

Reader's Guide to the 2011-2016 Proposed Capital Improvement Program

The City of Seattle's 2011-2016 Proposed Capital Improvement Program (CIP) includes an introduction, departmental sections, appendix, an index, and a glossary. The introduction provides information on the CIP, allocations, funding sources for capital projects, significant initiatives, support for neighborhoods and neighborhood plan projects, and policies guiding the City's capital investments.

Departmental sections comprise the majority of the CIP document, and contain detailed information on approximately 631 individual projects. The following departments have sections in this book: Parks and Recreation, Seattle Center, Seattle Public Library, Seattle Department of Transportation, Seattle City Light, Seattle Public Utilities (divided into four sections: Drainage and Wastewater, Solid Waste, Technology Projects, and Water), Department of Information Technology, and the Department of Finance and Administrative Services. The Appendix is comprised of a listing of new or expanded capital facilities, as required by the Growth Management Act.

Reading CIP Project Pages

CIP project pages, located in the departmental sections of the CIP, provide the most detailed information about a project. The project pages contain the following information:

BCL (Budget Control Level): A grouping of similar projects into department-specific programs. Also reflects the level at which expenditures are controlled to meet state budget law provisions.

Project Type: Projects are identified as New Facilities, Improvements to Existing Facilities, or Rehabilitation or Restoration of Existing Facilities. Technology projects, or those that do not fit into the categories above, are identified as New Investments.

Location: Street address, intersection, or general location of a project. If a project has multiple location entries, only one project location entry will be included in the CIP.

Start Date/End Date: Quarter and year a project begins and is expected to finish. Projects that continue from year-to-year are shown as "Ongoing." Projects without a determined start or end date may show as "TBD" or "On Hold."

Project ID: Unique number identifying a project in the City's automated financial management system.

Neighborhood District: The City is divided into 13 neighborhood districts. This field indicates in which (if any) neighborhood district(s), a project is located. Some projects are located in more than one neighborhood district or outside the city, and are so noted.

Neighborhood Plan: If a project supports a neighborhood plan recommendation, the name of the neighborhood plan is indicated. Some projects are in more than one neighborhood plan, or not in a neighborhood plan. The City's 38 adopted neighborhood plans can be viewed online at <http://www.seattle.gov/neighborhoods/mpi/plans.htm>.

Neighborhood Plan Matrix ID: If a project is identified as being a desired activity within a neighborhood plan, the corresponding matrix ID is captured in this field.

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Urban Village: This field indicates whether a project is located in an Urban Village, a designated geographic area expected to accommodate future population and job growth, as defined by the Comprehensive Plan's growth management strategy.

Project Description: Information about the purpose, scope, and history of the project.

Revenue Sources: Revenues are all sources of money supporting a particular project such as grants, private donations, Councilmanic debt, Real Estate Excise Taxes, etc. The Revenue Source Table lists the project's revenue sources, life-to-date (LTD) expenditures through 2009; the 2010 revised budget (including 2010 Adopted Budget, carry-forward balances, abandonments, and supplemental appropriations); proposed 2011 appropriations; and estimated appropriation requests for 2012-2016. "TBD" indicates that revenue sources are to be determined.

Fund Appropriations/Allocations: This table lists the appropriating funds, which are those funds (with Summit codes) through which the department has legal appropriation authority, and dollar information by year. Note that this level of detail on the project pages is for information only. Funds are appropriated in the 2011 Proposed Budget at the Budget Control Level.

O&M Costs (Savings): Estimate of significant increases or decreases in operations and maintenance costs as a result of a capital project. "N/C" denotes that operations and maintenance costs are not calculated.

Spending Plan: This field (formerly known as "cash flow") is shown when spending differs from appropriation or allocation for a given year. This is displayed for a limited number of projects in this document.

Overview

The City of Seattle prepares a citywide six-year Capital Improvement Program (CIP) each year that allocates existing funds and anticipated revenues to rehabilitate, restore, improve, and add to the City's capital facilities. Projects in the CIP cover a wide range of capital improvements, including street repairs, park restoration, and work on electrical substations. The CIP document, prepared by the City Budget Office based on submissions from City departments, is approved by the Mayor, and is then submitted to the City Council for adoption along with the City's annual budget. The CIP is updated each year to reflect ongoing changes. The CIP does not appropriate funds, but rather functions as a budgeting tool, supporting the actual appropriations that are made through adoption of the budget. The CIP is consistent with the City's Comprehensive Plan and includes information required by the State's Growth Management Act (GMA).

The City of Seattle 2011-2016 Proposed Capital Improvement Program can be found on the City of Seattle website at: <http://www.seattle.gov/budgetoffice/>.

Citywide Summary

The 2011-2016 Proposed CIP reflects the City of Seattle's priorities to protect public health and safety, to make investments in sustainable infrastructure, to support economic vitality for all by enhancing reliability and accessibility to the City's transportation network, and to invest in the preservation of the City's many existing physical assets, both man-made and natural.

