occupation Tax	14,900,000	14,900,000	2,100,000	17,000,000	14,900,000	4,200,000	19,100,000
Other	897,440	866,260		866,260	879,790		879,790
Licenses and Permits	7,490,520	7,490,520	(703,540)	6,786,980	7,586,150	(311,540)	7,274,610
Intergovernmental Revenue	2,966,570	2,733,560		2,733,560	2,759,880		2,759,880
Charges for Services	6,266,770	6,545,140	(850,000)	5,695,140	6,669,570	(410,000)	6,259,570
Fines and Forfeitures	1,145,660	1,158,500		1,158,500	1,172,910		1,172,910
Miscellaneous Revenue	2,444,020	2,429,300	201,290	2,630,590	2,729,340	(141,190)	2,588,150
Transfers In	2,754,770	1,277,700		1,277,700	1,284,690		1,284,690
Total Revenues	109,451,320	106,323,930	461,940	106,785,870	108,120,600	3,051,450	111,172,050
Changes:							
Property Tax Adjustment			772,200			779,930	
Sales Tax Adjustment			528,310			546,770	
Utility Tax Adjustment			(1,586,320)			(1,612,520)	
New B&O Outdoor Tax/Gross Receipts Increase			2,100,000			4,200,000	
Licenses and Permits			(703,540)			(311,540)	
Charges for Services			(850,000)			(410,000)	
Interest Income			301,290			(41,190)	
Reimbursements			(100,000)			(100,000)	
Total Changes			461,940			3,051,450	
Expenditures							
Salaries & Benefits	59,277,180	60,288,280	217,480	60,505,760	62,262,650	335,920	62,598,570
Supplies	2,436,470	2,869,330	25,000	2,894,330	2,930,000	20,000	2,950,000
Services & Charges	36,239,950	30,741,050	390,000	31,131,050	31,738,620	539,180	32,277,800
Cost Allocations	(11,595,110)	(4,653,020)		(4,653,020)	(4,004,290)		(4,004,290)
Transfers Out	20,116,900	18,279,360	(1,371,610)	16,907,750	18,298,630	(1,415,260)	16,883,370
Total Expenditures	106,475,390	107,525,000	(739,130)	106,785,870	111,225,610	(520,160)	110,705,450

GENERAL FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
Expenditures by Department							
City Council	396,860	285,020		285,020	290,620	880	291,500
Administration	1,936,510	2,551,390	243,790	2,795,180	2,759,080	220,870	2,979,950
Economic & Community Dev	7,436,070	7,941,230	300,000	8,241,230	8,164,220	308,230	8,472,450
Finance	2,603,760	2,789,100		2,789,100	3,095,730	4,470	3,100,200
Fire Contracted Services	3,676,240	3,795,900		3,795,900	3,877,220		3,877,220
Human Resources	1,554,490	1,563,670	48,690	1,612,360	2,133,500	67,860	2,201,360
Information Technology	202,550						
Law	1,526,670	1,502,380		1,502,380	1,693,730	2,060	1,695,790
Municipal Court	3,478,190	3,777,650		3,777,650	3,882,150	4,430	3,886,580
Parks, Rec & Comm Services	18,712,610	20,275,450	40,000	20,315,450	19,750,240	249,890	20,000,130
Police	44,020,320	45,448,980		45,448,980	46,951,080	36,410	46,987,490
Public Works	590,750						
Non Departmental	20,340,370	17,594,230	(1,371,610)	16,222,620	18,628,040	(1,415,260)	17,212,780
Total Expenditures	106,475,390	107,525,000	(739,130)	106,785,870	111,225,610	(520,160)	110,705,450
Changes:							
Admin - Equity Manager - (1 FTE)			168,790			173,420	
Admin - Equity Manager Office Supplies			25,000			20,000	
Admin - Equity Manager Professional Services			50,000			25,000	
ECD - Opportunity Fund			300,000			300,000	
HR - Extend Term Limited Position for 2 years			48,690			64,850	
Parks - Greater Kent Historical Society Museum Funding			40,000			40,000	
Parks - Human Services Opportunity Fund Pilot						100,000	
Park Operations Overtime						37,140	
Park Operations Seasonal Staff Funding						60,510	
IT Allocation Adjustment						74,180	
Street Fund Subsidy Adjustment						8,740	
Transfer New B&O to CRF			1,800,000			1,800,000	
Transfer Utility Tax to CRF			(3,171,610)			(3,224,000)	
			(739,130)			(520,160)	
Change in Fund Balance	2,975,930	(1,201,070)		-	(3,105,010)		466,600
ENDING FUND BALANCE	$ 36,966,970	$ 35,765,900		$ 36,966,970	$ 33,861,960		$ 37,433,570

GENERAL FUND

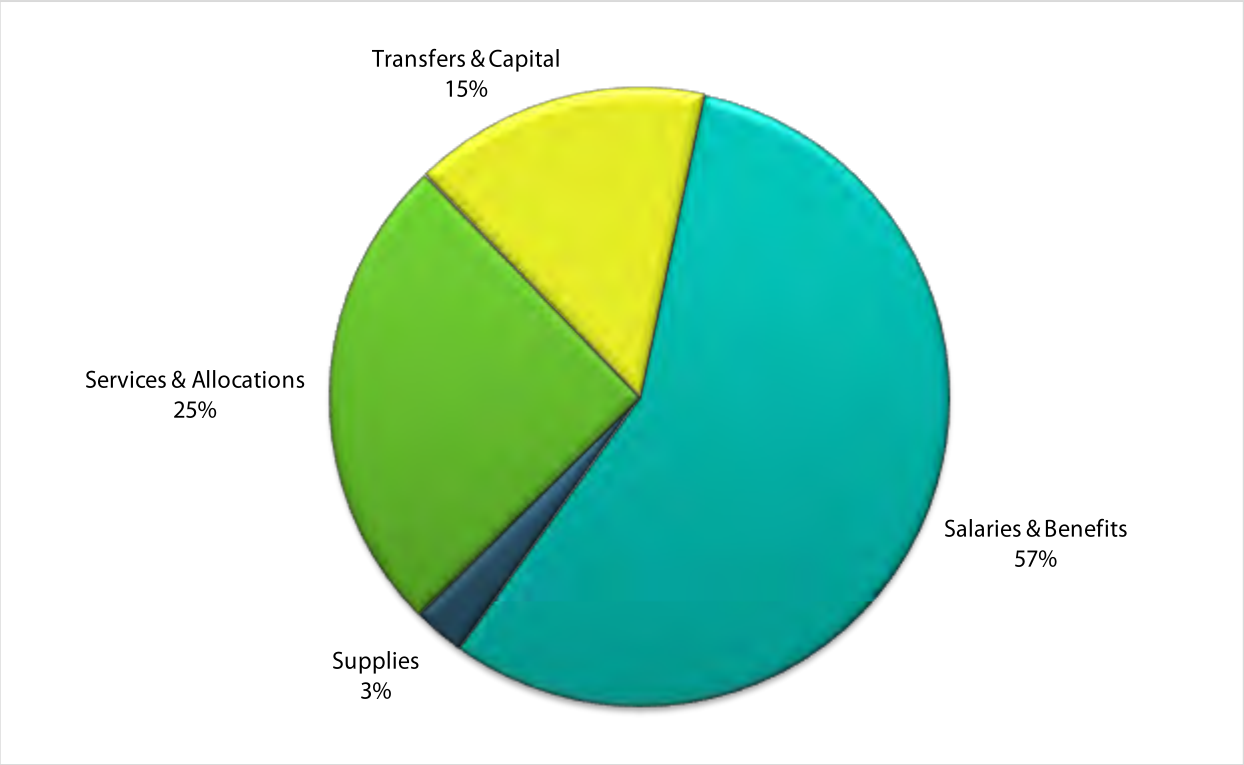
GENERAL FUND REVENUES



	2020 Adj. Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Revenues							
Taxes							
Property	$ 30,457,820	$ 31,684,600	$ 1,226,780	4.0 %	$ 32,151,450	$ 466,850	1.5 %
Sales Tax	20,849,490	19,327,550	(1,521,940)	(7.3)	19,943,030	615,480	3.2
Utility	19,278,260	17,624,990	(1,653,270)	(8.6)	17,757,970	132,980	0.8
Business & Occupation Tax	14,900,000	17,000,000	2,100,000	14.1	19,100,000	2,100,000	12.4
Other	897,440	866,260	(31,180)	(3.5)	879,790	13,530	1.6
Licenses and Permits	7,490,520	6,786,980	(703,540)	(9.4)	7,274,610	487,630	7.2
Intergovernmental Revenue	2,966,570	2,733,560	(233,010)	(7.9)	2,759,880	26,320	1.0
Charges for Services	6,266,770	5,695,140	(571,630)	(9.1)	6,259,570	564,430	9.9
Fines and Forfeitures	1,145,660	1,158,500	12,840	1.1	1,172,910	14,410	1.2
Miscellaneous Revenue	2,444,020	2,630,590	186,570	7.6	2,588,150	(42,440)	(1.6)
Transfers In	2,754,770	1,277,700	(1,477,070)	(53.6)	1,284,690	6,990	0.5
Total General Fund Revenues	**$109,451,320**	**$106,785,870**	**$(2,665,450)**	**(2.4) %**	**$111,172,050**	**$ 4,386,180**	**4.1 %**

GENERAL FUND

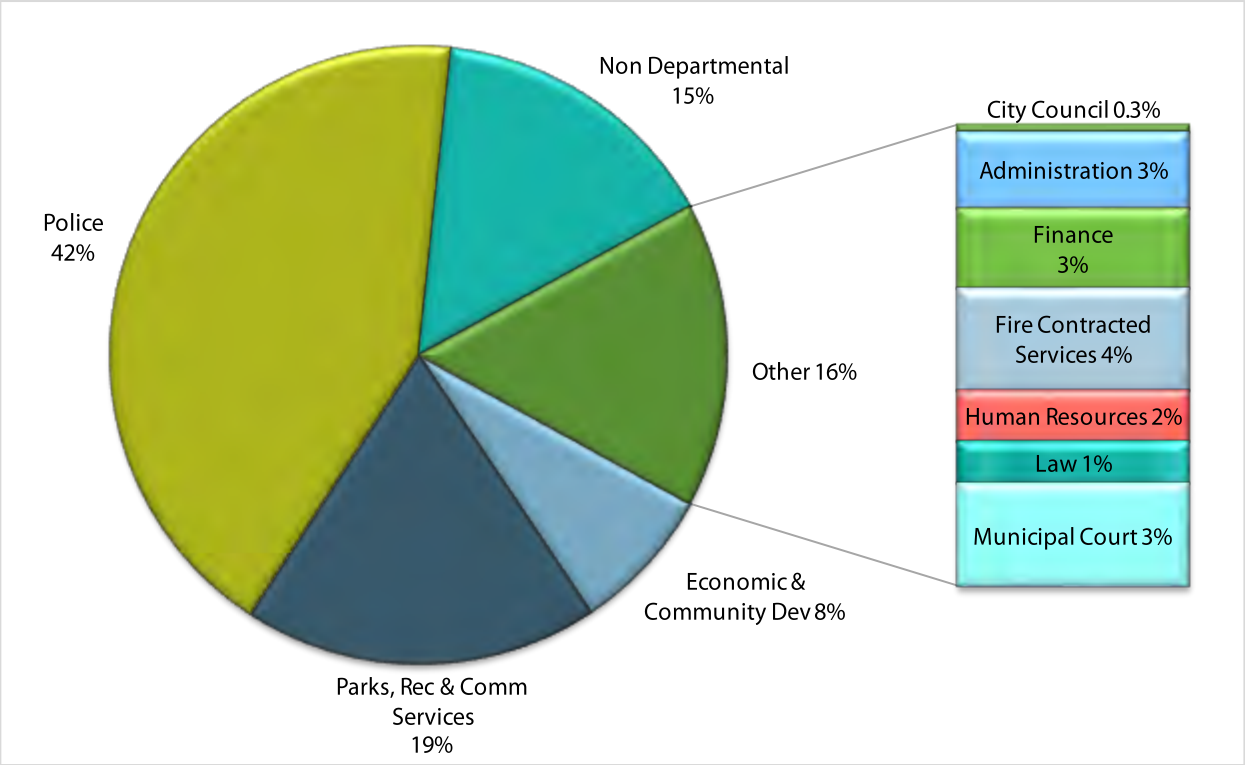
GENERAL FUND EXPENDITURES



	2020 Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Expenditures							
Salaries & Benefits	$ 59,277,180	$ 60,505,760	$ 1,228,580	2.1 %	$ 62,598,570	$ 2,092,810	3.5 %
Supplies	2,436,470	2,894,330	457,860	18.8	2,950,000	55,670	1.9
Services & Allocations	24,644,840	26,478,030	1,833,190	7.4	28,273,510	1,795,480	6.8
Transfers & Capital	20,116,900	16,907,750	(3,209,150)	(16.0)	16,883,370	(24,380)	(0.1)
Total Gen Fund Expenditures	**$106,475,390**	**$106,785,870**	**$ 310,480**	**0.3 %**	**$110,705,450**	**$ 3,919,580**	**3.7 %**

GENERAL FUND

GENERAL FUND EXPENDITURES BY DEPARTMENT



	2020 Budget	2021 Proposed	2020 vs 2021 $ Change	2020 vs 2021 % Change	2022 Proposed	2021 vs 2022 $ Change	2021 vs 2022 % Change
Expenditures by Department							
City Council	$ 396,860	$ 285,020	$ (111,840)	(28.2) %	$ 291,500	$ 6,480	2.3 %
Administration	1,936,510	2,795,180	858,670	44.3	2,979,950	184,770	6.6
Economic & Community Dev	7,436,070	8,241,230	805,160	10.8	8,472,450	231,220	2.8
Finance	2,603,760	2,789,100	185,340	7.1	3,100,200	311,100	11.2
Fire Contracted Services	3,676,240	3,795,900	119,660	3.3	3,877,220	81,320	2.1
Human Resources	1,554,490	1,612,360	57,870	3.7	2,201,360	589,000	36.5
Information Technology	202,550		(202,550)	(100.0)			
Law	1,526,670	1,502,380	(24,290)	(1.6)	1,695,790	193,410	12.9
Municipal Court	3,478,190	3,777,650	299,460	8.6	3,886,580	108,930	2.9
Parks, Rec & Comm Services	18,712,610	20,315,450	1,602,840	8.6	20,000,130	(315,320)	(1.6)
Police	44,020,320	45,448,980	1,428,660	3.2	46,987,490	1,538,510	3.4
Public Works	590,750		(590,750)	(100.0)			
Non Departmental	20,340,370	16,222,620	(4,117,750)	(20.2) %	17,212,780	990,160	6.1 %
Total Expenditures	**$106,475,390**	**$106,785,870**	**$ 310,480**	**0.3 %**	**$110,705,450**	**$ 3,919,580**	**3.7 %**

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenue sources that would otherwise be accounted for in the General Fund, but for which there exists certain legal restrictions as to the use of certain revenues. The revenue is segregated into individual special revenue funds to ensure expenditure for a designated purpose. Principal sources of revenue are: state shared fuel tax, earmarked sales and utility taxes and community development block grant funds. Primary expenditures are for engineering, street maintenance, police and prosecution services, along with a significant portion of these resources that are transferred to other funds for debt service and capital.

The following funds fall into this category and are presented in this section.

