

### Reader's Guide to the 2014-2019 Proposed Capital Improvement Program

The City of Seattle's 2014-2019 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 625 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 Finance and Administrative Services. The Appendix lists 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/npi/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.

**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 2012; the 2013 revised budget (including 2013 Adopted Budget, carry-forward balances, abandonments, and supplemental appropriations); proposed 2014 appropriations; and estimated appropriation requests for 2015-2019. "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. The City appropriates funds 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 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.

### **Background**

The City of Seattle owns and operates a variety of physical assets, ranging from community parks, roadways, bridges, office buildings, libraries, open space, fire stations, maintenance yards, facilities at Seattle Center, and more. The City must properly maintain these assets in order to ensure they are safe, lasting, and provide a welcoming and usable space to serve their intended purposes. The City's utility infrastructure is also included in the Capital Improvement Program (CIP), including electric, solid waste, water and wastewater utility assets. The City's capital facilities support City operations, direct public services and programs, and in some cases provide direct public benefits themselves.

Every year during the annual budget process, the City adopts a six-year Capital Improvement Program (CIP) which outlines anticipated investments over that timeframe. The 2014-2019 Proposed CIP totals \$5.2 billion over six years, with \$937 million of that amount designated for 2014.

### **Capital Planning Policies**

The City has historically based capital planning efforts on a set of criteria that help set priorities among potential capital programs. [Resolution 31203](#), adopted in June 2010, set out the following policies to guide the City's capital spending:

- Preserve and maintain existing capital assets
- Support the goals of the City's plans
- Support economic development
- Consider external funding possibilities
- Consider revenue-generating possibilities
- Seek regional funding for regional projects
- Pursue cost-saving commitments
- Pursue conservation and sustainability investments

Additional specific considerations include:

- Compliance with regulatory requirements
- Coordination between departments and with other jurisdictions
- Public safety and health

Although departments on an individual basis do a thoughtful job of prioritizing their capital needs, it can be difficult to compare or prioritize needs across departments or to integrate department priorities with Citywide goals. The City Budget Office (CBO), in conjunction with the Mayor's Office, is undertaking a process to provide more clarity and transparency to CIP budget decisions. One outcome of this process is the development of CIP white papers for each department. These white papers describe department-specific funding priorities, funding challenges, and decision-making tools. The ultimate goal is to clearly communicate to all stakeholders about what CIP projects are funded and how and why the mix of projects was selected.

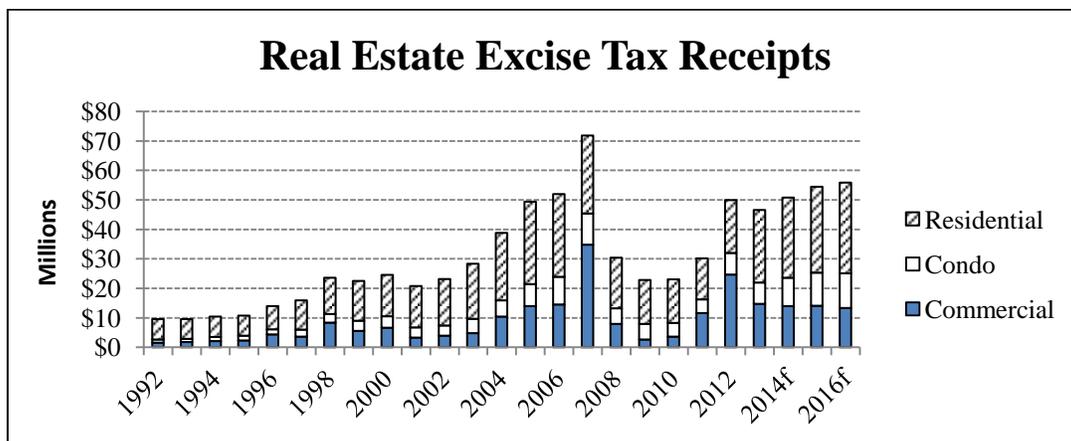
Summary information from these white papers is contained in the narrative sections for each department in this 2014-2019 Proposed CIP. For complete versions of the department white papers, please refer to the City Budget Office website: <http://www.seattle.gov/financedepartment/>

## Capital Program Funding and Recent Challenges

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. Seattle City Light and Seattle Public Utilities fund utility projects with 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.

Funding for City general government capital needs is limited and has been further hampered by the recent Great Recession. Regular funding of the City’s general government capital program is highly dependent on revenue from Real Estate Excise Taxes (REET), transportation-specific taxes, and in some cases relies on General Fund support, as well. REET is a volatile revenue source that tracks closely to local economic activity. As shown in the graph below, REET revenues rose sharply in 2004-2007 during the economic expansion, but plummeted in 2008 - 2011 as activity fell off. While projections for future years anticipate REET revenues to resume growing, large and sudden fluctuations in this revenue source make it difficult to rely upon for ongoing capital needs.