Many of the projects in the 2011-2016 Proposed CIP build civic, cultural, or public safety facilities funded by voter-approved levies and bonds (e.g., the 2003 "Fire Facilities and Emergency Response" Levy). Utility-funded CIP projects in Seattle City Light (SCL) and Seattle Public Utilities (SPU) improve or maintain the utility infrastructure that serves residents and businesses of Seattle and surrounding areas. CIP projects in the Seattle Department of Transportation (SDOT) are funded by multiple fund sources – local, state, federal, and a voter-approved levy (e.g., Bridging the Gap) – and focus on streets, bridges, trails, sidewalks, and other elements of the City's transportation infrastructure. Key projects are more fully described later in this overview, and details on funding and schedule can be found in the individual department sections.

The 2011-2016 Proposed CIP totals about \$4.4 billion for six years and includes approximately 631 individual projects. About \$2.8 billion of the six-year total, or 64% of the total CIP, consists of utility projects that are managed by SCL and SPU, and mostly are funded by utility rates. Approximately \$1.2 billion (27%) is in SDOT over the six-year period. The remaining departments (Parks and Recreation, Finance and Administrative Services, Seattle Center, Seattle Public Library, and Department of Information Technology) account for approximately \$390 million, or 9% of the six-year CIP.

Department capital appropriations for the coming year are made through the 2011 Adopted Budget, which includes details following each departmental budget section. For informational purposes only, the table on the next page shows the total 2011-2016 allocations by department and the accompanying pie chart displays the proposed allocations for 2011 only.

Overview

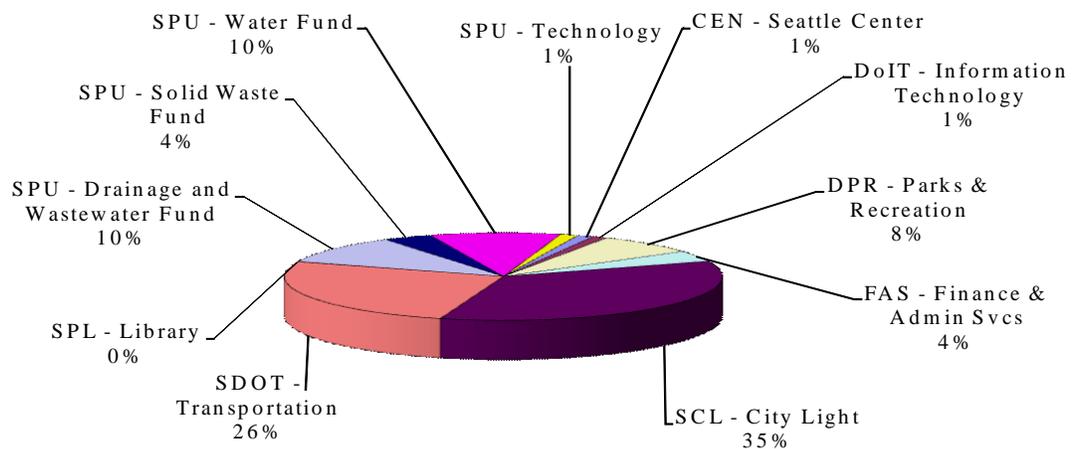
2011-2016 Proposed CIP by Department (dollars in thousands)

Department	2010 Adopted ¹	2010 Revised ²	2011 Proposed ³	2012 Proposed	2013-16 CIP	2011-16 Total
Finance and Administrative Services	25,423	114,365	30,796	45,793	60,091	136,680
Information Technology	12,132	17,443	8,277	7,687	41,490	57,454
Parks and Recreation	24,987	90,168	57,454	30,294	56,421	144,169
Seattle Center	4,526	16,854	9,216	3,258	29,523	41,997
Seattle Public Library	1,031	2,523	830	600	7,990	9,420
Seattle Transportation	206,471	371,198	198,646	188,706	811,476	1,198,827
Subtotal	274,570	612,551	305,219	276,338	1,006,991	1,588,547
City-owned Utilities						
Seattle City Light	243,199	298,424	271,771	279,199	1,004,402	1,555,372
SPU - Drainage & Wastewater	81,093	82,220	79,785	87,622	352,512	519,919
SPU - Solid Waste	32,122	32,595	27,833	37,977	103,394	169,203
SPU - Technology Projects	10,424	10,575	10,248	13,207	75,526	98,981
SPU - Water	90,719	93,770	74,338	64,922	296,095	435,354
Subtotal	457,557	517,584	463,974	482,927	1,831,929	2,778,829
City Total	732,127	1,130,135	769,193	759,264	2,838,919	4,367,376

Notes:

1. 2010 Adopted totals are based on the 2010-2015 Adopted CIP.
2. The 2010 Revised column shows 2010 Adopted totals, plus carryovers, abandonments and supplementals added during the 2010 fiscal year.
3. Not all funds above are appropriated; see the 2011 Proposed Budget for a list of capital appropriations by department.