- Street Operating
- LEOFF1 Retiree Benefits
- Lodging Tax
- Youth / Teen
- Capital Resources
- Criminal Justice
- Community Development Block Grants
- City Arts Program
- ShoWare Operating

STREET OPERATING FUND

The Street Operating Fund is used to maintain and improve the City's network of streets, sidewalks and trails. The funding comes from a variety of sources, including the State shared portion of the fuel tax and a portion of the utility taxes (one percent of the first six percent). These sources provide funding for debt service on street bonds and operations of the Transportation and Street Maintenance Divisions. Effective in 2013, Council adopted a local business and occupation tax to provide ongoing funding for street maintenance and capital projects. Effective in January 2015, an additional 10.6 percent solid waste utility tax was enacted and is earmarked for residential streets major maintenance and capital.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 7,249,870	$ 6,358,920		$ 6,358,920	$ 6,654,270		$ 6,404,270
Revenues							
Taxes							
Water Utility Tax	236,730	238,160		238,160	240,540		240,540
Sewer Utility Tax	232,730	239,320		239,320	245,300		245,300
Drainage Utility Tax	304,250	315,170		315,170	319,900		319,900
Electric Utility Tax	1,255,930	1,211,980		1,211,980	1,199,860		1,199,860
Gas Utility Tax	346,290	328,970		328,970	328,970		328,970
Garbage Utility Tax	3,856,310	4,556,500		4,556,500	4,715,980		4,715,980
Telephone Utility Tax	402,180	353,920		353,920	345,070		345,070
Licenses and Permits	535,190	535,290		535,290	536,720		536,720
Intergovernmental Revenue	2,653,930	2,832,000		2,832,000	2,842,200		2,842,200
Charges for Services	763,490	744,210		744,210	756,990		756,990
Miscellaneous Revenue	158,580	197,860		197,860	187,970		187,970
Operating Revenues	10,745,610	11,553,380	-	11,553,380	11,719,500	-	11,719,500
Transfers In - General Fund	6,210,420	5,965,470		5,965,470	6,717,120	93,740	6,810,860
Transfers In - Other Sources	32,310						
Total Revenues	16,988,340	17,518,850	-	17,518,850	18,436,620	93,740	18,530,360
Changes:							
General Fund Subsidy Adjustment						8,740	
B&O for Landscape Maintenance Crew						85,000	
Total Changes			-			93,740	

STREET OPERATING FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
Expenditures							
Street Operations							
Salaries & Benefits	2,569,430	2,496,080		2,496,080	2,564,340		2,564,340
Supplies	437,910	476,780		476,780	486,310		486,310
Services & Charges	4,563,930	4,568,520	100,000	4,668,520	4,662,470	8,740	4,671,210
Cost Allocation - to Annexation	(590,750)						
Cost Allocation	(420,000)	(345,000)		(345,000)	(355,000)		(355,000)
Transfers Out - Debt Service	2,202,640	1,954,200		1,954,200	2,139,560		2,139,560
Transfers Out - Projects	-						
Lifecycle							
Salaries & Benefits	673,040	703,740		703,740	723,800	203,610	927,410
Supplies	276,650	241,390		241,390	246,220	16,390	262,610
Services & Charges	3,058,360	2,359,910	150,000	2,509,910	2,755,420	(100,000)	2,655,420
Vehicles & Equipment	72,640	78,080		78,080	81,620	65,000	146,620
Transfers Out - Projects	3,743,800	3,433,920		3,433,920	3,453,920		3,453,920
PW Engineering							
Salaries & Benefits	6,290,560	6,494,730		6,494,730	6,675,870		6,675,870
Supplies	76,430	72,090		72,090	73,880		73,880
Services & Charges	1,335,720	1,456,190		1,456,190	1,334,540	10,260	1,344,800
Cost Allocation - Engr Services	(6,411,070)	(6,767,130)		(6,767,130)	(6,814,670)	(10,260)	(6,824,930)
Total Expenditures	17,879,290	17,223,500	250,000	17,473,500	18,028,280	193,740	18,222,020
Changes:							
National Bridges Load Rating Study			100,000				
Bridge Repair & Maintenance (Life Cycle)			150,000			100,000	
Landscape Mtc Crew (MW1, 2.0 FTE)						285,000	
Reduce Professional Services						(200,000)	
Engineering Allocation Adjustment						14,600	
ITAllocation Adjustment						(5,860)	
Total Changes			250,000			193,740	
Change in Fund Balance	(890,950)	295,350		45,350	408,340		308,340
ENDING FUND BALANCE	$ 6,358,920	$ 6,654,270		$ 6,404,270	$ 7,062,610		$ 6,712,610

STREET OPERATING FUND PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfers In - B&O	768,390	145,210
Total Revenues	768,390	145,210
Capital Projects & Expenditures		
B&O Unallocated	718,390	145,210
Transportation Master Plan	50,000	
Total Expenditures	768,390	145,210
Revenues Less Expenditures	-	-

LEOFF 1 RETIREE BENEFITS FUND

The LEOFF1 Retiree Benefits Fund was established to segregate funding and costs associated with the City's responsibility to cover any medical and health-related costs not covered by Medicare or other programs. There are approximately 60 former police and fire employees who retired under LEOFF1 and are covered under this program. Funding for these obligations comes from the General Fund.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 1,921,270	$ 1,576,120		$ 1,576,120	$ 1,306,570		$ 1,306,570
Revenues							
Interest Income	31,150	33,010		33,010	31,360		31,360
Contributions	920,020	938,420		938,420	957,180		957,180
Transfers In	250,000	301,000		301,000	302,020		302,020
Total Revenues	1,201,170	1,272,430	-	1,272,430	1,290,560	-	1,290,560
Expenditures							
Blue Cross Claims	819,010	835,380		835,380	852,100		852,100
Blue Cross Admin Fees	48,000	48,960		48,960	49,940		49,940
Delta Dental Claims	32,550	33,200		33,200	33,860		33,860
Delta Dental Admin Fees	9,370	9,560		9,560	9,750		9,750
Vision Service Plan Claims	4,530	4,620		4,620	4,710		4,710
Vision Service Plan Admin Fees	1,550	1,580		1,580	1,610		1,610
Stop Loss Fees	51,500	52,530		52,530	53,580		53,580
Medical Reimbursements	530,000	540,600		540,600	551,420		551,420
Internal Allocations	34,570						
Other Professional Services	15,240	15,550		15,550	15,870		15,870
Total Expenditures	1,546,320	1,541,980	-	1,541,980	1,572,840	-	1,572,840
Change in Fund Balance	(345,150)	(269,550)		(269,550)	(282,280)		(282,280)
ENDING FUND BALANCE	$ 1,576,120	$ 1,306,570	$ -	$ 1,306,570	$ 1,024,290	$ -	$ 1,024,290

LODGING TAX FUND

The Lodging Tax Fund is used to account for the one percent tax allowed by RCW 67-28-180 on lodging at hotels, motels, and similar establishments, including bed and breakfasts and RV parks within Kent. These revenues may be used solely for tourism promotion and for the acquisition and/or operation of tourism-related facilities. Tourism promotion is defined as "activities, operations, and expenditures designed to increase tourism, including advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists developing strategies to expand tourism; operating tourism promotion agencies; and funding marketing of or the operation of special events and festivals designed to attract tourists."

The Lodging Tax Advisory Board meets quarterly and sets the plan for spending funds within the parameters allowed by the RCW. Recent uses of the funds include marketing ShoWare Center, support for the Chamber of Commerce, sponsorship of special events which bring hotel guests, and branding activities.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 185,830	$ 139,560		$ 139,560	$ 149,480		$ 149,480
Revenues							
Lodging Tax	297,670	236,800		236,800	296,930		296,930
Miscellaneous Revenue	5,840	2,310		2,310	2,190		2,190
Total Revenues	303,510	239,110	-	239,110	299,120	-	299,120
Expenditures							
Services & Charges	284,400	150,000		150,000	200,000		200,000
Internal Allocations	65,380	79,190		79,190	65,340		65,340
Total Expenditures	349,780	229,190	-	229,190	265,340	-	265,340
Change in Fund Balance	(46,270)	9,920		9,920	33,780		33,780
ENDING FUND BALANCE	$ 139,560	$ 149,480		$ 149,480	$ 183,260		$ 183,260

YOUTH / TEEN FUND

The Youth / Teen Fund was created to provide recreational activities for youth and teens in the City. The funding comes from a small portion of the utility taxes (0.3 percent of the first six percent). The Youth/Teen Fund transfers funds to the General Fund for a variety of youth and teen activities, such as after school programs, mobile technology, playground programs, the Phoenix Academy and teen internships, as well as funding the Teen Golf Program.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 75,360	$ 48,940		$ 48,940	$ 48,940		$ 48,940
Revenues							
Taxes:							
Water Utility Tax	71,450	71,540		71,540	72,260		72,260
Sewer Utility Tax	73,040	71,890		71,890	73,690		73,690
Drainage Utility Tax	91,140	94,670		94,670	96,090		96,090
Electric Utility Tax	376,780	363,590		363,590	359,960		359,960
Gas Utility Tax	103,890	98,690		98,690	98,690		98,690
Garbage Utility Tax	99,730	117,840		117,840	121,970		121,970
Telephone Utility Tax	120,650	106,170		106,170	103,520		103,520
Total Revenues	936,680	924,390	-	924,390	926,180	-	926,180
Expenditures							
Transfer to GF Youth/Teen Program	914,010	874,590		874,590	877,370		877,370
Miscellaneous Revenue	7,090	7,800		7,800	6,810		6,810
Teen Golf Program	42,000	42,000		42,000	42,000		42,000
Total Expenditures	963,100	924,390	-	924,390	926,180	-	926,180
Change in Fund Balance	(26,420)	-		-	-		-
ENDING FUND BALANCE	$ 48,940	$ 48,940		$ 48,940	$ 48,940		$ 48,940

CAPITAL RESOURCES FUND

The Capital Resource Fund is the major source of general government capital funding in the City. The funding comes from a portion of the sales and use tax, all of the real estate excise tax, and a portion of the internal utility tax (four percent of 13 percent). The Capital Resources Fund pays for debt service on bonds issued for capital projects and pay-as-you-go capital projects for general governmental purposes, including parks and information technology.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$18,658,230	$10,943,670		$10,943,670	$16,016,990		$10,166,600
Revenues							
Taxes:							
Sales & Use Tax	4,460,310	4,734,420		4,734,420	4,888,280		4,888,280
Utility Tax - 2% int util tax	1,570,870	1,585,290	(1,585,290)		1,611,480	(1,611,480)	
Utility Tax - 4% int util tax			3,171,610	3,171,610		3,224,000	3,224,000
Real Estate Excise Tax	3,400,000	3,500,000		3,500,000	3,500,000		3,500,000
Streamlined Sales Tax	3,850,000						
Miscellaneous Revenue	279,690	413,360		413,360	393,330		393,330
Transfers In - GF B&O	3,000,000	2,829,680	1,800,000	4,629,680	2,507,180	1,800,000	4,307,180
Transfers In - GF	3,267,090	3,196,610	(3,171,610)	25,000	3,249,000	(3,224,000)	25,000
Transfers In - Other Sources	778,260						
Total Revenues	20,606,220	16,259,360	214,710	16,474,070	16,149,270	188,520	16,337,790
Changes:							
Utility Tax Adjustment			(1,585,290)			(1,611,480)	
New B&O Outdoor Tax-Transfer In			1,800,000			1,800,000	
Total Changes			214,710			188,520	

CAPITAL RESOURCES FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
Expenditures							
General Capital							
Internal Allocations	158,300	176,640		176,640	151,550		151,550
Transfer to Debt Service	8,208,000	5,004,720		5,004,720	4,669,200		4,669,200
Transfer to ShoWare Lifecycle	300,000	300,000		300,000	300,000		300,000
Transfer to Capital Projects:							
IT Capital Projects	3,476,960		3,310,000	3,310,000		2,105,000	2,105,000
Citywide Training Room Remodel			200,000	200,000			
East Hill Operations Feasibility Study			12,600	12,600			
East Hill Operations Improvements			367,500	367,500		262,500	262,500
Jail Improvements			50,000	50,000			
Police Firing Range Upgrades			600,000	600,000			
Senior Center Reroof			525,000	525,000			
City Buildings	2,000,000						
Tenant Requests Renovations	150,000						
Place Making/Meet Me On Meeker	500,000						
Meeker Street-Kent Elementary	600,000						
Meeker and Russell	750,000						
Evidence Van Repair & Storage	100,000						
Neighborhood Grant Matching	25,000	25,000		25,000	25,000		25,000
Parks Capital and Lifecycle Maintenance							
Parks Capital Projects	11,160,750	5,179,680	1,000,000	6,179,680	3,187,180	2,000,000	5,187,180
Parks Lifecycle Maintenance	891,770	500,000		500,000	500,000		500,000
Total Expenditures	28,320,780	11,186,040	6,065,100	17,251,140	8,832,930	4,367,500	13,200,430
	-						
Changes:							
Citywide Training Room Remodel			200,000				
East Hill Operations Feasibility Study			12,600				
East Hill Operations Improvements			367,500			262,500	
IT Capital Projects			3,310,000			2,105,000	
Jail Improvements			50,000				
Parks Capital Projects			1,000,000			2,000,000	
Police Firing Range Upgrades			600,000				
Senior Center Reroof			525,000				
Total Changes			6,065,100			4,367,500	
Change in Fund Balance	(7,714,560)	5,073,320		(777,070)	7,316,340		3,137,360
ENDING FUND BALANCE	$10,943,670	$16,016,990		$10,166,600	$23,333,330		$13,303,960

CRIMINAL JUSTICE FUND

The Criminal Justice Fund is used to account for revenues that are restricted to criminal justice purposes, including a voter approved 0.1 percent sales tax, state shared revenues and grants. The Criminal Justice Funds are currently used to pay a portion of police costs and a large percentage of the prosecuting attorney costs in the Law Department, which includes domestic violence programs.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 7,867,700	$ 7,843,990		$ 7,843,990	$ 8,600,380		$ 7,683,000
Revenues							
Sales & Use Tax	3,398,220	3,635,480		3,635,480	3,708,190		3,708,190
Intergovernmental Revenue	461,630	578,870		578,870	235,370		235,370
Charges for Services	96,080	98,000		98,000	99,960		99,960
Fines and Forfeitures	3,464,320	3,585,330		3,585,330	3,593,990		3,593,990
Miscellaneous Revenue	119,440	144,470		144,470	137,250		137,250
Transfers In	807,070	259,920		259,920	153,540		153,540
Total Revenues	**8,346,760**	**8,302,070**	**-**	**8,302,070**	**7,928,300**	**-**	**7,928,300**
Expenditures							
Salaries & Benefits	4,150,640	3,966,470		3,966,470	4,075,660		4,075,660
Supplies	423,990	455,200		455,200	464,290		464,290
Services & Charges	1,650,180	2,689,910	53,380	2,743,290	2,556,110	110,120	2,666,230
Vehicles & Equipment	868,000		864,000	864,000		864,000	864,000
Allocate to Annexation	(310,170)						
Transfers Out	1,587,830	434,100		434,100	438,690		438,690
Total Expenditures	8,370,470	7,545,680	917,380	8,463,060	7,534,750	974,120	8,508,870
Expenditures by Function							
Law - Prosecution	1,037,960	1,013,360		1,013,360	1,040,320	1,290	1,041,610
KYFS - Youth Violence Prevention	26,280	26,800		26,800	27,330		27,330
Police	3,093,060	3,481,540	432,000	3,913,540	3,413,420	3,010	3,416,430
Police Special Programs	2,935,510	2,589,880	485,380	3,075,260	2,614,990	969,820	3,584,810
Allocate to Annexation	(310,170)						
Transfers Out	1,587,830	434,100		434,100	438,690		438,690
Total Expenditures	8,370,470	7,545,680	917,380	8,463,060	7,534,750	974,120	8,508,870
Changes:							
Car Per Officer Program			864,000			864,000	
Body Worn Cameras			53,380			105,260	
IT Allocation Adjustment						4,860	
Total Changes			917,380			974,120	
Change in Fund Balance	(23,710)	756,390		(160,990)	393,550		(580,570)
ENDING FUND BALANCE	$ 7,843,990	$ 8,600,380		$ 7,683,000	$ 8,993,930		$ 7,102,430

CRIMINAL JUSTICE FUND PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfers In - Capital Resources Fund	600,000	
Total Revenues	600,000	
Capital Projects & Expenditures		
Police Firing Range Upgrades	600,000	
Total Expenditures	600,000	
Revenues Less Expenditures	-	-

HOUSING & COMMUNITY DEVELOPMENT FUND

The Housing and Community Development Fund is used to provide a portion of the social services within the City utilizing Community Development Block Grant awards from HUD. These revenues fund the Home Repair Program and contracts with local service providers.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
Revenues							
Block Grants - CDBG	$ 1,139,870	$ 1,139,860		$ 1,139,860	$ 1,139,860		$ 1,139,860
Transfer in - GF		194,890		194,890	194,890		194,890
Total Revenues	1,139,870	1,334,750	-	1,334,750	1,334,750	-	1,334,750
Expenditures							
Salaries & Benefits	679,290	665,700		665,700	665,700		665,700
Services & Charges	460,580	669,050		669,050	669,050		669,050
Total Expenditures	1,139,870	1,334,750	-	1,334,750	1,334,750	-	1,334,750
Expenditures by Program							
Affordable Housing Sales Tax		194,890		194,890	194,890		194,890
Planning & Administration	227,970	227,970		227,970	227,970		227,970
Home Repair	690,910	740,910		740,910	740,910		740,910
Service Providers	220,990	170,980		170,980	170,980		170,980
Total Expenditures by Program	$ 1,139,870	$ 1,334,750	$ -	$ 1,334,750	$ 1,334,750	$ -	$ 1,334,750

CITY ARTS PROGRAM FUND

The City Arts Program Fund is used to collect and account for the annual remainder of the General Fund $2 per capita dedicated to the program. In the General Fund, the equivalent of one employee and related supplies and services are funded with the $2 per capita. At the end of each year, the remaining balance is transferred to the City Arts Program Fund to accumulate and provide funding for art acquisition and projects.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 568,360	$ 568,360		$ 568,360	$ 568,360		$ 568,360
Revenues							
Transfers In - General Fund	108,770	109,320		109,320	105,360		105,360
Total Revenues	108,770	109,320	-	109,320	105,360	-	105,360
Expenditures							
Supplies	14,500	14,660		14,660	14,130		14,130
Services & Charges	69,270	94,660		94,660	91,230		91,230
Transfer to YMCA/Morrill Meadows	25,000						
Total Expenditures	108,770	109,320	-	109,320	105,360	-	105,360
Change in Fund Balance	-	-		-	-		-
ENDING FUND BALANCE	$ 568,360	$ 568,360		$ 568,360	$ 568,360		$ 568,360

SHOWARE OPERATING FUND

The ShoWare Operating Fund is used to track the operations of the 6,000 seat events center. The funding comes from the portion of admissions tax generated by the events center, as well as a contribution from the General Fund. The Capital Resources Fund provides regular funding for lifecycle maintenance and replacements.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 2,930,000	$ 2,812,660		$ 2,812,660	$ 2,861,610		$ 2,861,610
Revenues							
Transfer In - General Fund	850,000	850,000		850,000	850,000		850,000
Transfer In - Capital Resources	300,000	300,000		300,000	300,000		300,000
Total Revenues	1,150,000	1,150,000	-	1,150,000	1,150,000	-	1,150,000
Expenditures							
Services & Charges	817,540	739,720		739,720	755,000		755,000
Lifecycle Expenses	425,000	300,000		300,000	300,000		300,000
Debt Service - Principal	24,800	61,330		61,330	61,330		61,330
Total Expenditures	1,267,340	1,101,050	-	1,101,050	1,116,330	-	1,116,330
Change in Fund Balance	(117,340)	48,950		48,950	33,670		33,670
ENDING FUND BALANCE	$ 2,812,660	$ 2,861,610		$ 2,861,610	$ 2,895,280		$ 2,895,280

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources to be used for the retirement of general long-term debt. The City has two types of long-term debt for which resources are accumulated: general obligation (voted and councilmanic) and special assessment debt. Payment of voted debt service is funded with proceeds from a special property tax levy. The City does not currently have any voted debt. Councilmanic long-term debt obligations are primarily funded with transfers from the special revenue funds (Street Operating and Capital Resources), as well as a small portion from the water and sewerage utility funds.

Special assessments are collected on local improvement districts. An assessment is levied on each property owner within the boundaries of the improvement district and are generally paid over ten years. The annual proceeds are used to retire special assessment debt incurred to complete the project, whether it's bonded debt or internally financed.

NON-VOTED DEBT SERVICE FUND

The City of Kent issues non-voted general obligation debt, often referred to as limited tax general obligation (LTGO) debt. The payments on this debt are primarily funded by transfers from the Capital Resources Fund. In addition, the Street Operating Fund covers street-related bond issues. Water and Sewerage Funds also transfers a small amount to cover their respective portions of the maintenance shop land.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 1,915,870	$ 2,305,830		$ 2,305,830	$ 2,099,010		$ 2,099,010
Revenues							
Intergovernmental	1,023,850						
Transfers In	8,120,640	6,997,840		6,997,840	6,847,680		6,847,680
Total Revenues	9,144,490	6,997,840	-	6,997,840	6,847,680	-	6,847,680
Expenditures							
Internal Allocations	73,800						
Debt Service - Principal	5,429,980	6,278,580		6,278,580	6,718,370		6,718,370
Debt Service - Interest	3,250,750	926,080		926,080	738,100		738,100
Total Expenditures	8,754,530	7,204,660	-	7,204,660	7,456,470	-	7,456,470
Expenditures by Bond Issue							
LTGO Refund 2005	344,410						
LTGO Refund 2012	1,315,030	857,230		857,230	856,880		856,880
LTGO Refund 2014	1,427,070	870,090		870,090			
LTGO Refund 2015	944,080	1,209,330		1,209,330	1,262,450		1,262,450
LTGO Refund 2016	3,809,900	3,431,900		3,431,900	4,505,150		4,505,150
Excavator Lease 2018	38,920	38,920		38,920	38,920		38,920
Other Non-Voted Debt	801,320	797,190		797,190	793,070		793,070
Internal Allocations	73,800						
Total Expenditures	8,754,530	7,204,660	-	7,204,660	7,456,470	-	7,456,470
Change in Fund Balance	389,960	(206,820)		(206,820)	(608,790)		(608,790)
ENDING FUND BALANCE	$ 2,305,830	$ 2,099,010		$ 2,099,010	$ 1,490,220		$ 1,490,220

SPECIAL ASSESSMENT DEBT SERVICE FUND

Special assessments are assigned to specific parcels of real property, providing the funding source for the retirement of local improvement district (LID) bonds and notes. If the LID funded project is still under construction, the special assessment proceeds may be transferred directly to the project. All payments are supported solely by the amounts received from the property owners who derived benefit from the improvement.

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 699,860	$ 699,460		$ 699,460	$ 569,600		$ 569,600
Revenues							
Special Assessments	573,770	544,420		544,420	537,820		537,820
Interest Income	219,410	184,140		184,140	153,840		153,840
Total Revenues	793,180	728,560	-	728,560	691,660	-	691,660
Expenditures							
Transfers Out to Projects	784,160	852,310		852,310	675,490		675,490
Cost Allocations	9,420	6,110		6,110	9,000		9,000
Total Expenditures	793,580	858,420	-	858,420	684,490	-	684,490
Change in Fund Balance	(400)	(129,860)		(129,860)	- 7,170		7,170
ENDING FUND BALANCE	$ 699,460	$ 569,600		$ 569,600	$ 576,770		$ 576,770

CAPITAL PROJECT FUNDS

Capital Projects Funds are used to account for the financial resources segregated for the acquisition and/or construction of general government capital facilities and other major assets. Capital Projects Funds allow the City to carry over project budgets and costs from year to year until the project is completed. At year end, both completed and in progress projects are capitalized in the General Fixed Asset Account Group.

Potential financing for capital project activity includes, but is not limited to:

- Transfers from the General Fund or special revenue funds, such as the Street Operating Fund and Capital Resource Fund
- Issuance of general obligation debt, voted and/or councilmanic
- Formation of a local improvement district
- Federal, state and/or county grants
- Other contributions, transportation impact fees and donations

STREET CAPITAL PROJECTS FUND

The Street Capital Projects Fund is used to account for financial resources to be used for the acquisition and/or construction of major street capital improvements.

	2021 Proposed	2022 Proposed
BEGINNING FUND BALANCE	$ 139,140	$ 172,720
Revenues		
Investment Income	181,600	172,520
Transfers In - LID Funded Projects	852,310	675,490
Transfers In - Solid Waste Utility Tax	3,395,000	3,415,000
Transfers In - B&O Tax	3,755,000	3,848,000
Total Revenues	8,183,910	8,111,010
Capital Projects & Expenditures		
B&O In-house Overlays	250,000	250,000
B&O Street Contracted	2,005,000	3,598,000
Residential Street Contracted	3,395,000	3,415,000
South 212th (EVH-72nd)	1,500,000	
LID Funded Projects	852,310	675,490
Internal Cost Allocations	148,020	108,920
Total Expenditures	8,150,330	8,047,410
Change in Fund Balance	33,580	63,600
ENDING FUND BALANCE	$ 172,720	$ 236,320

PARKS CAPITAL PROJECTS FUND

The Parks Capital Projects Fund is used to account for financial resources to be used for the acquisition and/or construction of major park facilities.

	2021 Proposed	2022 Proposed
BEGINNING FUND BALANCE	$ 181,540	$ 375,740
Revenues		
Transfers In - General Fund - B&O Square Footage Tax	2,829,680	2,507,180
Transfers In - Capital Resources Fund	1,000,000	2,000,000
Transfers In - REET 2	2,350,000	680,000
Grants	1,000,000	
King County Levy	370,000	370,000
Interest Income	335,770	318,980
Total Revenues	7,885,450	5,876,160
Capital Projects & Expenditures		
4th and Willis Greenways Landscape	500,000	
Campus Park Improvements		300,000
Clark Lake Park Development 240th		250,000
Downtown Place Making-Kherson	500,000	
Gateway Landscape Renovation	150,000	
Kent Memorial Park Renovation	2,500,000	1,000,000
KVLT - Boeing Rock		50,000
KVLT - Phase 2	200,000	150,000
KVLT - Riverview		1,000,000
Masterplans	50,000	50,000
Mill Creek Canyon Revitalization	500,000	1,000,000
Mill Creek Earthworks Renovation	150,000	500,000
NPRP - Chestnut Ridge Playground	250,000	
NPRP - Salt Air Vista	250,000	
NPRP - Scenic Hill Park Renovation	120,000	350,000
Park Orchard Park Improvements		
Park Planning Operating	975,000	600,000
Parks and Open Space Plan	250,000	
Parks Land Acquisition	154,680	307,180
Springwood Park Renovation	1,000,000	
Internal Cost Allocations	141,570	55,080
Total Expenditures	7,691,250	5,612,260
Change in Fund Balance	194,200	263,900
ENDING FUND BALANCE	$ 375,740	$ 639,640

IT CAPITAL PROJECTS FUND

The IT Capital Projects Fund is used to account for the financial resources to be used for the acquisition and/or development of major technological equipment, software and other one-time projects.

	2021 Proposed	2022 Proposed
BEGINNING FUND BALANCE	$ 96,760	$ 212,230
Revenues		
Interest Income	163,520	155,340
PEG Fees	134,000	161,000
Transfers In - Capital Resources Fund	3,500,000	2,295,000
Transfers In - Utility Funds	190,000	190,000
Transfers In - IT Operating Fund	241,000	253,000
Total Revenues	4,228,520	3,054,340
Capital Projects & Expenditures		
HLC 17-18 Mobile Router Replacement	190,000	40,000
HLC 17-18 Server Replacement	25,000	60,000
HLC 17-18 Telephony	25,000	50,000
HLC 17-18 Wireless Infrastructure Refresh	25,000	30,000
HLC 16-18 Data Center	40,000	50,000
HLC 16-18 Network Refresh	50,000	50,000
HLC 16-18 Security	110,000	110,000
HLC 16-18 Storage Expansion	25,000	30,000
HLC 16-18 UPS	30,000	30,000
HLC 16-18 Virtualization Infrastructure Refresh	75,000	75,000
HLC 21 Computer Refresh	241,000	253,000
SLC 18-20 Admin System Replacement Reserves	10,000	50,000
SLC 18-21 Law System Replacement Reserves	100,000	175,000
SLC 18-21 PD System Replacement Reserves	425,000	75,000
SLC 18-22 HR System Replacement Reserves	10,000	50,000
SLC 18-23 Fin System Replacement Reserves	300,000	350,000
SLC 18-26 PRCS System Replacement Reserves	70,000	75,000
SLC 18-26 PW System Replacement Reserves	10,000	50,000
SLC 18-27 Court System Replacement Reserves	50,000	100,000
SLC 18-27 ECD System Replacement Reserves	10,000	50,000
SLC 18-28 Clerk System Replacement Reserves	10,000	50,000
SLC 18-29 IT System Replacement Reserves	10,000	50,000

IT CAPITAL PROJECTS FUND CONTINUED

	2021 Proposed	2022 Proposed
B&O Releases	190,000	190,000
Business License Payments - Extension (FileLocal)	230,000	
Cityworks – Sustainment, Buildout & Enhancement	365,000	
Court Bench Renovations - IT Infrastructure		20,000
Electronic Signature Implementation	40,000	
Isolate Police Technology (Logical)	100,000	
Ivanti System Stabilization - IT	100,000	
Jail Control System Replacement		400,000
JDE Stabilization - Permissions	300,000	
Large Format Scanner	30,000	
Mobile Router Network Redesign and Upgrade	85,000	85,000
Multimedia Asset Management (MAM)	100,000	
Public, Educational & Government (PEG) Projects	134,000	161,000
Recreation System Replacement - Extension	230,000	
Sprout - Social Media Management	30,000	
Utility Billing Releases	190,000	190,000
Workday Stabilization	100,000	
Internal Cost Allocations	48,050	20,800
Total Expenditures	4,113,050	2,919,800
Change in Fund Balance	115,470	134,540
ENDING FUND BALANCE	$ 212,230	$ 346,770

FACILITIES CAPITAL PROJECTS FUND

The Facilities Capital Projects Fund is used to account for financial resources to be used for the acquisition, construction, or capital improvements of major City-owned facilities.

	2021 Proposed	2022 Proposed
BEGINNING FUND BALANCE	$ (11,760)	$ 20,470
Revenues		
Transfers In - Capital Resources Fund	630,100	262,500
Utility Funds	39,900	
Interest Income	43,100	40,950
Total Revenues	713,100	303,450
Capital Projects & Expenditures		
Citywide Training Room Remodel	200,000	
Jail Improvements	50,000	
East Hill Operations Feasibility Study	52,500	
East Hill Operations Improvements	367,500	262,500
Internal Cost Allocations	10,870	12,080
Total Expenditures	680,870	274,580
Change in Fund Balance	32,230	28,870
ENDING FUND BALANCE	$ 20,470	$ 49,340

ENTERPRISE FUNDS

Enterprise Funds are used to account for the financing of services provided to residents and the general public, where all or most of the costs are paid for by user charges. These enterprises are operated in a manner similar to a private sector business. All revenues and expenditures, including debt service and capital costs, are consolidated to provide a more complete financial presentation. An analysis can easily be made to see the relationship between user charges and the total cost of operation.