2011 Proposed CIP by Department - \$769 million



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CIP Revenue Sources

Like all large municipalities, Seattle relies on a variety of sources to pay for capital projects. These include locally-generated revenues (taxes, fees, voter-approved levies, and user charges), intergovernmental revenues (including state and federal grants), and debt issuance. Unlike pay-as-you-go sources of funding, the issuance of debt requires revenues in future years to repay the principal and interest expenses. These traditional sources continue to provide the majority of funds for capital facility investments. Utility projects (Seattle City Light and Seattle Public Utilities) are funded by revenues from utility rates. The utilities also issue debt to finance a portion of their capital projects. The City’s level of capital investment is based on the mix and level of financial resources available to the City.

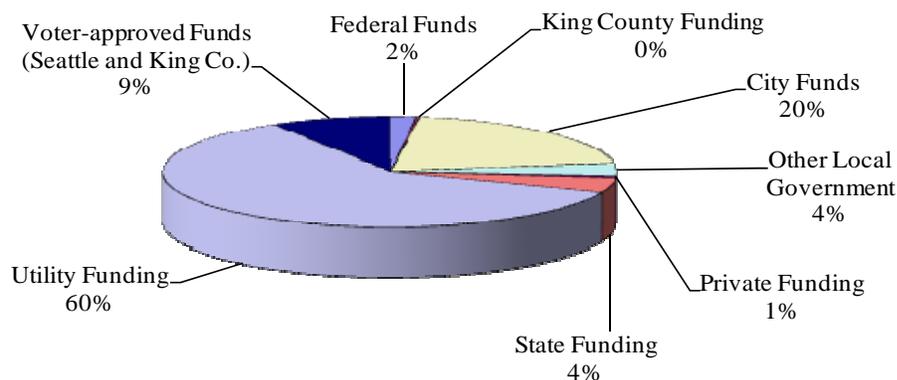
General tax support of capital spending is strained much more so than past years. The General Fund faces a \$67 million deficit for 2011, leaving little room to support additional capital spending. Real Estate Excise Taxes (REET), a tax dedicated to capital spending, has declined significantly. The City collected \$71.8 million in REET revenue in 2007, as compared with only \$28.2 million projected for 2011, a decline of over 60 percent. These revenue declines result in the deferral of capital projects that would otherwise be funded.

The table below identifies funding sources for the 2011-2016 Proposed CIP by Revenue Source Group.

Revenue Source Group (in 1,000s)	2010 Revised	2011 Proposed	2012 Proposed	2013-16 CIP	2011-16 Total
Federal Funds	69,789	14,858	9,086	8,264	32,209
King County Funding	5,352	1,932	225	30,100	32,257
City Funds	275,899	157,706	74,487	233,019	465,212
Other Local Government	7,568	27,376	50,926	51,091	129,392
Private Funding	36,756	4,221	7,242	33,595	45,058
State Funding	42,780	32,679	18,867	174,463	226,008
To Be Determined ¹	-	-	-	106,230	106,230
Utility Funding	523,516	464,739	486,724	1,839,435	2,790,898
Voter-Approved Funds (Seattle and King County)	168,475	65,683	111,707	362,723	540,112
Total	1,130,135	769,193	759,264	2,838,919	4,367,376

1. Funds indicated as “To Be Determined” are generally placeholders for a variety of non-City funding sources (such as grants or private funding). These placeholders are not appropriated, and these projects will not go forward unless funding is secured.

2011 Proposed CIP by Revenue Source Group



2011 Cumulative Reserve Subfund Appropriations

The Cumulative Reserve Subfund (CRS) is a significant source of ongoing local funding to support capital projects in general government departments. This Subfund is a reserve fund authorized under State law and is used primarily for maintenance and development of City capital facilities. Recent declines in REET revenue have drastically reduced resources available in CRS to support capital maintenance projects.

The table below (dollars displayed in thousands) shows department allocations from CRS along with other special programs, including debt service payments, support for the Design Commission, Artwork Conservation and the City’s Tenant Relocation Assistance Program. Further explanations of these special programs can be found in the 2011-2012 Proposed Budget.