Kent currently operates four enterprise funds:

- Water Utility Fund
- Sewerage Utility Fund (combines sewer and drainage)
- Solid Waste Utility Fund
- Golf Complex Fund

WATER UTILITY FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$11,375,660	$13,416,720		$13,416,720	$ 13,511,580		$ 13,090,130
Revenues							
Charges for Services	23,923,790	22,780,760		22,780,760	23,236,380		23,236,380
System Dev/Connection Charges	1,480,120	1,953,620		1,953,620	1,992,700		1,992,700
Miscellaneous Revenue	1,185,020	1,273,860		1,273,860	1,244,230		1,244,230
Operating Revenues	26,588,930	26,008,240	-	26,008,240	26,473,310	-	26,473,310
Transfers In - Debt Service	3,579,390	3,565,050		3,565,050	3,035,130		3,035,130
Total Revenues	30,168,320	29,573,290	-	29,573,290	29,508,440	-	29,508,440
Expenditures							
Salaries & Benefits	3,698,430	3,777,170		3,777,170	3,883,140		3,883,140
Supplies	830,030	800,740		800,740	816,760		816,760
Services & Charges	11,337,860	11,400,420		11,400,420	11,633,260	12,320	11,645,580
Vehicles & Equipment			340,000	340,000			-
Cost Allocation	(480,000)	(480,000)		(480,000)	(480,000)		(480,000)
Transfers to Capital Projects	5,582,160	6,850,000	81,450	6,931,450	7,303,000	63,340	7,366,340
Debt Service - Principal	2,264,020	2,309,030		2,309,030	1,843,750		1,843,750
Debt Service - Interest	1,315,370	1,256,020		1,256,020	1,191,380		1,191,380
Operating Expenditures	24,547,870	25,913,380	421,450	26,334,830	26,191,290	75,660	26,266,950
Transfers Out - Debt Service	3,579,390	3,565,050		3,565,050	3,035,130		3,035,130
Total Expenditures	28,127,260	29,478,430	421,450	29,899,880	29,226,420	75,660	29,302,080
Changes:							
Utility Vehicle and Trailer			45,000				
Off-Road Forklift			45,000				
Water Service Trucks (2)			250,000				
East Hill Feasibility Study			18,110				
IT Allocation Adjustment						7,200	
Engineering & Utility Clearing Allocation Adj.						5,120	
Utility Billing Releases			63,340			63,340	
Total Changes			421,450			75,660	
Change in Fund Balance	2,041,060	94,860		(326,590)	282,020		206,360
ENDING FUND BALANCE	$13,416,720	$13,511,580		$13,090,130	$ 13,793,600		$ 13,296,490

WATER UTILITY FUND—CAPITAL PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfers In - Water Operating	$ 6,850,000	$ 7,450,000
Total Revenues	6,850,000	7,450,000
Capital Projects & Expenditures		
640 Transmission Main Improvements (EH 640 PZ)		1,115,000
640 Zone BPS #2 (EH 640 PZ)		1,500,000
DataNow Replacement		300,000
East Hill Pressure Zone	749,000	
Jenkins Creek Bridge	250,000	250,000
Kent Springs Transmission Main Repair	250,000	
Miscellaneous Water	600,000	400,000
PLC Upgrades	35,000	35,000
Radix Replacement		400,000
Reservoir Maintenenace & Improvements	500,000	500,000
Rock Creek Mitigation Projects		500,000
SCADA Security Upgrade	350,000	
Tacoma Intertie - Ongoing Capital	50,000	50,000
Transmission Easements	50,000	50,000
Well Rehabilitation		200,000
West Hill Reservoir	2,916,000	1,050,000
West Hill Transmission Main	1,100,000	1,100,000
Total Expenditures	6,850,000	7,450,000
Revenues Less Expenditures	$ -	$ -

SEWER UTILITY FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 908,830	$ 941,840		$ 941,840	$ 1,229,070		$ 1,099,580
Revenues							
Charges for Services	32,179,420	32,983,730		32,983,730	33,643,400		33,643,400
System Dev/Connection Charges	17,540	17,890		17,890	18,250		18,250
Licenses and Permits	73,250	78,520		78,520	80,090		80,090
Miscellaneous Revenue	112,500	154,510		154,510	148,330		148,330
Transfers In	3,440						
Total Revenues	32,386,150	33,234,650	-	33,234,650	33,890,070	-	33,890,070
Expenditures							
Salaries & Benefits	1,459,750	1,526,370		1,526,370	1,570,280		1,570,280
Supplies	154,300	148,650		148,650	151,610		151,610
Services & Charges	27,600,410	28,145,400		28,145,400	28,713,130	5,670	28,718,800
Vehicles & Equipment			57,500	57,500			
Cost Allocation	(50,000)	(50,000)		(50,000)	(50,000)		(50,000)
Transfers to Capital Projects	3,188,680	3,177,000	71,990	3,248,990	3,316,000	63,330	3,379,330
Total Expenditures	32,353,140	32,947,420	129,490	33,076,910	33,701,020	69,000	33,770,020
Changes:							
East Hill Feasibility Study			8,660				
Utility Billin g Releases			63,330			63,330	
Equipment Trailer			40,000				
Forklift			17,500				
IT Allocation Adjustment						2,460	
Engineering & Utility Clearing Allocation Adj.						3,210	
Total Changes			129,490			69,000	
Change in Fund Balance	33,010	287,230		157,740	189,050		120,050
ENDING FUND BALANCE	$ 941,840	$ 1,229,070		$ 1,099,580	$ 1,418,120		$ 1,219,630

SEWER UTILITY FUND—CAPITAL PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfers In - Sewer Operating	$ 3,177,000	$ 3,169,000
Total Revenues	3,177,000	3,169,000
Capital Projects & Expenditures		
Comprehensive Sewer Plan	300,000	
Frager Rd Pump Station - Grinder	150,000	
Linda Heights Pump Station		2,500,000
Lindental Pump Station Repair/Maintenance	300,000	
Miscellaneous Sewer	500,000	500,000
Sewer Main Replacements/Relining	927,000	169,000
Skyline Sewer Interceptor	1,000,000	
Total Sewer Projects	3,177,000	3,169,000
Total Expenditures	3,177,000	3,169,000
Revenues Less Expenditures	$ -	$ -

DRAINAGE UTILITY FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 16,107,790	$17,520,140		$17,520,140	$18,248,120		$17,869,160
Revenues							
Charges for Services	20,494,600	20,212,620		20,212,620	20,616,870		20,616,870
System Dev/Connection Charges	1,490,220	1,592,650		1,592,650	1,624,500		1,624,500
Miscellaneous Revenue	681,600	591,650		591,650	562,530		562,530
Operating Revenues	22,666,420	22,396,920	-	22,396,920	22,803,900	-	22,803,900
Transfers In - Debt Service	1,522,210	1,291,710		1,291,710	933,940		933,940
Total Revenues	24,188,630	23,688,630	-	23,688,630	23,737,840	-	23,737,840
Expenditures							
Salaries & Benefits	4,247,180	4,501,220		4,501,220	4,627,390		4,627,390
Supplies	461,435	458,080	200,000	658,080	467,240	200,000	667,240
Services & Charges	10,307,085	10,472,930		10,472,930	10,722,830	14,490	10,737,320
Vehicles & Equipment			102,500	102,500			
Cost Allocation	(660,000)	(660,000)		(660,000)	(660,000)		(660,000)
Transfers to Capital Projects	5,376,160	5,605,000	76,460	5,681,460	13,312,000	63,330	13,375,330
Debt Service - Principal	1,154,990	973,380		973,380	657,500		657,500
Debt Service - Interest	367,220	318,330		318,330	276,440		276,440
Operating Expenditures	21,254,070	21,668,940	378,960	22,047,900	29,403,400	277,820	29,681,220
Transfer Out - Debt Service	1,522,210	1,291,710		1,291,710	933,940		933,940
Total Expenditures	22,776,280	22,960,650	378,960	23,339,610	30,337,340	277,820	30,615,160
Changes:							
Illegal Encampment Clean-up			200,000			200,000	
Off-Road Forklift			45,000				
Forklift			17,500				
Equipment Trailer			40,000				
Utility Billing Releases			63,330			63,330	
East Hill Feasibility Study			13,130				
IT Allocation Adjustment						10,880	
Engineering & Utility Clearing Allocation Adj.						3,610	
Total Changes			378,960			277,820	
Change in Fund Balance	1,412,350	727,980		349,020	(6,599,500)		(6,877,320)
ENDING FUND BALANCE	$ 17,520,140	$18,248,120		$17,869,160	$11,648,620		$10,991,840

DRAINAGE UTILITY FUND—CAPITAL PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfer-In - Drainage Operating	$ 5,605,000	$ 13,312,000
Total Revenues	5,605,000	13,312,000
Capital Projects & Expenditures		
144th Avenue Drainage Improvements	250,000	250,000
81st Ave Pump Station		2,000,000
GRNRA Maintenance Improvements	250,000	500,000
GRNRA Pump Station North	600,000	1,000,000
Lower Russell Road Levee	800,000	700,000
Mill Creek @ 76th Ave Flood Protection		3,000,000
Miscellaneous Drainage	405,000	300,000
North Fork Meridian Valley Culvert	350,000	400,000
Pipe Replacements/Roadway Improvements	500,000	907,000
S 212th (EVH - 76th)	250,000	250,000
UP P/S Pump Replacement	100,000	300,000
Upper Mill Creek Dam	100,000	
Valley Channel Rehabilitation		1,705,000
Washington Ave S Pump Station	2,000,000	2,000,000
Total Expenditures	5,605,000	13,312,000
Revenues Less Expenditures	$ -	$ -

SOLID WASTE UTILITY FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 531,910	$ 544,130		$ 544,130	$ 414,680		$ 414,680
Revenues							
Charges for Services	627,160	624,590		624,590	637,080		637,080
Intergovernmental	10,250						
Miscellaneous Revenue	108,240	11,520		11,520	11,050		11,050
Total Revenues	745,650	636,110	-	636,110	648,130	-	648,130
Expenditures							
Salaries & Benefits	430,660	546,820		546,820	562,120		562,120
Supplies	5,160	19,770		19,770	20,170		20,170
Services & Charges	175,840	166,340		166,340	175,540	1,180	176,720
Project Expenditures	121,770	32,630		32,630	33,410		33,410
Total Expenditures	733,430	765,560	-	765,560	791,240	1,180	792,420
Changes:							
IT Allocation Adjustment						1,180	
Total Changes			-			1,180	
Change in Fund Balance	12,220	(129,450)		(129,450)	(143,110)		(144,290)
ENDING FUND BALANCE	$ 544,130	$ 414,680		$ 414,680	$ 271,570		$ 270,390

UTILITY CLEARING FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
Expenditures							
Salaries & Benefits	$ 5,511,260	$ 5,670,820		$ 5,670,820	$ 5,828,560		$ 5,828,560
Supplies	360,020	383,620		383,620	391,300		391,300
Services & Charges	2,047,810	2,148,990		2,148,990	2,122,590	10,670	2,133,260
Allocated to Utilities & Streets	(7,919,090)	(8,203,430)		(8,203,430)	(8,342,450)	(10,670)	(8,353,120)
Total Expenditures	-	-	-	-	-	-	-
Expenditures by Function							
Finance Customer Services	1,614,020	1,617,450		1,617,450	1,648,660	1,950	1,650,610
Finance Meter Services	575,610	596,800		596,800	605,910	840	606,750
PWO Administration	2,139,010	2,275,040		2,275,040	2,275,010	1,750	2,276,760
PWO Warehouse	627,030	658,790		658,790	676,150	800	676,950
PWO Vegetation	2,963,420	3,055,350		3,055,350	3,136,720	5,330	3,142,050
Allocated to Utilities & Streets	(7,919,090)	(8,203,430)		(8,203,430)	(8,342,450)	(10,670)	(8,353,120)
Total Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Changes:							
IT Allocation Adjustments						10,670	
Clearing Allocation						(10,670)	
Total Changes			-			-	

GOLF COMPLEX FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ (601,970)	$ 1,913,460		$ 1,913,460	$ 17,560		$ 17,560
Revenues							
18 Hole Course	1,590,760	1,771,940		1,771,940	1,854,820		1,854,820
Driving Range	805,800	569,030		569,030	704,510		704,510
Merchandising	531,110	390,690		390,690	401,300		401,300
Miscellaneous Revenue	69,900	30,000		30,000	30,000		30,000
Sale of Land	3,757,740						
Transfer In	70,000						
Total Revenues	6,825,310	2,761,660	-	2,761,660	2,990,630	-	2,990,630
Expenditures							
Salaries & Benefits	1,520,810	1,487,050		1,487,050	1,598,470		1,598,470
Supplies	563,070	501,390		501,390	514,530		514,530
Services	740,870	750,990		750,990	764,270	1,400	765,670
Debt Service - Principal	158,940	165,750		165,750	115,230		115,230
Debt Service - Interest	32,190	10,380		10,380	2,190		2,190
Transfer To Golf Capital Projects	1,294,000	1,742,000		1,742,000			-
Total Expenditures	4,309,880	4,657,560	-	4,657,560	2,994,690	1,400	2,996,090
Changes:							
IT Allocation Adjustment						1,400	
Total Changes			-			1,400	
Change in Fund Balance	2,515,430	(1,895,900)		(1,895,900)	(4,060)		(5,460)
ENDING FUND BALANCE	$ 1,913,460	$ 17,560		$ 17,560	$ 13,500		$ 12,100

GOLF FUND—CAPITAL PROJECTS

	2019 Proposed	2022 Proposed
Revenues		
Transfers In - General Fund	65,000	65,000
Transfers In - Golf Fund	1,742,000	
Total Revenues	1,807,000	65,000
Capital Projects & Expenditures		
Golf Course Accessories	92,000	
Golf Driving Range Renovations	975,000	
Golf Irrigation System Upgrades	675,000	
Unallocated Golf Projects	65,000	65,000
Total Expenditures	1,807,000	65,000
Revenues Less Expenditures	-	-

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of specific services performed by organizations within the City for other organizations within the City. In this manner, the efficiency of centralized City services can be obtained while still being able to distribute the cost of these services to user organizations. These services are "sold" to other funds at cost plus a reserve for future needs.

The City maintains the following Internal Service Funds:

- Fleet Services—acquisition, maintenance and lifecycle replacement of vehicles and equipment
- Central Stores— postage and office supplies
- Information Technology—acquisition, maintenance and lifecycle replacement of technology equipment and software systems
- Facilities—acquisition, maintenance and lifecycle renovations of buildings and grounds
- Insurance—self-insurance, including unemployment, workers compensation, employee health and wellness, liability and property

FLEET SERVICES FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 4,351,500	$ 2,314,730		$ 2,314,730	$ 1,803,130		$ 1,803,130
Revenues							
Fleet Operations	3,434,700	3,459,640		3,459,640	3,528,800		3,528,800
Fleet Replacement	1,629,760	1,920,310		1,920,310	1,958,750		1,958,750
Miscellaneous Revenue	99,340	136,150		136,150	131,440		131,440
Total Revenues	5,163,800	5,516,100	-	5,516,100	5,618,990	-	5,618,990
Expenditures							
Salaries & Benefits	1,311,630	1,366,890		1,366,890	1,407,180		1,407,180
Supplies	1,489,050	1,388,900		1,388,900	1,419,190		1,419,190
Services & Charges	1,039,770	1,021,910		1,021,910	1,035,580	2,110	1,037,690
Vehicles & Equipment	3,360,120	2,250,000		2,250,000	2,250,000		2,250,000
Total Expenditures	7,200,570	6,027,700	-	6,027,700	6,111,950	2,110	6,114,060
Changes:							
IT Allocation Adjustment			-			1,850	
Engineering Adjustment			-			260	
Total Changes			-			2,110	
Change in Fund Balance	(2,036,770)	(511,600)		(511,600)	(492,960)		(495,070)
ENDING FUND BALANCE	$ 2,314,730	$ 1,803,130		$ 1,803,130	$ 1,310,170		$ 1,308,060

CENTRAL STORES FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 55,830	$ 115,250		$ 115,250	$ 139,090		$ 139,090
Revenues							
Central Stores Sales	233,240	205,590		205,590	209,720		209,720
Postage Sales	222,770	222,440		222,440	226,880		226,880
Total Revenues	456,010	428,030	-	428,030	436,600	-	436,600
Expenditures							
Central Stores	183,600	187,270		187,270	191,020		191,020
Postage	208,710	212,890		212,890	217,150		217,150
Cost Allocations	4,280	4,030		4,030	4,050		4,050
Total Expenditures	396,590	404,190	-	404,190	412,220	-	412,220
Change in Fund Balance	59,420	23,840		23,840	24,380		24,380
ENDING FUND BALANCE	$ 115,250	$ 139,090		$ 139,090	$ 163,470		$ 163,470

MULTIMEDIA FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 77,550	$ 10,870		$ 10,870	$ 10,870		$ 10,870
Revenues							
IT Services - Outside	700						-
IT Internal Contributions	1,128,250	1,135,120		1,135,120	1,165,630		1,165,630
Total Revenues	1,128,950	1,135,120	-	1,135,120	1,165,630	-	1,165,630
Expenditures							
Salaries & Benefits	854,180	852,500		852,500	876,870		876,870
Supplies	68,180	71,350		71,350	72,790		72,790
Services & Charges	273,270	211,270		211,270	215,970		215,970
Total Expenditures	1,195,630	1,135,120	-	1,135,120	1,165,630	-	1,165,630
Change in Fund Balance	(66,680)	-		-	-		-
ENDING FUND BALANCE	$ 10,870	$ 10,870		$ 10,870	$ 10,870		$ 10,870

INFORMATION TECHNOLOGY FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 3,650,960	$ 1,061,490		$ 1,061,490	$ 1,061,490		$ 931,490
Revenues							
Utility Tax	1,736,980	1,783,180		1,783,180	1,738,360		1,738,360
IT Services - Outside	54,800	49,360		49,360	49,420		49,420
Technology Fees	531,000	613,000		613,000	622,000		622,000
IT Internal Contributions	5,152,830	6,486,570		6,486,570	7,029,700	130,300	7,160,000
Miscellaneous Revenue	479,900	533,000		533,000	550,710		550,710
Total Revenues	7,955,510	9,465,110	-	9,465,110	9,990,190	130,300	10,120,490
Changes:							
Allocation Adjustments						130,300	
Total Changes			-			130,300	
Expenditures							
Salaries & Benefits	5,054,850	5,021,300	187,000	5,208,300	5,153,850	113,140	5,266,990
Supplies	240,250	54,200		54,200	55,780		55,780
Services & Charges	4,605,020	4,148,610	(57,000)	4,091,610	4,527,560	17,160	4,544,720
Allocate to Annexation	(188,380)						
Transfer to IT Capital Projects	833,240	241,000		241,000	253,000		253,000
Total Expenditures	10,544,980	9,465,110	130,000	9,595,110	9,990,190	130,300	10,120,490
Changes:							
Contract Specialist (TLT, 1.0 FTE)			110,000			113,140	
Technology Innovation Architect (TLT, 1.0 FTE)			77,000				
Professional Services			(187,000)			(113,140)	
Technical Support Specialist (Contractor)			130,000			130,000	
Allocation Adjustments						300	
Total Changes			130,000			130,300	
Change in Fund Balance	(2,589,470)	-		(130,000)	-		-
ENDING FUND BALANCE	$ 1,061,490	$ 1,061,490		$ 931,490	$ 1,061,490		$ 931,490

FACILITIES FUND

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 2,730,380	$ 2,460,240		$ 2,460,240	$ 2,400,240		$ 2,400,240
Revenues							
Intergovernmental - RFA	147,400	147,400		147,400	147,400		147,400
Rental Fees - Internal	4,990,360	5,321,350		5,321,350	5,385,770	3,830	5,389,600
Miscellaneous Revenue	162,160	181,590		181,590	176,110		176,110
Transfers In	36,140						
Total Revenues	5,336,060	5,650,340	-	5,650,340	5,709,280	3,830	5,713,110
Changes:							
Adjust Revenues from Depts - per exp changes						3,830	
Total Changes						3,830	
Expenditures							
Salaries & Benefits	2,421,470	2,476,960		2,476,960	2,545,370		2,545,370
Supplies	292,440	294,750		294,750	300,650		300,650
Services & Charges	2,342,290	2,328,630		2,328,630	2,313,260	3,830	2,317,090
Transfers Out to Projects	550,000	610,000		610,000	855,500		855,500
Total Expenditures	5,606,200	5,710,340	-	5,710,340	6,014,780	3,830	6,018,610
Changes:							
IT Allocation Adjustment						3,830	
Total Changes			-			3,830	
Change in Fund Balance	(270,140)	(60,000)	-	(60,000)	(305,500)	-	(305,500)
ENDING FUND BALANCE	$ 2,460,240	$ 2,400,240	$ -	$ 2,400,240	$ 2,094,740	$ -	$ 2,094,740

FACILITIES FUND—CAPITAL PROJECTS

	2021 Proposed	2022 Proposed
Revenues		
Transfers In - CRF	525,000	
Transfers In - Facilities Operating	610,000	855,500
Total Revenues	1,135,000	855,500
Capital Projects & Expenditures		
Facilities Lifecycle Projects	1,135,000	855,500
Total Expenditures	1,135,000	855,500
Revenues Less Expenditures	-	-

INSURANCE FUND—UNEMPLOYMENT

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 1,358,840	$ 1,326,050		$ 1,326,050	$ 1,256,540		$ 1,236,540
Revenues							
Contributions - Unemployment	120,700	123,110		123,110	125,570		125,570
Miscellaneous Revenue	23,990	25,520		25,520	24,240		24,240
Total Revenues	144,690	148,630	-	148,630	149,810	-	149,810
Expenditures							
Salaries & Benefits	31,740	31,550		31,550	32,390		32,390
Services & Charges	3,000	3,060		3,060	3,120		3,120
Cost Allocations	2,740	3,530		3,530	2,940		2,940
Unemployment - Claims Paid	140,000	180,000	20,000	200,000	180,000		180,000
Total Expenditures	177,480	218,140	20,000	238,140	218,450	-	218,450
Changes:							
Increase Unemployment Claims			20,000				
Total Changes			20,000			-	
Change in Fund Balance	(32,790)	(69,510)		(89,510)	(68,640)		(68,640)
ENDING FUND BALANCE	$ 1,326,050	$ 1,256,540		$ 1,236,540	$ 1,187,900		$ 1,167,900

INSURANCE FUND—WORKERS COMPENSATION

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 2,839,990	$ 2,452,870		$ 2,452,870	$ 2,067,290		$ 2,067,290
Revenues							
Contributions - Unemployment	1,082,000	1,103,640		1,103,640	1,125,710		1,125,710
Miscellaneous Revenue	47,480	56,040		56,040	53,240		53,240
Total Revenues	1,129,480	1,159,680	-	1,159,680	1,178,950	-	1,178,950
Expenditures							
Salaries & Benefits	126,760	126,070		126,070	129,450		129,450
Judgments & Damages	950,000	969,000		969,000	988,380		988,380
Liability Insurance	97,410	99,360		99,360	101,350		101,350
Intergovernmental Services	140,000	142,800		142,800	145,660		145,660
Administrative Costs	60,000	61,200		61,200	62,420		62,420
Cost Allocations	14,400	16,020		16,020	13,940		13,940
Other Expenses	48,030	49,200		49,200	50,190		50,190
Safety Program	80,000	81,610		81,610	83,250		83,250
Total Expenditures	1,516,600	1,545,260	-	1,545,260	1,574,640	-	1,574,640
Change in Fund Balance	(387,120)	(385,580)		(385,580)	(395,690)		(395,690)
ENDING FUND BALANCE	$ 2,452,870	$ 2,067,290		$ 2,067,290	$ 1,671,600		$ 1,671,600

INSURANCE FUND—HEALTH & WELLNESS

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 5,729,770	$ 4,883,510		$ 4,883,510	$ 5,317,540		$ 5,317,540
Revenues							
Blue Cross - City	11,408,930	11,637,110		11,637,110	11,869,850		11,869,850
Group Health - City	420,000	428,400		428,400	436,970		436,970
HSA - City	2,520,000	2,570,400		2,570,400	2,621,810		2,621,810
Blue Cross - Employee	967,450	986,800		986,800	1,006,540		1,006,540
Group Health - Employee	52,500	53,550		53,550	54,620		54,620
Blue Cross - Cobra	55,000	56,100		56,100	57,220		57,220
Miscellaneous Revenue	418,650	472,700		472,700	474,060		474,060
Total Revenues	15,842,530	16,205,060	-	16,205,060	16,521,070	-	16,521,070
Expenditures							
Salaries & Benefits	232,490						
Claims Paid	13,548,780	13,819,760		13,819,760	14,096,150		14,096,150
Kaiser Permanente Premiums	409,730	417,920		417,920	426,280		426,280
Third Party Admin Fees	567,640	578,990		578,990	590,570		590,570
Stop Loss Fees	619,850	632,250		632,250	644,900		644,900
Wellness Program	109,360	115,110		115,110	117,440		117,440
Other Professional Services	78,790	80,380		80,380	82,000		82,000
Cost Allocations	111,200	115,450		115,450	106,960		106,960
Other Expenses	10,950	11,170		11,170	11,390		11,390
Operating Transfer Out	1,000,000						
Total Expenditures	16,688,790	15,771,030	-	15,771,030	16,075,690	-	16,075,690
Change in Fund Balance	(846,260)	434,030		434,030	445,380		445,380
ENDING FUND BALANCE	$ 4,883,510	$ 5,317,540		$ 5,317,540	$ 5,762,920		$ 5,762,920

INSURANCE FUND—LIABILITY INSURANCE

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 1,923,260	$ 2,022,310		$ 2,022,310	$ 2,431,460		$ 2,431,460
Revenues							
Contributions - Insurance	2,165,640	2,708,950		2,708,950	2,763,130		2,763,130
Miscellaneous Revenue	24,790	31,760		31,760	30,170		30,170
Total Revenues	2,190,430	2,740,710	-	2,740,710	2,793,300	-	2,793,300
Expenditures							
Salaries & Benefits	126,760	126,070		126,070	129,450		129,450
Claims & Judgments	1,000,000	1,225,000		1,225,000	1,275,000		1,275,000
Insurance Premiums	750,000	765,000		765,000	780,300		780,300
Cost Allocations	22,510	19,600		19,600	21,570		21,570
Other Expenses	192,110	195,890		195,890	199,800		199,800
Total Expenditures	2,091,380	2,331,560	-	2,331,560	2,406,120	-	2,406,120
Change in Fund Balance	99,050	409,150		409,150	387,180		387,180
ENDING FUND BALANCE	$ 2,022,310	$ 2,431,460		$ 2,431,460	$ 2,818,640		$ 2,818,640

INSURANCE FUND—PROPERTY INSURANCE

	2020 Budget	2021 Baseline	2021 Changes	2021 Proposed	2022 Baseline	2022 Changes	2022 Proposed
BEGINNING FUND BALANCE	$ 723,000	$ 731,900		$ 731,900	$ 736,600		$ 736,600
Revenues							
Contributions - Insurance	565,870	577,190		577,190	588,730		588,730
Miscellaneous Revenue	15,270	11,430		11,430	10,860		10,860
Total Revenues	581,140	588,620	-	588,620	599,590	-	599,590
Expenditures							
Salaries & Benefits	31,740	31,550		31,550	32,390		32,390
Insurance Premiums	510,000	520,200		520,200	530,600		530,600
Claims & Deductibles	25,000	25,500		25,500	26,010		26,010
Cost Allocations	5,500	6,670		6,670	5,590		5,590
Total Expenditures	572,240	583,920	-	583,920	594,590	-	594,590
Change in Fund Balance	8,900	4,700		4,700	5,000		5,000
ENDING FUND BALANCE	$ 731,900	$ 736,600		$ 736,600	$ 741,600		$ 741,600

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APPENDIX

The Appendix section contains information supporting the budget, including City taxes and rates, job and salary classifications and a glossary of commonly used terms. It also includes lists for fleet vehicle replacements, hardware and software maintenance contracts and human services agency contracts.

City Taxes & Tax Rates. 145

Job and Salary Classifications. 146

Human Services Agency Contracts. . . 156

IT Maintenance Contracts. 159

Vehicle Replacements 165

Glossary. 168

Glossary of Acronyms. 173

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CITY TAXES AND TAX RATES

CITY TAXES AND TAX RATES

EFFECTIVE JANUARY 2020	
PROPERTY TAX LEVY	
per $1,000 assessed valuation	$ 1.37812
SALES TAX RATE	
State	6.5%
King County	1.2%
Regional Transit Authority (effective 4/1/2017)	1.4%
City of Kent	0.9%
Total Sales Tax Rate	10.0%
BUSINESS & OCCUPATION TAX RATES	
Per Gross Receipts - $250,000 annual threshold	
Retail	0.046%
Manufacturing	0.046%
Wholesale	0.200%
Services	0.152%
Per Square Footage (Quarterly Rate)	
Warehouses	$0.09
Others	$0.02
OTHER CITY TAXES AND TAX RATES	
Electric Utility Tax	6.0%
Natural Gas Utility Tax	6.0%
Telephone Utility Tax	6.0%
Cable Television Utility Tax	6.0%
Garbage Utility Tax	18.4%
Water Utility Tax	13.0%
Sewer Utility Tax	9.5%
Stormwater Utility Tax	19.5%
Gambling Taxes:	
Card Rooms *	11.0%
Punch Board and Pull Tabs **	10.0%
Bingo and Raffles **	5.0%
Amusement Games **	2.0%

* applied on gross receipts
** applied on gross receipts net of the amount awarded as prizes

JOB AND SALARY CLASSIFICATIONS

ELECTED OFFICIALS—2020 Salary Rates

Job Classification	Range	Annual Salary
Mayor	*NMAYOR	156,144
Council President	*EEO	16,812
Council Member	*EEO	15,948
Judge	LV2	172,753

*Salaries to be established by ordinance, authorized by Ordinance # 4169 (September 2015) and Ordinance #4183 (December 2015)

JOB AND SALARY CLASSIFICATIONS

DEPARTMENT DIRECTORS—2020 Salary Rates

Job Classification	Range	Annual Salary Low	Mid	High
Chief Administrative Officer	LV1	157,212	191,724	226,236
Court Administrator	LV2	126,732	161,616	196,500
Director-City Attorney	LV2	126,732	161,616	196,500
Director-Economic & Comm Dev	LV2	126,732	161,616	196,500
Director-Human Resources	LV2	126,732	161,616	196,500
Director-Finance	LV2	126,732	161,616	196,500
Director-Info Technology	LV2	126,732	161,616	196,500
Director-Parks	LV2	126,732	161,616	196,500
Director-Police Chief	LV2	126,732	161,616	196,500
Director-Public Works	LV2	126,732	161,616	196,500

CITY ATTORNEY'S OFFICE—2020 Salary Rates

Non Union Positions Paid on Merit System

Job Classification	Range	Annual Salary Low	Mid	High
Civil Attorney	NATY	80,256	103,188	126,120
Prosecuting Attorney	NATY	80,256	103,188	126,120
Sr. Assistant Ctiy Attorney	NSATY	95,100	118,050	141,000
Chief Prosecuting Attorney	NCPA	101,484	123,006	144,528
Deputy City Attorney	NDCA	113,076	137,100	161,124