	Budget Control Level	Fund Name	2010 Adopted¹	2011 Proposed	2012 Proposed
Appropriations - Special Projects					
1998B Capital Facilities Refunding REET I Budget Control Level	2CCE0-1	REET I	3018	3038	1,186
CRS REET I Support to McCaw Hall Fund	2SC10	REET I	200	200	200
Artwork Conservation - OACA – CRF-UR Budget Control Level	V2ACGM	REET I	187	187	187
Design Commission	2UU50-DC	REET I	374	374	374
Tenant Relocation Assistance Program - CRF - REET I Budget Control Level	2UU51	REET I	113	113	113
Tenant Relocation Assistance Program - CRF - UR Budget Control Level	2UU50-TA	Unrestricted	74	74	74
Support to Transportation		Unrestricted	1,135	1,113	1,074
Special Projects Total			5,101	5,099	3,208
Allocations - Department Summaries - Information Only					
Department of Parks and Recreation	Various	CRS	10,637	12,611	12,568
Finance and Administrative Services Department	Various	CRS	10,393	10,479	10,648
Seattle Center	Various	CRS	1,318	3,560	2,858
Seattle Public Library	Various	CRS	1,031	830	600
Seattle Department of Transportation	Various	CRS	9,811	6,969	4,533
Department Summaries Total			33,190	34,449	35,205
GRAND TOTAL			38,291	39,548	38,413

Notes:

- 2010 Adopted are based on the 2010-2015 Adopted CIP.

Capital Projects Funds

In addition to the Cumulative Reserve Subfund, the City establishes capital project funds to account for resources set aside to acquire or construct major capital facilities, except those financed by proprietary funds. These funds have been established to monitor the revenue and expenditures of specifically authorized revenues, such as voter-approved and Councilmanic bonds and levies. Descriptions of various types of capital projects funds follow.

General Subfund: General Subfund dollars appear in the CIP in two places: the General Subfund contribution towards debt service costs of councilmanic debt and appropriations to capital projects from a department's operating budget.

Limited Tax General Obligation Bonds: The City's operating budget includes expenditures to pay debt service on general obligation bonds that were issued to finance certain projects. Limited tax general obligation ("LTGO" or "councilmanic") bonds are bonds issued by the City Council without voter approval. The debt service on these bonds is typically repaid from existing general government revenues or from revenues generated by the project(s) financed with the bonds.

Unlimited Tax General Obligation Bonds: Funds have also been established to account for expenditures of a second type of general obligation bond – unlimited tax general obligation ("UTGO" or "voted") bonds. These voted bonds are issued after receiving approval by 60% of the voters in an election with at least 40% turnout. The debt service on these bonds is repaid from additional ("excess") property tax revenues, which voters approve as part of the bond measure.

Utility Funds: These funds exist to account for both the operating and capital expenses of Seattle Public Utilities and Seattle City Light. The utility funds are: Seattle City Light Fund, and Seattle Public Utility's Drainage and Wastewater Fund, Solid Waste Fund, and Water Fund.

Private Dollars: Some departments show private funding contributing to their capital projects. There are two ways in which private funds appear in the CIP: private dollars that go towards a capital project but do not pass through the City in any way, and private dollars which are deposited in City funds, appropriated in the City budget, and spent on a department's capital project.

Significant Components of the 2011-2016 Proposed CIP

The 2011-2016 Proposed CIP includes projects for a wide array of City programs, including:

Culture & Recreation Amenities

- Parks and Recreation
- Seattle Center
- Seattle Public Library

Transportation

Seattle City Light

Seattle Public Utilities

- Drainage and Wastewater Utility
- Solid Waste Utility
- Water Utility

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General Government

- Information Technology
- Finance & Administrative Services

Highlights and details the CIP for these program areas are included in the detail pages that follow this overview.

Support for Neighborhoods and Neighborhood Plan Projects

The 2011-2016 Proposed CIP contains more than 141 projects, totaling approximately \$279 million, in support of neighborhood plans. The plans, created by nearly with input from 20,000 citizens and approved by the City Council, identify actions desired to ensure the City's neighborhoods continue to thrive and improve as Seattle grows over the next 20 years, as well as meet commitments under the State's Growth Management Act. Projects supporting neighborhood plan recommendations are found throughout the CIP and include parks, street and pedestrian improvements, libraries, community centers, drainage improvements, and pedestrian and safety lighting. When a project's location is included in a neighborhood plan's geographic parameters, the neighborhood plan is indicated. If the project is specifically identified as a desired activity within the neighborhood plan, a corresponding matrix number will be indicated. Funding for these projects comes from voter-approved levies (e.g., 2000 Parks Levy), the Neighborhood Matching Subfund, the Cumulative Reserve Subfund, utility funds, Community Development Block Grant funds, and other public and private sources.

Effort to Update Neighborhood Plans: In 2010, the City is engaged in implementing the neighborhood plans in Southeast Seattle in station areas along the Sound Transit Light Rail alignment, specifically for Othello, North Rainier and North Beacon Hill. The City expects to substantively complete the implementation of these plans in the first quarter of 2011.