Number of positions as of January 1, 2020: 11

JOB AND SALARY CLASSIFICATIONS

AFSCME LOCAL 2617—2020 Salary Rates

Position	Range	Step and Annual Salary A	B	C	D	E
Custodian	15	43,728	45,852	48,156	50,628	53,232
Parking Enforcement Assistant	19	48,156	50,628	53,232	55,920	58,740
Custodial Lead	20	49,356	51,852	54,636	57,372	60,420
Office Technician 3	20	49,356	51,852	54,636	57,372	60,420
Accounting Services Assistant 3	22	51,852	54,636	57,372	60,420	63,276
Administrative Assistant 1	23	53,232	55,920	58,740	61,656	64,752
Account Representative	24	54,636	57,372	60,420	63,276	66,504
Police Records Specialist	24	54,636	57,372	60,420	63,276	66,504
Accounting Technician	25	55,920	58,740	61,656	64,752	68,064
Evidence Custodian	25	55,920	58,740	61,656	64,752	68,064
Administrative Assistant 2	27	58,740	61,656	64,752	68,064	71,592
Contract Specialist	27	58,740	61,656	64,752	68,064	71,592
Development Permit Technician	27	58,740	61,656	64,752	68,064	71,592
Planning Technician	27	58,740	61,656	64,752	68,064	71,592
Property Management Technician	27	58,740	61,656	64,752	68,064	71,592
Property Services Technician	27	58,740	61,656	64,752	68,064	71,592
Evidence Technician	28	60,420	63,276	66,504	69,888	73,248
Development Permit Tech Lead	29	61,656	64,752	68,064	71,592	75,132
Multi Media Specialist 2	29	61,656	64,752	68,064	71,592	75,132
B&O Financial Analyst	30	63,276	66,504	69,888	73,248	76,968
Facilities Services Supervisor	30	63,276	66,504	69,888	73,248	76,968
Financial Analyst	30	63,276	66,504	69,888	73,248	76,968
Operations Analyst	30	63,276	66,504	69,888	73,248	76,968
Paralegal	30	63,276	66,504	69,888	73,248	76,968
Police Corrections Officer	30	63,276	66,504	69,888	73,248	76,968
Prosecution Paralegal	30	63,276	66,504	69,888	73,248	76,968
Graphics Specialist 3	31	64,752	68,064	71,592	75,132	78,972
Admin Services Supervisor	32	66,504	69,888	73,248	76,968	80,844
Deputy City Clerk	32	66,504	69,888	73,248	76,968	80,844
Financial Services Supervisor	32	66,504	69,888	73,248	76,968	80,844
Permit Center Supervisor	32	66,504	69,888	73,248	76,968	80,844
Police Records Supervisor	32	66,504	69,888	73,248	76,968	80,844
Public Records Administrator	32	66,504	69,888	73,248	76,968	80,844
Central Financial Analyst	33	68,064	71,592	75,132	78,972	82,920
Community Education Coordinator	34	69,888	73,248	76,968	80,844	84,960
Police Crime Analyst	34	69,888	73,248	76,968	80,844	84,960
Tax & License Compliance Officer	34	69,888	73,248	76,968	80,844	84,960

AFSCME LOCAL 2617—2020 Salary Rates

Position	Range	Step and Annual Salary A	B	C	D	E
Code Enforcement Officer	35	71,592	75,132	78,972	82,920	87,036
Combination Building Inspector	36	73,248	76,968	80,844	84,960	89,460
Creative Art Dir Coordinator	36	73,248	76,968	80,844	84,960	89,460
Printing Media Coordinator	36	73,248	76,968	80,844	84,960	89,460
Video Program Coordinator	36	73,248	76,968	80,844	84,960	89,460
Accountant	37	75,132	78,972	82,920	87,036	91,608
B&O Desk Auditor	37	75,132	78,972	82,920	87,036	91,608
Police Corrections Sergeant	37	75,132	78,972	82,920	87,036	91,608
Senior Financial Analyst	37	75,132	78,972	82,920	87,036	91,608
Lead Combo Building Inspector	38	76,968	80,844	84,960	89,460	93,960
Plans Examiner	38	76,968	80,844	84,960	89,460	93,960
Payroll Business Analyst	39	78,972	82,920	87,036	91,608	96,168
Cash and Investment Officer	41	82,920	87,036	91,608	96,168	101,040
Senior Accountant	41	82,920	87,036	91,608	96,168	101,040
B & O Program Auditor	42	84,984	89,256	93,708	98,388	103,308
Plans Examiner Supervisor	42	84,984	89,256	93,708	98,388	103,308

Number of positions as of January 1, 2020: 155
(Includes vacant positions)

Contract Expiration: December 31, 2022

Longevity Schedule	
5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	5% of Base Salary

JOB AND SALARY CLASSIFICATIONS

NON-REPRESENTED—2020 Salary Rates

Job Classification	Range	Step and Annual Salary A	B	C	D	E
Assistant Golf Professional	24	54,624	57,348	60,420	63,228	66,480
Parks Program Assistant	24	54,624	57,348	60,420	63,228	66,480
Program Assistant 1	24	54,624	57,348	60,420	63,228	66,480
Judicial Specialist	26	57,348	60,420	63,228	66,480	69,864
Administrative Assistant 2	27	58,716	61,656	64,740	68,040	71,580
Court Security Officer	27	58,716	61,656	64,740	68,040	71,580
Parks Program Assistant 2	27	58,716	61,656	64,740	68,040	71,580
Parks Systems Support Specialist	27	58,716	61,656	64,740	68,040	71,580
Human Services Specialist	28	60,420	63,228	66,480	69,864	73,224
Parks/Fac Planning & Dev Specialist	28	60,420	63,228	66,480	69,864	73,224
Engineering Technician 1	29	61,656	64,740	68,040	71,580	75,120
Civil Paralegal	30	63,228	66,480	69,864	73,224	76,956
Cross Connect Control Assistant	31	64,740	68,040	71,580	75,120	78,960
Lead Judicial Specialist	31	64,740	68,040	71,580	75,120	78,960
Project Coordinator	31	64,740	68,040	71,580	75,120	78,960
Administrative Assistant 3	32	66,480	69,864	73,224	76,956	80,832
Technical Support Specialist 2	32	66,480	69,864	73,224	76,956	80,832
Construction Inspector	33	68,040	71,580	75,120	78,960	82,908
Cross Connect Control Inspector	34	69,864	73,224	76,956	80,832	84,960
Engineering Technician 2	34	69,864	73,224	76,956	80,832	84,960
Golf Accounting Supervisor	34	69,864	73,224	76,956	80,832	84,960
Land Survey Technician	34	69,864	73,224	76,956	80,832	84,960
Parks Program Coordinator	34	69,864	73,224	76,956	80,832	84,960
Probation Officer	34	69,864	73,224	76,956	80,832	84,960
Signal Technician	34	69,864	73,224	76,956	80,832	84,960
Storm/ Drain Facilities Inspector	34	69,864	73,224	76,956	80,832	84,960
Head Golf Professional	35	71,580	75,120	78,960	82,908	87,012
Planning Admin Supervisor	35	71,580	75,120	78,960	82,908	87,012
Technical Writer/Trainer	35	71,580	75,120	78,960	82,908	87,012
CTR Program Coordinator	36	73,224	76,956	80,832	84,960	89,436
Executive Assistant/ Mgmt Analyst	36	73,224	76,956	80,832	84,960	89,436
Service Desk Supervisor	36	73,224	76,956	80,832	84,960	89,436
Human Resources Analyst	37	75,120	78,960	82,908	87,012	91,596
Human Services Coordinator	37	75,120	78,960	82,908	87,012	91,596
Legal Analyst	37	75,120	78,960	82,908	87,012	91,596
Planner	37	75,120	78,960	82,908	87,012	91,596
Senior Construction Inspector	37	75,120	78,960	82,908	87,012	91,596
Park/Facility Planning & Dev Coordinator	38	76,956	80,832	84,960	89,436	93,960

JOB AND SALARY CLASSIFICATIONS

NON-REPRESENTED—2020 Salary Rates

Job Classification	Range	Step and Annual Salary A	B	C	D	E
Senior Signal Technician	38	76,956	80,832	84,960	89,436	93,960
Conservation Coordinator	39	78,960	82,908	87,012	91,596	96,156
Civil Engineering Designer I	40	80,832	84,960	89,436	93,960	98,628
Communications Coordinator	40	80,832	84,960	89,436	93,960	98,628
Engineer Project Coordinator	40	80,832	84,960	89,436	93,960	98,628
Engineering Technician 3	40	80,832	84,960	89,436	93,960	98,628
Enterprise GIS Analyst	40	80,832	84,960	89,436	93,960	98,628
Marketing Coordinator	40	80,832	84,960	89,436	93,960	98,628
Parks Facility/Program Manager	40	80,832	84,960	89,436	93,960	98,628
Senior Human Services Coordinator	40	80,832	84,960	89,436	93,960	98,628
Survey Party Chief	40	80,832	84,960	89,436	93,960	98,628
Court Supervisor	41	82,908	87,012	91,596	96,156	101,016
GIS Coordinator	41	82,908	87,012	91,596	96,156	101,016
Probation Supervisor	41	82,908	87,012	91,596	96,156	101,016
Senior Planner	41	82,908	87,012	91,596	96,156	101,016
Senior Human Resources Analyst	41	82,908	87,012	91,596	96,156	101,016
Network Engineer	42	84,960	89,436	93,960	98,628	103,584
Project Analyst	42	84,960	89,436	93,960	98,628	103,584
Senior Parks Facility/Program Manager	42	84,960	89,436	93,960	98,628	103,584
Conservation Analyst	43	87,012	91,596	96,156	101,016	106,044
Government Performance Coordinator	43	87,012	91,596	96,156	101,016	106,044
Senior ERP Business Analyst	43	87,012	91,596	96,156	101,016	106,044
Assistant City Land Surveyor	44	89,436	93,960	98,628	103,584	108,840
Capital Projects Adminstrator	44	89,436	93,960	98,628	103,584	108,840
Civil Engineering Designer II	44	89,436	93,960	98,628	103,584	108,840
Construction Supervisor	44	89,436	93,960	98,628	103,584	108,840
Engineer 2	44	89,436	93,960	98,628	103,584	108,840
Enterprise GIS Supervisor	44	89,436	93,960	98,628	103,584	108,840
Business Analyst	45	91,596	96,156	101,016	106,044	111,564
Business Systems Analyst	45	91,596	96,156	101,016	106,044	111,564
Principal Planner	45	91,596	96,156	101,016	106,044	111,564
Project Manager	45	91,596	96,156	101,016	106,044	111,564
Senior Network Engineer	45	91,596	96,156	101,016	106,044	111,564
Senior Systems Analyst	45	91,596	96,156	101,016	106,044	111,564
Senior Transportation Planner	45	91,596	96,156	101,016	106,044	111,564
Technical Systems Analyst	45	91,596	96,156	101,016	106,044	111,564
Traffic Signal Systems Spvsr	45	91,596	96,156	101,016	106,044	111,564
Accounting Manager-Parks	46	93,960	98,628	103,584	108,840	114,312

JOB AND SALARY CLASSIFICATIONS

NON-REPRESENTED—202 Salary Rates

Job Classification	Range	Step and Annual Salary A	B	C	D	E
City Clerk	46	93,960	98,628	103,584	108,840	114,312
PW Accounting Manager	46	93,960	98,628	103,584	108,840	114,312
Business Systems Analyst	47	96,156	101,016	106,044	111,564	117,144
Environmental Supervisor	47	96,156	101,016	106,044	111,564	117,144
Senior Applications Developer	47	96,156	101,016	106,044	111,564	117,144
Senior Systems Engineer	47	96,156	101,016	106,044	111,564	117,144
City Land Surveyor	48	98,628	103,584	108,840	114,312	120,036
Economic Dev Program Manager	48	98,628	103,584	108,840	114,312	120,036
Engineer 3	48	98,628	103,584	108,840	114,312	120,036
Golf Course Manager	48	98,628	103,584	108,840	114,312	120,036
Human Services Manager	48	98,628	103,584	108,840	114,312	120,036
Multi Media Manager	48	98,628	103,584	108,840	114,312	120,036
Support Services Manager-PD	48	98,628	103,584	108,840	114,312	120,036
Comm & Gov't Affairs Manager	49	101,016	106,044	111,564	117,144	123,024
Network Engineer Supervisor	49	101,016	106,044	111,564	117,144	123,024
Business Process Analyst	50	103,584	108,840	114,312	120,036	126,120
Facilities Superintendent	50	103,584	108,840	114,312	120,036	126,120
Fleet/Warehouse Manager	50	103,584	108,840	114,312	120,036	126,120
Parks Planning & Dev Manager	50	103,584	108,840	114,312	120,036	126,120
Sewer/StormDrainage Manager	50	103,584	108,840	114,312	120,036	126,120
Street and Vegetation Manager	50	103,584	108,840	114,312	120,036	126,120
Superintendent - Park Ops	50	103,584	108,840	114,312	120,036	126,120
Water Systems Manager	50	103,584	108,840	114,312	120,036	126,120
Accounting Manager	51	106,044	111,564	117,144	123,024	129,348
Business Systems Supervisor	51	106,044	111,564	117,144	123,024	129,348
City Auditor	51	106,044	111,564	117,144	123,024	129,348
Customer Services Manager	51	106,044	111,564	117,144	123,024	129,348
Financial Planning Manager	51	106,044	111,564	117,144	123,024	129,348
Human Resources Manager	51	106,044	111,564	117,144	123,024	129,348
Labor Relations Manager	51	106,044	111,564	117,144	123,024	129,348
Police Corrections Commander	51	106,044	111,564	117,144	123,024	129,348
Recreation Superintendent	51	106,044	111,564	117,144	123,024	129,348
Risk Manager	51	106,044	111,564	117,144	123,024	129,348
Current Planning Manager	52	108,840	114,312	120,036	126,120	132,540
Long-Range Planning Manager	52	108,840	114,312	120,036	126,120	132,540
Project Mgmt Office Manager	52	108,840	114,312	120,036	126,120	132,540
Building Services Manager	53	111,564	117,144	123,024	129,348	135,828
Chief Economic Develop Officer	53	111,564	117,144	123,024	129,348	135,828

JOB AND SALARY CLASSIFICATIONS

NON-REPRESENTED—2020 Salary Rates

Job Classification	Range	Step and Annual Salary A	B	C	D	E
Engineer 4	53	111,564	117,144	123,024	129,348	135,828
Engineer 4/Supervisor	53	111,564	117,144	123,024	129,348	135,828
Land Survey/GIS Manager	54	114,312	120,036	126,120	132,540	139,080
Systems Division Manager	54	114,312	120,036	126,120	132,540	139,080
Technical Services Manager	54	114,312	120,036	126,120	132,540	139,080
Construction Manager	57	123,024	129,348	135,828	142,620	149,784
Engineering Manager	57	123,024	129,348	135,828	142,620	149,784
Technology Innovation Manager	57	123,024	129,348	135,828	142,620	149,784
CK Sound Transit Liaison	60	132,540	139,080	146,112	153,444	161,088
Deputy Director/City Engineer	60	132,540	139,080	146,112	153,444	161,088
Deputy Finance Director	60	132,540	139,080	146,112	153,444	161,088
Deputy HR Director	60	132,540	139,080	146,112	153,444	161,088
Deputy Parks Director	60	132,540	139,080	146,112	153,444	161,088
ECD Deputy Director	60	132,540	139,080	146,112	153,444	161,088
PW Operations Manager	60	132,540	139,080	146,112	153,444	161,088

Number of positions as of January 1, 2020: 241
(Includes vacant positions)

Includes all non-represented permanent positions

Longevity Schedule	
5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	5% of Base Salary

Management Benefits	
A+	3,079
A	2,312
B	1,926
C	1,543

JOB AND SALARY CLASSIFICATIONS

POLICE—2020 Salary Rates

Job Classification	Range	Annual Salary
Police Assistant Chief	AC	158,844
Police Commander	CM	134,604
Police Sergeant	SG	108,960

		Step and Annual Salary					
Job Classification	Range	A	B	C	D	E	F
Police Patrol Officer	PT	69,696	72,096	75,684	80,040	85,104	90,732

Number of positions as of January 1, 2020: 156
(Includes vacant positions)

Rates do not include 1% accreditation pay

Contract Expiration: December 31, 2021

Longevity Schedule	
5 years	2% of Base Salary
10 years	4% of Base Salary
12 years	4.5% of Base Salary
15 years	6% of Base Salary
20 years	9% of Base Salary
25 years	11% of Base Salary
30 years	11.5% of Base Salary