As part of the 2011-2012 Proposed Budget, the City proposes to precede community outreach work in the two new Neighborhood Plan areas, Broadview/Bitterlake/Haller Lake, and Rainier Beach, with an initial phase of coordinated infrastructure planning. The coordinated infrastructure planning initiative is led by the Department of Planning and Development and is intended to identify and coordinate infrastructure improvements where possible in these neighborhoods. This approach focuses the early planning work on identifying issues related to infrastructure needs and future growth targets to ultimately improve the effectiveness of the neighborhood planning process. In 2011, this coordinated infrastructure planning work includes an analysis of GIS data to identify current needs, demands from future growth, and identifies the best opportunities for cross-departmental coordination to complete project(s) more efficiently in these neighborhoods. In 2011, work is also performed to identify funding for capital projects to address infrastructure deficiencies in the neighborhoods. Community engagement for the neighborhood plan updates in Broadview/Bitterlake/Haller Lake, and Rainier Beach begins in earnest in the second quarter of 2011.

The Department of Planning and Development will continue to lead the Neighborhood Plan process with active involvement from Department of Neighborhoods, Seattle Department of Transportation, Department of Parks and Recreation, Seattle Public Utilities, Seattle City Light, Office of Housing, and other departments as necessary. The Department of Neighborhoods will coordinate public outreach efforts.

Neighborhood Project Fund (Formally known as NSF/CRS Neighborhood Program – Small Projects):

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Beginning in 1999, the City set aside approximately \$1 million per year from the Cumulative Reserve Subfund (CRS) for major maintenance projects identified in neighborhood plans. An additional \$257,000 in gas tax revenue is added to the program, for a total of \$1.27 million in 2011. These neighborhood projects are identified and prioritized by the community, and selected for funding by the Department of Neighborhoods, SDOT, Parks, and the Department of Finance. The selection process was completed in August 2010, resulting in the project list below. The Department of Parks and Recreation budget includes \$30,000 of CRS REET II funding and SDOT's budget includes \$970,000 of CRS REET II funding and \$247,000 from gas tax. See SDOT project TC365770 (NSF/CRS Neighborhood Program) and Parks project K732376 (Neighborhood Capital Program) for more detail.

2011 Neighborhood Projects Funds – Small Projects

District Council	Project ID #	Project Description	Dept	NSF Amount
Ballard	2009-012	Traffic calming at NW 67th St & 18th Ave NW	SDOT	18,500
Ballard	2009-016	Pedestrian improvement at Leary Ave NW and 20th Ave NW	SDOT	7,000
Ballard	2009-015	Curb bulb at 14th Ave NW and NW 60th St	SDOT	60,000
Ballard Subtotal				85,500
Central	2010-28	Curb bulb at 23rd Ave & E Terrace Street	SDOT	90,000
Central Subtotal				90,000
Delridge	2010-025	Traffic circle at 34th Ave SW & SW Cloverdale Street	SDOT	20,000
Delridge	2010-29	Pedestrian improvement at Delridge Way SW & SW Croft Place	SDOT	60,000
Delridge Subtotal				80,000
Downtown	2010-027	Sidewalk repair on 3rd Ave between Battery & Bell Streets	SDOT	61,000
Downtown	2009-009	Kiosk replacement on 5th Avenue & Union Street	SDOT	35,000
Downtown Subtotal				96,000
East	2010-30	Sidewalk repair on E John & Thomas Streets between 23rd & 19th Aves East	SDOT	97,000
East Subtotal				97,000
Greater Duwamish	2009-162	Sidewalk on S Elmgrove St at 10th Ave S	SDOT	85,000
Greater Duwamish Subtotal				85,000
Lake Union	2009-096	N 43rd Street Bicycle Boulevard	SDOT	110,000
Lake Union Subtotal				110,000
Magnolia/Queen Anne	2010-002	Street repair on W Bertona St between 16th & 17th Aves W	SDOT	21,000
Magnolia/Queen Anne	2010-003	Curb repair on west side of Bigelow Ave W between Crockett and Newton Streets	SDOT	60,000
Magnolia/Queen Anne Subtotal				81,000
North	2009-039	Asphalt walkway on NE 115th St between 5th and 7th	SDOT	81,000
North Subtotal				81,000
Northeast	2010-020	Traffic circle at NE 50th Street & 44th Ave NE	SDOT	20,000

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District Council	Project ID #	Project Description	Dept	NSF Amount
Northeast	2010-021	Asphalt walkway on NE 50th St between 40th Ave NE and Sand Point Way NE	SDOT	78,000
Northeast Subtotal				98,000
Northwest	2009-016	Asphalt walkway on N 100th St between Densmore & Ashworth Aves N	SDOT	91,000
Northwest Subtotal				91,000
Southeast	2010-011	Asphalt walkway on S Webster St at 44th Ave S	SDOT	85,000
Southeast Subtotal				85,000
Southwest	2010-001	Walkway on west side of 44th Ave SW between Webster and Fontanelle Sts.	Parks	30,000
Southwest	2009-120	Traffic calming for 48th Ave SW from SW Graham to SW Juneau Sts, and SW Frontenac & Myrtle Sts from Fautleroy Way SW to California Ave SW	SDOT	60,000
Southwest Subtotal				90,000
GRAND TOTAL				1,169,500