Educational Incentive	
AA (or Junior Status)	3%
BA or BS, MA, PhD	5%

TEAMSTERS LOCAL 117—2020 Salary Rates

Job Classification	Range	Step and Annual Salary A	B	C	D	E
Maintenance Worker 1	19	49,488	51,972	54,696	57,372	60,240
Water Meter Reader 2	21	51,972	54,696	57,372	60,240	63,132
Maintenance Worker 2	23	54,696	57,372	60,240	63,132	66,444
Water Meter Reader 3	25	57,372	60,240	63,132	66,444	69,756
Maintenance Worker 3	27	60,240	63,132	66,444	69,756	73,392
Mechanic 2	30	64,920	68,136	71,592	75,084	78,792
Riverbend Mechanic 2	30	64,920	68,136	71,592	75,084	78,792
Maintenance Worker 4	31	66,444	69,756	73,392	77,052	80,868
Communications Technician 2	32	68,136	71,592	75,084	78,792	82,752
HVAC Technician	33	69,756	73,392	77,052	80,868	84,948
Maintenance Technician	33	69,756	73,392	77,052	80,868	84,948
Senior Mechanic	34	71,592	75,084	78,792	82,752	87,108
Field Supervisor	36	75,084	78,792	82,752	87,108	91,596
SCADA Technician	36	75,084	78,792	82,752	87,108	91,596

Number of positions as of January 1, 2020: 156
(Includes vacant positions)

Contract Expiration: December 31, 2022

Longevity Schedule	
5 years	1% of Base Salary
10 years	2% of Base Salary
15 years	3% of Base Salary
20 years	4% of Base Salary

HUMAN SERVICES AGENCY CONTRACTS

	2021	2022
ANEW		
Pre-Apprenticeship Construction Training and Supportive Service	10,000	10,000
ASIAN COUNSELING AND REFERRAL SERVICE		
Whole health Oriented Mental Health Program	10,000	10,000
BRIDGE DISABILITY MINISTRIES		
Meyer Medical Equipment Center	5,000	5,000
BRIDGE OF PROMISE		
Bridge Academy	10,000	10,000
CATHOLIC COMMUNITY SERVICES		
Emergency Assistance	10,000	10,000
Katherine's and Rita's Houses	14,000	14,000
Kent Community Engagement Center	45,000	45,000
Volunteer Services	10,000	10,000
CHILD CARE RESOURCES		
Child Care Financial Assistance	45,000	45,000
CHILDREN'S THERAPY CENTER		
Pediatric Therapy for Children with Special Needs	25,000	25,000
COALITION FOR REFUGEES FROM BURMA		
Kent Youth Education Program	15,000	15,000
COMMUNITIES IN SCHOOLS OF KENT		
Communities In Schools Mentoring Program	35,000	35,000
COMMUNITY NETWORK COUNCIL		
CNC Academic Coaching Program	10,000	10,000
CONSEJO COUNSELING AND REFERRAL SERVICE		
Domestic Violence Community Advocate Program	10,000	10,000
CRISIS CONNECTIONS		
Crisis Line	5,000	5,000
Teen Link	7,500	7,500
King County 2-1-1	5,000	5,000
DOMESTIC ABUSE WOMEN'S NETWORK (DAWN)		
Community Advocates	33,000	33,000
Housing	30,000	30,000
EASTSIDE BABY CORNER		
Meeting Basic Needs for Children	10,000	10,000
EL CENTRO DE LA RAZA		
South King County Systems Navigation Program	10,000	10,000
FEMINIST WOMEN'S HEALTH CENTER		
Reproductive Health Care for Low Income Women	9,500	9,500

HUMAN SERVICES AGENCY CONTRACTS

	2021	2022
HEALTHPOINT		
Medical Care	15,000	15,000
Dental Care	15,000	15,000
HOSPITALITY HOUSE		
Women's Shelter	10,000	10,000
INSTITUTE FOR FAMILY DEVELOPMENT		
PACT (Parents and Children Together)	10,000	10,000
IRAQI COMMUNITY CENTER OF WASHINGTON		
Iraqi/Arabic Case Management Services	15,000	15,000
JEWISH FAMILY SERVICES		
Refugee & Immigrant Service Centers	20,000	20,000
KENT FOOD BANK AND EMERGENCY SERVICES		
Food and Emergency Services	78,100	78,100
KENT YOUTH AND FAMILY SERVICES		
After School Program	15,000	15,000
Behavioral Health Programs	75,000	75,000
Early Learning Program	22,000	22,000
Watson Manor Transitional Living Program	15,000	15,000
KING COUNTY BAR FOUNDATION		
Pro Bono Legal Services	12,000	12,000
KING COUNTY SEXUAL ASSAULT RESOURCE CENTER		
Comprehensive Sexual Assault Services	25,000	25,000
LUTHERAN COMMUNITY SERVICES NW		
Refugees Northwest Counseling	15,000	15,000
MERCY HOUSING NORTHWEST		
Family Support at Appian Way Affordable Housing Community	10,000	10,000
MULTI-SERVICE CENTER		
Emergency Assistance & Resource Navigation Services (EARNS) - formerly Rent & Emergency Assistance	108,000	108,000
Shelter and Supportive Housing	49,000	49,000
NEIGHBORHOOD HOUSE		
Employment and Family Self Sufficiency	15,000	15,000
OPEN DOORS FOR MULTICULTURAL FAMILIES		
Multicultural Family Support	15,000	15,000
PARTNER IN EMPLOYMENT		
Employment and Training	15,000	15,000
PEDIATRIC INTERIM CARE CENTER INC		
Interim Care of Drug-Exposed Infants	10,000	10,000

HUMAN SERVICES AGENCY CONTRACTS

	2021	2022
PUGET SOUND TRAINING CENTER		
Pathways to Self-Sufficiency: Adult Employment & Training	8,500	8,500
SEATTLE KING COUNTY DEPARTMENT OF PUBLIC HEALTH		
South King County Mobile Medical Program	10,000	10,000
SOUND (FORMERLY SOUND MENTAL HEALTH)		
PATH Outreach to Homeless	10,000	10,000
SOUND GENERATIONS		
Volunteer Transportation	12,000	12,000
ST. STEPHEN HOUSING ASSOCIATION		
Transitional Housing	15,000	15,000
ST. VINCENT DE PAUL		
Centro Rendu	23,000	23,000
SVDP - Divina Providencia at Holy Spirit	10,000	10,000
UKRAINIAN COMMUNITY CENTER OF WASHINGTON		
RURAP (Russian Ukrainian Refugee Assistance Program)	15,000	15,000
UTOPIA (UNITED TERRITORIES OF PACIFIC ISLANDERS ALLIANCE)		
UTOPIA Street Outreach Services	5,000	5,000
VINE MAPLE PLACE		
Stable Families Program	10,000	10,000
VALLEY CITIES COUNSELING AND CONSULTATION		
Senior Counseling at Kent Senior Center	32,000	32,000
WEST AFRICAN COMMUNITY COUNCIL		
WACC Immigration Legal Program	15,000	15,000
WORLD RELIEF SEATTLE		
Building Sustainable Food Security & Community Connection for Local Refugees & Immigrants: Paradise Parking Plots Community Garden	14,479	14,479
YMCA OF GREATER SEATTLE		
Arcadia: Outreach, Case Management and Drop In Center	10,000	10,000
YWCA SEATTLE | KING | SNOHOMISH		
Anita Vista	20,000	20,000
TO BE DETERMINED		
TBD-Capacity Building	30,000	30,000
TBD-Emerging Needs	22,820	44,280
TBD-Shelter	50,000	50,000
Grand Total	**$1,240,899**	**$1,262,359**

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
Applications Development		
ARTICULATE		
360 Team License for creating online learning modules	3,458	3,804
HELP SYSTEMS		
GoAnywhere: Enterpise Automated Data Exchange/SFTP	4,499	4,949
IDERA INC.		
SQL Compliance Manager (audit logging of database changes)	1,378	1,515
ITEXT SOFTWARE CORP		
iTextSharp: PDF Creator for DEV Apps	1,694	1,863
CONTINGENCY		
Miscellaneous	2,500	2,750
Total for Applications Development	**13,529**	**14,881**
GIS		
VESTRA RESOURCES, Inc.		
GeoSystems Monitor: License management for ArcGIS and AutoCAD Civil3D	1,815	1,997
PICTOMETRY INTERNATIONAL CORP		
Aerial Imagery Viewer (ArcGIS Add-On)	2,928	3,221
ESRI		
Enterprise Agreement for ArcGIS (Online Mapping)	108,900	119,790
VISUALCRON		
Software to run GIS related jobs on the ArcGIS server (Automated Tasks)	305	335
CONTINGENCY		
Miscellaneous	10,000	11,000
Total for GIS	**123,948**	**136,343**
System Services		
ADOBE SYSTEMS, INC.		
Adobe Creative Cloud - 8 seats [Multimedia]	10,450	11,495
ACTIVE NETWORK		
Payment Manager/Class (Escom) Parks Registration S.W.	5,425	5,967
ARMORERLINK		
Firearms and Certification Tracking	6,389	7,028
AZTECA SYSTEMS, LLC		
CityWorks: Asset & Work Order Management System	96,800	121,000

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
BOTTOMLINE TECHNOLOGIES		
Optio eCI (JDE Paper Checks Creator)	15,494	17,043
CALYTERA		
AMANDA: Permits & Land Management System	235,950	259,545
CARAHSOFT		
govDelivery: eAlerts/eConnect - Communications Cloud	26,762	29,438
CIVIC PLUS		
Resident Requests/Ticketing system	80,000	88,000
FASTER ASSET SOLUTIONS		
FASTER: Fleet Management	18,473	20,321
CENTRALSQUARE		
Tiburon: Records Management for Police	162,591	178,850
COMPULINK		
Laserfiche: Electronic Imaging & Document Management System	110,703	121,773
CUES (GRANITE XP)		
Shops Pipeline Inspection Software	2,862	3,148
DAVEY TREE EXPERT CO.		
TreeKeeper: Vegetation Assets Management System	3,000	3,300
DLT SOLUTIONS		
AutoCAD licenses for PW, Parks and Showare	21,688	23,857
DNC HOLDINGS, INC.		
Multiple CoK Domains	735	808
DYNAMIC IMAGING		
Ikena: Imaging Forensics (Facial Recognition)	3,424	3,767
E&M ELECTRIC AND MACHINERY		
SCADA PLC (Siemens)	2,430	2,673
eRANGE INC		
Technical Support 365 Days	486	534
FRONTIER PRECISIONS		
Leadsonline: TotalTrack Investigation System Service Package -Law Enforcement Automated Database Search	9,408	10,348
TBC/Trimble Business Center (3 licenses for PW Admin)	2,764	3,040
GOVERNMENTJOBS.COM (NEOGOV)		
Neogov Insight Subscription	84,023	50,000
GRANICUS		
IQM2: Agenda Management - MinuteTraq/MediaTraq	17,762	19,538
govAccess: City Website (Content Management System/CMS)	13,941	15,335

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
HARRIS		
DataNOW: Utility Billing	13,207	14,528
HARRIS DBA SYSTEM INNOVATORS		
iNovah: Cashiering for Finance/PD/ECD	43,313	47,644
ISS/INDUSTRIAL SOFTWARE SOLUTIONS		
Wonderware: SCADA HMI (UI)	9,553	10,508
KRONOS		
Telestaff: PD Scheduler, Time Entry, and Bidding system	27,276	30,000
LEXISNEXIS RISK SOLUTIONS		
Desk Officer Reporting System Annual Fee for PD	8,651	9,516
METROPOLITAN TRANSPORTATION		
StreetSaver: Pavement Management Software	5,990	6,588
MSDSOnline		
MSDS Online	5,722	6,294
OMIGA SOLUTIONS, LLC		
Subscription Service-Pawn Shop Leads	7,260	7,986
PAGEFREEZER		
WA Sate Compliance Bundle (Web & Social Media)	16,887	18,576
POWERDMS, INC.		
Police LMS - 225 seats	11,036	12,140
QLESS, INC.		
External application for making/tracking reservations at the Permit Center	13,200	14,520
RIMINI STREET		
HR Benefits/Position Control /Financials/AP/AR/Budgeting	71,499	71,499
SELECTRON TECH.		
Inspection Scheduling (IVR)	11,265	-
SPROUT SOCIAL INC.		
Social Media Management System	-	30,000
SYNAPTEC SOFTWARE		
Prosecution Case Management System (LawBase)	4,659	5,124
TBD		
MAM-Multimedia Asset Management [Multimedia]	-	40,000
TECHSOL DBA RIPPLESTONE		
Enterprise Crystal Report Server	847	932
TMA SYSTEMS		
WebTMA: Facilities Work Orders/Service Tickets	4,619	5,081

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
TOPCON SOLUTIONS STORE		
BlueBeam: Electronic Plan Review	9,564	10,520
VERTEX		
Quantum Payroll Tax Software	13,228	-
VSI/VERMONT SYSTEMS		
RecTrac: Parks & Recreation Management System	45,000	49,500
WATERTRAX		
Water Management System	14,000	15,400
WIN-911		
Industrial and IIoT Alarm Notification Software for SCADA	792	871
WORKDAY		
HR & Finance-Payroll Service Areas - Enterprise Solution	-	264,185
CONTINGENCY		
Miscellaneous	12,500	13,750
Total for System Services	**1,281,624**	**1,681,970**

Technical Services		
ALLIED TELESIS		
Switches for PW Transportation (2 yr)	12,234	13,458
ANACONDA NETWORKS		
Airlink Management Service Licenses	1,694	1,863
NetCloud Mobile Essentials	8,494	9,344
BEYOND TRUST		
Remote Access and Support Tool	5,804	6,384
CARAHSOFT TECH CORPORATION		
Multimedia and ITSM / Service Desk -IT Asset Manager	18,151	19,966
CDW-G		
Palo Alto Threat Prevention/Filtering &Hardware Mtc.	4,173	4,591
Aruba Wireless Network	14,207	
CENTURYLINK		
Voice Complete Services - pathway, long distance - (2 yr)	-	54,318
CLEVERBRIDGE		
Agentless IT asset management and Network Inventory software tool	1,204	1,324
DPE SYSTEMS, INC.		
DPE E18&E18x Expansion Box 3yr Renewal	3,672	4,040
ECONOLITE SYSTEMS, INC.		
Centracs (Traffic Control Management System)	12,650	13,915

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
ELECSYS INTERNATIONAL		
Radix Meter Readers Maintenance/Handheld Meters	4,951	5,446
EN POINTE TECHNOLOGIES SALES, LLC		
Microsoft Enterprise Agreement - Original - 3 yr Term	380,221	380,221
ePLUS TECHNOLOGY, INC.		
Okta SSO for externally hosted business solutions (900 licenses)	18,866	20,753
Carahsoft/ePlus Palo Alto Traps Licenses (300)	19,753	21,729
Nutanix	45,380	49,918
FARONICS		
Deep Freeze licenses (50) - 3 yr renewal	1,573	1,730
KANBANFLOW.COM		
IT Contract Kanban board	649	714
KCIT - KING COUNTY FINANCE		
Internet Services (Institutional Network Services Contract)	110,671	121,738
LUCID SOFTWARE, INC.		
Lucid Chart - 100 seats	18,634	20,497
MARK ANDY		
2-Color Press [Multimedia]	5,518	6,069
MEDIA CONTROL SYSTEMS		
Tightrope Cablecast Software Assurance Plan and Annual Support Plan	2,783	3,061
NetMotion (formerly CDW-G)		
NetMotion Maintenance Renewal - Mobility & Locality (2 yr-25 licenses)	45,792	50,371
NETWORK 2000		
HP Hardware Annual Maintenace	9,195	10,115
NETWRIX CORPORATION		
Active Directory		15,858
NUOZ CORP (NW NEXUS dba UNISOFT)		
Horizon VMWare 100 Addon & 1 Yr Maint	6,551	7,206
vSphere 6 Enterprise Plus and vCenter Standard Maintenance renewal	29,053	31,959
PRESIDIO NETWORK SOLUTIONS		
Commvault Maint. (Data Backup) - Software Premium Support Coverage	52,028	57,231
Cisco ConSMARTnet yearly Maintenance	3,044	3,348
Core Replacement - 3 yr renewal	16,664	18,330
RFI COMMUNICATIONS		
Prowatch - Annual support	6,198	6,818
ONSSI Video Management - 3 yr renewal	14,278	15,706