Large Neighborhood Street Fund Projects: The Bridging the Gap Levy provides approximately \$1.5 million per year on a triennial basis for larger neighborhood projects estimated to cost over \$100,000. The first round of the three-year funding cycle for project selection, design, and construction began in 2007. The project selection and planning process for the second funding cycle began in 2010 and a large number of high-scoring projects were identified. The following projects were selected for funding:

- Fairview Ave E and Fairview Ave N Intersection
- Garfield Superblock 23rd Avenue East
- N 143rd St between Palatine and Aurora Ave
- Maynard Ave between S Jackson St and S Dearborn St
- Ravenna Ave NE between 85th Ave NE and Lake City Way
- 13th Avenue NW between NW 90th Street and Holman Road
- S Orcas Street between Beacon Ave S and MLK Jr Way
- 25th Avenue SW from SW Brandon St to SW Juneau St
- S Othello Street between Seward Park Ave & Chief Sealth Trail
- California Ave SW at SW Holden, SW Othello, SW Frontenac and SW Findlay Sts
- 33rd Avenue NE between NE 125th St and NE 130th St

More information about these projects is available at http://www.seattle.gov/transportation/btg_nsf_large.htm.

An additional \$1.0 million per year has been added to the Large Projects Fund from the proposed commercial parking tax revenue. With the new revenue, additional projects may be selected.

Neighborhood Matching Subfund: A number of CIP projects, particularly in the Department of Parks and Recreation CIP, include funding from the Neighborhood Matching Subfund (NMF), a subfund of the

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City's General Fund. The NMF was created in 1988 to provide funding to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, or planning projects. Many of these projects also support specific citywide initiatives such as Race and Social Justice, Youth Violence Prevention, Environment and Sustainability, and Neighborhood Planning. The total amount of funding awarded to groups ranges from a few thousand dollars up to \$100,000, and NMF funds are eligible to cover all phases of a capital project except property acquisition. The NMF program requires a 1:1 match for capital projects, which means all awards leverage other private and public contributions by requiring organizations to match the City's contribution with volunteer labor, donated materials, professional services, or money.

Art and Design Funding for City Capital Projects

One Percent for Art Program: The One Percent for Art program, established by Seattle Municipal Code Chapter 20.32, requires that one percent of eligible CIP project budgets be deposited in the Municipal Arts Fund for the commission, purchase, and installation of artworks throughout Seattle. The Office of Arts and Cultural Affairs (OACA) manages the One Percent for Art program and Municipal Art Fund. Public art projects funded through the One Percent for Art program are developed in the annual Municipal Art Plan (MAP), which is prepared by OACA. The MAP establishes the scope of work and budgets for new art projects and describes the status of ongoing public art projects.

Municipal Art Fund revenues from the One Percent for Art program can fluctuate significantly from year-to-year depending on changes in City capital investments. In 2011, the Municipal Art Fund is expected to receive approximately \$2.4 million from capital departments for the One Percent for Art program, as described below.

One Percent for Art Revenues	2009 Actuals	2010 Adopted	2011 Proposed
City Light	440,030	438,047	363,382
Seattle Public Utilities	880,529	903,000	978,000
Finance and Administrative Services	106,300	174,540	162,250
Library	0	0	0
Seattle Center	20,000	2,250	16,650
Parks & Recreation	121,240	97,930	224,140
Transportation	771,612	882,749	662,935
Totals	2,339,711	2,498,516	2,407,357

In addition to the One Percent for Art revenues identified above, OACA receives \$187,000 in 2011 from the Cumulative Reserve Subfund for general maintenance and repair of all sited and portable artworks.

Design Commission: Established in 1968, the Seattle Design Commission advises the Mayor, the City Council and appropriate City departments on design and environmental aspects of the City's Capital Improvement Program. Commission members are appointed by the Mayor for a renewable two-year term. Membership is comprised of two licensed architects, one professional fine artist, one youth member, one lay member, and at least one and no more than two from each of the following categories, for a maximum total of five (professional urban planner, professional environmental or urban designer, landscape architect, and licensed professional engineer). The Design Commission is fully funded with funds from the Cumulative Reserve Subfund.

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Projects eligible for review include any on-or above-grade structure, including buildings and additions to buildings, bridges, park developments, street furniture, and all similar installations. The Commission reviews below-grade structures such as tunnels, arcades and underground passageways that are regularly visible to the public. Projects reviewed by the Commission must be financed in-whole or in-part with City funds, be on land belonging to the City, or be subject to approval by the City. Commission involvement in capital improvement projects begins as early in the planning process as possible, starting with participation in the consultant selection process and continuing through the many stages of project development. This includes project reviews at the scope briefing or pre-design stage, conceptual design, schematic design, design development, and sometimes construction documents stages.

Key Policies Guiding the City's Capital Investments

City investments in capital projects are guided by a set of key policies reflecting the City's values and priorities. These policies shape how the City takes care of buildings and infrastructure, invests in capital projects in areas that have accepted growth as envisioned in the City's Comprehensive Plan, preserves the City's and greater Seattle's historic buildings, supports sustainable building practices, and ensures that all members of the community have access to the economic opportunities capital projects create. The following section details the key policies, and how they are reflected in the 2011-2016 Proposed CIP.

Asset Preservation: In 2002, the Executive undertook an assessment of the City's demands for major maintenance and facility improvement projects. This effort, which was an outgrowth of the City's update to its 2001 financial policies, was intended to develop an annual funding target for asset preservation investments (formerly referred to as "major maintenance") that would reflect an updated assessment of the City's capital infrastructure. The Asset Preservation Study found that, despite achieving targets recommended by the Citizens' Capital Investment Committee in 1994, the City still lagged behind industry-recommended levels of investment in asset preservation. The four General Government departments involved in the study (Finance and Administrative Services, Library, Parks and Recreation, and Seattle Center) are responsible for about of 6.9 million square feet of building space, 2.6 million square feet of parking space, and 240 million square feet of grounds (primarily green space) and work yards. These assets have a replacement value of approximately \$5 billion. Assuming an annual asset preservation funding target of 1.0% of the replacement value for buildings and 0.5% of the replacement value for other assets, the City should be investing about \$48 million (2011 dollars) per year in asset preservation. These percentage targets are consistent with those used by other jurisdictions that were polled as part of this study's review of best practices.

In 2011, the City is spending \$19 million from the CRS and approximately \$40 million overall on asset preservation of general government infrastructure, including rehabilitation or restoration projects in parks, libraries, civic buildings, and on the Seattle Center campus. In SDOT, about \$64 million is allocated to asset preservation of infrastructure in 2011. In the 2011-2016 Proposed CIP, the City continues to fund projects in the Finance and Administrative Department through space rent charges, as recommended by the 2002 Asset Preservation Study.

Historic Preservation: Seattle's commitment to historic preservation began with citizen efforts in the 1960s to block the demolition of two of Seattle's oldest neighborhoods - the Pike Place Market and Pioneer Square. Both neighborhoods were threatened with proposals that would have irreversibly changed the character of the districts. The Pike Place Market was faced with an Urban Renewal Plan that would have demolished it, while Pioneer Square was threatened with a major roadway project. In 1970, the Seattle City Council created the Pioneer Square Preservation District, Seattle's first historic district. Then, in 1971, voters approved an initiative to create the Pike Place Market historical district. In 1973, the Seattle City Council adopted a Landmarks Preservation Ordinance to safeguard properties of historic

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and architectural significance throughout the City, and almost 400 buildings, sites, and objects have now been designated as City landmarks. The City of Seattle currently owns or maintains many of those landmarks, including libraries, park buildings, and fire stations. In 2001, the City began a comprehensive effort to survey and inventory both City-owned properties and privately-owned properties throughout the City. To date, the Department has completed surveys and inventories in 18 of the City's neighborhoods including Belltown, Cascade, Central, Columbia City, Denny Triangle, Downtown, Georgetown, Mount Baker, North Beacon Hill, North Rainier, Pioneer Square, Queen Anne, South Lake Union, South Park, South Seattle, University, Wallingford, Waterfront, as well as city-owned properties, pre-1906 residential buildings, and neighborhood commercial buildings throughout the City. The results of those efforts are available in a searchable database on the Department of Neighborhoods website.

Sustainable Building Policy: In February 2000, the City Council adopted a Sustainable Building Policy for the City of Seattle (Resolution 30121). The policy is based on criteria given by the U.S. Green Building Council's LEED (Leadership in Energy and Environmental Design) rating system. All capital construction which falls under the Sustainable Building Policy (new or renovated facilities larger than 5,000 square feet) is expected to budget to meet the LEED "silver standard" or higher. Sustainable building uses materials and methods that promote environmental quality, economic vitality, and social benefit through the design, construction, and operation of the built environment.

In addition, the City received a \$20 million Energy Efficiency and Conservation Block Grant through the federal stimulus program, accepted by the City Council in July 2010 (Ordinance 123360). With this funding, the City has teamed with more than 40 public, private, utility, and nonprofit partners to create Community Power Works (CPW). CPW will put thousands of people to work in green jobs in the retrofit industry, while reducing carbon emissions. The grant provides one-time funding to deliver significant energy efficiency retrofits in residential, commercial, hospital, and municipal buildings in the Central District, South Downtown and Southeast Seattle. This target district is home to some of the city's most culturally and economically diverse populations and businesses, where nearly 60 million square feet of buildings was constructed prior to 1982 energy performance standards.