IT MAINTENANCE CONTRACTS

Vendor/Contract	2021	2022
SECURELINK		
Subscription license based on vendor use	22,869	25,156
SHI		
insightIDR	43,333	47,666
SIMTEC LTD		
HttpWatch 10x Professional Four User Team License	411	453
SOLARWINDS		
Orion Network Monitoring Product Suite	35,699	39,269
TELARUS		
Voice Management System Annual Support	2,422	2,665
VERTIV		
Universal Power Supply for City Hall & Fire Station 74 - Maintenance	31,643	34,808
ZOHO CORP.		
Password Manager Pro Premium Edition 5 Admins	1,671	1,838
CONTINGENCY		
Miscellaneous	20,132	22,145
Total for Technical Services	**1,032,267**	**1,152,020**
Grand Total	**$2,451,368**	**$2,985,214**

VEHICLE REPLACEMENTS

Current Equip Number	Vehicle Description	2021	2022
Finance			
UTILITY FIELD SERVICES			
2111	2004 Chevy C10 Pickup	38,000	
Parks, Recreation and Community Services			
FACILITIES			
1025	1997 Chevy C20 Pickup		45,000
6210	2004 Chevy C20 Pickup		45,000
GOLF			
6642	2001 Dodge Ram 2500	38,000	
PARK MAINTENANCE			
6307	2006 Chevy C30 Flatbed		60,000
6315	2004 Chevy C10 Pickup		38,000
6341	2004 Chevy C30 Flatbed		60,000
6533	1998 Chevy C30 Flatbed		60,000
6671	2001 Dodge Ram 2500		45,000
RECREATION AND CULTURAL SERVICES			
1102	2001 Jeep Cherokee		35,000
6501	1996 Chevy Astrovan		45,000
6589	1999 GMC Sonoma		38,000
6595	1999 Ford Windstar		35,000
8178	2001 Chevy G3500 Van		55,000
Police			
INVESTIGATIONS			
3124	2008 Ford Escape		45,000
3125	2008 Ford Escape		45,000
3128	2008 Ford Escape		45,000
3463	2008 Chevy Malibu		45,000
3465	2008 Chevy Malibu		45,000
3800	2008 Chevy Malibu		45,000
3801	2008 Chevy Malibu		45,000
3901	2008 Chevy Malibu		45,000
TRAFFIC			
3711	2010 Chevrolet Tahoe		70,000
3716	2013 Chevrolet Tahoe		70,000
TRAINING			
3900	2008 Ford F150 Pickup		50,000

VEHICLE REPLACEMENTS

Current Equip Number	Vehicle Description	2021	2022
PATROL			
3837	2012 Chevrolet Tahoe	70,000	
3839	2012 Chevrolet Tahoe	70,000	
3848	2013 Chevrolet Tahoe	70,000	
3849	2013 Chevrolet Tahoe	70,000	
3850	2013 Chevrolet Tahoe	70,000	
3852	2013 Chevrolet Tahoe	70,000	
3866	2012 Chevrolet Tahoe		70,000
3867	2012 Chevrolet Tahoe	70,000	
3883	2012 Chevrolet Tahoe		70,000
3885	2012 Chevrolet Tahoe	70,000	
3888	2012 Chevrolet Tahoe	70,000	
3889	2012 Chevrolet Tahoe	70,000	
3899	2008 Ford F250 Pickup		65,000
Public Works			
CONSTRUCTION			
5394	2000 Ford Ranger	38,000	
5502	2001 Chevy G2500 Van	45,000	
9204	2008 Chevy K10 Pickup	38,000	
FLEET MAINTENANCE			
8858	2006 Toyota Prius	35,000	
SEWER OPERATIONS			
5402	1997 Chevy S-10 Pickup		38,000
5419	1998 Jeep Cherokee		38,000
5675	2006 Chevy C30 Utility		60,000
STORM DRAINAGE			
5352	1999 Ford Ranger		38,000
5519	2001 Ford F250 Pickup		38,000
8814	1998 Chevy C20 Pickup		45,000
STREET MAINTENANCE			
5440	2003 Ford F250 Pickup		45,000
5444	2003 Leeboy Lt250 Tack	20,000	
5400	2008 Ford F350 Flatbed		55,000
5428	2002 Norstar Sprayer Skid	45,000	
5433	2007 Dodge Ram 3500	55,000	
5441	2003 Chevy C30 Flatbed	55,000	
5442	2003 John Deere 1445		
5510	2001 Jeep Cherokee	35,000	
8807	1999 Dodge D250 Pickup		45,000
8824	1998 Dodge D250 Pickup		45,000
8834	1999 Dodge D250 Pickup		45,000
8849	1999 Chevy C30 Utility	60,000	
8856	1997 Ford F350 Flatbed	60,000	

VEHICLE REPLACEMENTS

Current Equip Number	Vehicle Description	2021	2022
TRANSPORTATION ENGINEERING			
5313	2000 Chevy G3500 Van		55,000
5315	2001 Chevy Astrovan		55,000
9408	2005 Chevy G2500 Van	55,000	
VEGETATION			
5379	1998 Chevy C30 Utility	55,000	
5520	2001 Dodge W350 Pickup	55,000	
8727	1995 Ford F250 Pickup	45,000	
8809	1999 GMC Sonoma	38,000	
8813	1999 Dodge D350 Flatbed	55,000	
WAREHOUSE			
5435	1999 Dodge W250 Pickup	45,000	
WATER			
5314	1999 Ford Ranger	38,000	
5432	1999 Ford F250 Pickup		38,000
8795	1996 Ford F350 Utility	38,000	
9501	2008 Toyota Prius		35,000
5316	2000 Ford Ranger		38,000
5335	2001 Dodge Ram 3500	60,000	
5353	1999 Ford Ranger		38,000
5364	2001 Dodge W350 Pickup	60,000	
5501	2001 Chevy G2500 Van		55,000
5507	2011 Ford Escape		35,000
5513	2001 Chevy C10 Pickup		38,000
5515	2001 Ford F550 Sd 4X2	125,000	
5526	2005 Chevy G2500 Van		55,000
5535	2006 Ford F550 Sd 4X2	125,000	
5558	2005 Chevy Astrovan	45,000	
8788	1994 Ford F150 Pickup	38,000	
8793	1997 Chevy S-10 Pickup	38,000	
8794	1997 Chevy S-10 Pickup	38,000	
8862	2000 Jeep Cherokee	35,000	
Total		**$2,250,000**	**$2,250,000**

GLOSSARY OF BUDGET RELATED TERMS

Accrual Basis of Accounting..... A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is "used up", and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of.

Adjusted Budget..... The budget as revised through supplemental appropriations approved by Council during the year and included in the annual budget amendment ordinance.

Assessed Valuation.....The taxable portion of fair market value of both real and personal property, as determined by the King County Assessors Office.

BARS..... The State of Washington Budget, Accounting and Reporting System required for all governmental entities in the state of Washington.

Benefits.....City paid benefits provided for employees such as social security, retirement, worker's compensation, life insurance, medical insurance, and management benefits.

Biennial Budget..... A financial operations plan (budget) spanning two years.

Bond Refinancing.....The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget.....The financial plan for the operation of a program or organization for the year or for the project through completion. Legal authority and requirements are found in Revised Code of Washington (RCW 35A.33).

Capital Expenditures..... Funds spent for the acquisition of a long-term asset.

Capital Facility Plan..... The portion of the Capital Improvement Plan that relates to the city facilities and infrastructure that are planned for under the growth management act and are included in the City of Kent Comprehensive Plan. The plan includes estimated project costs, sources of funding and timing of work over a six-year period.

Capital Improvement Budget.....The capital projects approved and funded in the first two years of the adopted Capital Improvement Program

Capital Improvement Program (CIP).....The plan of all capital projects, including those that do not qualify as "facilities" for the Capital Facility Plan, such as large pieces of equipment or vehicles.

Capital Outlay..... Fixed assets which have a value of $5,000 or more and have a useful life of more than three years or assets of any value, if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

GLOSSARY OF BUDGET RELATED TERMS

Capital Project. . . . . .The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. The cost must usually be $25,000 or more in order to be considered a capital project; amounts under $25,000 are considered in the operating budget. In addition, equipment is considered a capital project if it is $25,000 or more in cost.

Capital Reserve. . . . . .An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Charges for Services. . . . . .A revenue category which includes a charge for a specific service. These primarily include park recreation fees, plan check fees, court cost and prisoner work release fees and other miscellaneous fees.

Comprehensive Budget. . . . . The comprehensive budget combines both the first two years of the financial plan for the operation of government and the Capital Improvement Budget. Excluded from the operating budget are carry-over capital projects which have been previously approved.

Cost Allocation. . . . . Assignment of cost charges from one department that reimburse another department for services received. Some examples are Attorney services, Finance services and Human Resource services.

CPI. . . . . .Consumer Price Index A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

Debt Service. . . . . .The annual payment of principal and interest on the City's bonded indebtedness. Bonds are issued to finance the construction of capital projects such as public buildings, parks, roads, storm sewers and water system improvements.

Depreciation. . . . . The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.

Designated Fund Balance. . . . . Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.

Enterprise Fund. . . . . A fund used to account for operations that are financed and operated in a manner similar to private business enterprise where the measurement focus is on the cost of providing a service, such as water on a continual basis. Costs are recovered through user charges.

Estimated Actual. . . . . An estimate of the year end balance of a revenue or expenditure account.

GLOSSARY OF BUDGET RELATED TERMS

Expenditure. . . . . The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense. . . . . Charges incurred (whether paid immediately or deferred) for proprietary fund operations, maintenance, interest or other charges.

Fees. . . . . A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.

Fines and Forfeitures. . . . . A revenue category which primarily includes court, police, traffic and parking fines and forfeitures of property.

Fund. . . . . A self-balancing set of accounts with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance. . . . . Working capital or the net current assets less short term liabilities.

GAAFR. . . . . Governmental Accounting, Auditing and Financial Reporting. The "blue book" published by the Municipal Finance Officers Association (now the Government Finance Officers Association) to provide detailed guidance for the application of accounting principals for governments.

GAAP. . . . . Generally Accepted Accounting Principles are standards used for accounting and reporting by both private industry and governments.

GASB. . . . . Government Accounting Standards Board established in 1985 to regulate the rules and standards for all governmental units.

General Fund. . . . . The General Fund is used to account for all of the City's resources except for those resources which are accounted for in a special purpose fund.

General Obligation Bonds. . . . . Bonds for which the full faith and credit of the insuring government are pledged for payment.

IBNR. . . . . Medical expenses *Incurred But Not Reported* by the claimants to the insurance company.

Intergovernmental Revenue. . . . Revenue from other governments, primarily from Federal, State and County grants. State shared revenue from liquor profits and tax are also forms of intergovernmental revenue.

LEOFF. . . . . Law Enforcement Officers and Firefighters Retirement System provided in the State of Washington.

Licenses and Permits. . . . . Revenue category that includes building permits, business and amusement licenses and any other miscellaneous licenses or permits.

LID. . . . . Local Improvement District or Special Assessments made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

GLOSSARY OF BUDGET RELATED TERMS

LTGO Bonds. . . . . *Limited Tax General Obligation* bonds refer to bonds issued with the approval of the Council, as opposed to voted bonds which must be approved by vote of the public. LTGO bonds must not exceed 1.5 percent of the assessed valuation. The total of LTGO and voted bonds must not exceed 2.5 percent of assessed valuation per State R.C.W.

Miscellaneous Revenue. . . . . A revenue category that basically includes leases and rentals of the various city facilities, Senior Center donations plus other revenue such as pay phone revenue.

Modified Accrual. . . . . A basis of accounting in which revenues are recognized when available and measurable and expenditures are recorded in the period the liabilities are incurred.

Net Budget. . . . . The net budget eliminates double counting of the budget by excluding fund transfers and internal service charges such as interfund equipment rental and insurance charges. The net budget represents the true level of spending in the budget.

Object of Expenditure. . . . . Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include salaries and wages, benefits, supplies, contracted services and capital outlay.

Operating Budget. . . . . An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.

Operating Expense. . . . . Those costs including expenditures for salaries and wages, benefits, supplies, services and charges which are necessary to support the primary services of the organization. For example, telephones, printing and motor pool charges, and office supplies are operating expenses.

Organization. . . . . A major organizational unit usually responsible for carrying out a major component of department or program responsibilities.

PERS. . . . . Public Employees Retirement System provided for employees other than Police and Fire by the State of Washington.

Preliminary Actual. . . . . The balance of revenue or expenditure accounts at year-end, but before the final closing of the City's books. This will usually be close to the final actual amounts, but may not include all accruals or other adjustments.

Proposed Budget. . . . . The Mayor's recommended budget submitted to the City Council and the public for approval in October of each year.

Reserved Fund Balance. . . . . Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

GLOSSARY OF BUDGET RELATED TERMS

Reserves (Fund)..... The unencumbered year-end balance of revenue less expenditures in governmental funds.

Restricted Fund Balance..... The portion of working capital that is not available for general expenditure. The balance is maintained for a specific designated use.

Revenue..... Income received by the City in support of its program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines, interest income and other miscellaneous revenue.

Revenue Bonds..... Bond issued pledging future revenues, usually water, sewer, or drainage charges to cover debt payments in addition to operating costs.

Salaries and Wages..... A majority of City employees are paid a monthly salary based on an annual standard work year consisting of 2,080 hours. Some types of positions are paid hourly wages based on the prevailing wage scale.

Supplemental Appropriation... An appropriation approved by the Council after the initial budget appropriation. Supplemental appropriations are approved by Council during the year and an annual budget amendment ordinance is approved in December of each year.

Unreserved Fund Balance..... The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.

User Charges..... The amount the government receives for the provision of services and commodities, or the performance of specific services benefiting the entity charged. User charges tend to be voluntary in nature, in contrast to mandatory property and income taxes. Citizens only pay user charges when a specific service is received.

Working Capital..... The year-end balance of current assets less current liabilities in the Enterprise and Internal Service Funds. The unencumbered balance at year end is available for appropriation in the next year's budget.

GLOSSARY OF ACRONYMS

ADA	Americans with Disabilities Act
AV	Assessed Value
AWC	Association of Washington Cities
B&O	Business & Occupation (Tax)
CAFR	Comprehensive Annual Financial Report
CAO	Chief Administrative Officer
CDBG	Community Development Block Grants
CIP	Capital Improvement Plan or Capital Improvement Program
CIS	Capital Improvement Strategy
CJF	Criminal Justice Fund
CLOMR	Conditional Letter of Map Revision
CRF	Capital Resource Fund
ECD	Economic & Community Development
ELT	Executive Leadership Team
EMS	Emergency Medical Services
FPS	Fire Protection Services
FTE	Full-time Equivalent
GF	General Fund
GIS	Geographic Information System
GMA	Growth Management Act
GRNRA	Green River Natural Resources Area
GSE	Government Sponsored Enterprise
HLC	Hardware Lifecycle
HR	Human Resources
HSA	Healthcare Savings Account
HUD	Housing and Urban Development
IPD	Implicit Price Deflator
IRC	Internal Revenue Code
KC	King County
KCC	Kent City Code
KPOA	Kent Police Officers Assocation
KVLT	Kent Valley Loop Trails
LGIP	Local Government Investment Pool
MMOM	Meet Me on Meeker
NPV	Net Present Value
OT	Overtime
PD	Police Department
PEG	Public, Educational, and Government
PLC	Programmable Logic Controllers
PRCS	Parks, Recreation, & Community Services
PSRFA	Puget Sound Regional Fire Authority
PWO	Public Works Operations
RCW	Revised Code of Washington
REET	Real Estate Excise Tax
RFA	Regional Fire Authority
SIU	Special Investigations Unit
SLC	Software Lifecycle
UPS	Uninterruptible Power Supply