Alignment with City of Seattle Comprehensive Plan: Development of the 2011-2016 Proposed CIP was informed by the City of Seattle's Comprehensive Plan, which had its required 10-year update in 2004. Departments have taken special note of capital projects in neighborhoods targeted for substantial growth in the future or that have received substantial growth in the last few years. This effort is intended to make sure areas receiving growth have the appropriate physical infrastructure to accommodate such growth, while balancing the City's other major maintenance needs of existing facilities, such as power distribution systems, pipes, community centers, swimming pools, libraries, and streets that are located throughout the City, not just in targeted growth areas.

Federal and State Regulatory Requirements. The City's utilities have several facility projects in their Capital Improvement Programs to meet federal and state regulatory requirements. The City of Seattle must abide by the City's two National Pollutant Discharge Elimination System (NPDES) permits, one for stormwater and one for combined sewer system. The City is required, for example, to invest hundreds of millions of dollars in the combined sewer/stormwater system over the next several years to control the number of combined sewer overflows (CSOs) into receiving bodies of water, including Lake Washington and Puget Sound.

Endangered Species Compliance: The City's utilities have several facility projects in their Capital Improvement Programs to meet federal and state regulatory requirements. The City must abide by U.S. Endangered Species Act regulations, which are designed to assist in species recovery efforts. In response to the listing of mid-Puget Sound Chinook salmon under the Act, Seattle Public Utilities is implementing measures to facilitate fish passage near the Landsburg Diversion Dam on the Cedar River. Other projects include creating Cedar River downstream fish habitat, fish passage facilities, and protective fish screening to prevent salmon entrapment in the water supply system. City Light and Seattle Public Utilities are also

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acquiring salmon habitat in the Green/Duwamish, Cedar/Lake Washington, Skagit, and Snohomish watersheds as part of the City's Early Action Plan

Americans with Disabilities Act: The United States Department of Justice (DOJ) conducted an audit of some, but not all, City of Seattle facilities, practices and procedures, in order to assess City compliance with the Americans with Disabilities Act (ADA), and reported its findings to the City. While the City is largely in compliance, there are some facilities that the DOJ has identified that need to be updated or modified in order to be in compliance with ADA standards. In 2011, the City anticipates reaching agreement with the DOJ regarding the noted findings, including steps which the City will take to remedy agreed deficiencies. In addition, the City will be undertaking a survey of facilities not audited by DOJ to assess their compliance with the ADA. As a result, the 2011-2012 Proposed Budget includes funding for a project manager who will provide oversight on work to survey the City facilities for compliance; determine and report compliance to DOJ on the agreement; and review and modify as needed the facilities design process with regard to the ADA. The 2011-2012 Proposed Budget also includes funding to begin updates to City facilities where required to meet ADA standards.

Small and Economically-Disadvantaged Business Assistance: The City has taken steps to address contracting equity for small and economically-disadvantaged businesses, including minority- and women-owned businesses. Several City departments (Seattle Public Utilities, Seattle City Light, Seattle Department of Transportation, and the Finance and Administrative Services department on behalf of General Fund departments) have contracts with the Contractor Development and Competitiveness Center (CDCC), which is managed by the Urban League of Metropolitan Seattle. The CDCC provides assistance to small construction firms, including minority- and women-owned businesses, in support of City public works projects. The CDCC provides these businesses with a bridge to resources available in the small business community for professional, managerial, and technical development.

Next Steps and Strategic Planning

In addition to projects funded in the 2011-2016 Proposed CIP, there are projects that remain without funding that must be considered. Some of these capital projects are required, while others are desirable but not mandated. For many of these projects, the scope of the work and timing of expenditures is flexible to some extent.

Some examples include replacement of the North Precinct, Fire Headquarters and replacement of aging streetlight infrastructure. Additional funding is needed for maintenance of the City's transportation infrastructure and investments in more sustainable transportation solutions that will be guided in part by the outcome of the Transit Master Plan update. The disposition of some city capital projects are dependent upon the timing and outcome of major state projects including replacement of the SR 520 Bridge and removal of the Alaskan Way Viaduct, both of which may have impacts on when and where nearby fire stations can be retrofitted.

Full funding for the City's responsibility related to replacement of the Elliott Bay Seawall needs to be secured quickly to allow for work to continue as planned. Investments are needed in the City's maintenance shops and only slow progress is currently being made on implementation of the Seattle Center Master Plan. Funding does not exist yet to support replacement of the Magnolia Bridge. While the near-term need for construction of a city jail has been avoided, a longer-term approach should be developed in the context of planning for capital expenditures across all of the areas mentioned. The City must also begin to consider how to address basic transportation funding declines when the Bridging the Gap levy ends in 2015.

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In order to layout an approach for prioritizing and meeting these and other capital needs, a Strategic Capital Planning effort has begun. The plan will help to outline options for how to address these challenges in the future and will ensure the city is making appropriate investment decisions with the future always in mind. Preliminary information is anticipated to be available in early 2011. The costs of these potential capital obligations must be kept in mind when determining how to allocate the City's limited resources in the near-term.