For this reason, the City maintains a reserve of REET funds to help offset fluctuations in revenue. The City dipped into this reserve in 2010, but rebuilt the reserve over time in order to deal with future unexpected downturns in revenue. Through careful management of capital spending since 2010, the City anticipates achieving the \$10 million target reserve levels for REET in 2014. The City has not achieved the REET reserve target since 2008. The reserve is critical to ensure the City has sufficient funding to maintain core asset preservation work in the event of a future economic downturn.



As described above, the City also relies on other funding sources for its capital program, including locally-generated revenues (taxes, fees, voter-approved levies, and user charges) and intergovernmental revenues (including state and federal grants). Reliance on councilmanic or voter approved debt is another common financing tool, although those obligations must be repaid from the same set of limited resources including REET and General Fund revenues.

Given the volatility of REET revenues, the City has prudent financial policies that limit the use of REET primarily to support cash spending on capital projects in lieu of supporting fixed debt service payments. Under current policy, any REET supporting newly issued debt can only be used in relation to the City’s

Fire Facilities and Emergency Response Levy (2003). The 2014-2019 Proposed CIP continues this policy, ensuring sufficient flexibility with REET commitments to respond to changing revenue patterns over time.

### **Seattle's Recent History – Major Voter-Approved Capital Projects**

In addition to reliance upon general tax sources, Seattle undertook a number of major capital projects during the last two decades using voter-approved funds and Councilmanic (non-voted) debt. Capital voter-approved projects include improvements to Seattle Center and construction of new or expanded community centers and parks, new or remodeled downtown and branch libraries, new or remodeled fire facilities, parks improvements, funding for low income housing, and replacement of the Central Seawall. The City used Councilmanic debt to address the City's downtown office space requirements, including purchase of the Seattle Municipal Tower and purchase of Park 90/5, a complex of office and warehouse buildings used to house Police support facilities and some other City functions. In 2002, the City completed a Justice Center to house Police administration and the Municipal Court. City Hall opened in 2003. The most recent capital project levies are:

- The 1998 Libraries for All Levy – a 30-year, \$196 million dollar voted bond measure that built a new Central Library, four new branch libraries and renovated or replaced 22 branch libraries.
- The 1999 Community Centers and Seattle Center Levy – an eight-year, \$72 million levy which renovated and expanded community centers as well as renovations to Seattle Center.
- The 2003 Fire Facilities and Emergency Response Levy – a nine-year, \$167 million levy which upgrades or replaces the City's 33 fire stations and renovates the Chief Seattle fireboat, and built a new Emergency Operations Center and a new Joint Training Facility.
- The 2006 Bridging the Gap Levy – a nine-year, \$365 million levy for transportation maintenance and improvements.
- The 2008 Parks and Green Spaces Levy – a six-year, \$146 million levy to acquire, develop, or restore, existing or new, parks, recreation facilities, cultural facilities, green spaces, playfields, trails, community gardens, and shoreline areas.
- The 2012 Central Seawall Excess Levy – a 30-year, \$290 million bond levy completes funding necessary to construct Phase 1 the Elliott Bay Seawall Project (from Washington Street to Virginia Street) and funds reconstruction of one of the public piers (Pier 62/63 and Waterfront Park).

### **Funding Dynamics for Significant Future Capital Projects**

Given general resource funding challenges, the City will continue to rely on voter-approved funding packages to complete major capital projects and to secure needed funding for basic asset preservation. The City has identified several major capital projects for which it will need funding and also identified a gap between City policies on asset preservation spending and available resources for this purpose. Given funding constraints, the City does not have sufficient resources to support every project. But the City has identified priority projects. The following sections describe these priority areas at a high level. The City will need additional voter-approved levy authority in order to fund these projects and raise asset preservation funding levels to at least minimum target levels.

#### **Transit**

The City adopted the Transit Master Plan (TMP) in 2012. The TMP provides strategic guidance for the City on how best to connect neighborhoods, businesses and people in Seattle. It maps out where investments in more environmentally sustainable modes of transportation can improve mobility and access for all users of the transportation system. The City must embrace the recommendations of the TMP and must find the means to turn those recommendations into action.

The City will invest over \$13 million in 2014 for TMP early implementation, not including Sound Transit funding of the First Hill Streetcar. Funding provided in the 2014-2019 Proposed CIP is critical to advance transit planning in Seattle. This will enable the City to be more competitive in seeking grant funding for these projects in addition to improved coordination with other regional transportation agencies. Improving our regional high capacity transit system is also critical for our local economy to remain competitive and to protect our regional natural resources.

The Citizens' Transportation Advisory Committee (CTAC III) delivered their recommendation in summer 2011 to the mayor and council and agreed that additional investments in our transportation system were prudent and that the time for action is now. While voters did not approve the package in November 2011, this important dialogue continues about how the City can make progress towards an equitable and sustainable transportation system.

#### **Public Safety Facilities**

Several public safety facilities are in need of replacement. Fire Station 5 on Alaskan Way, Fire Station 22 on East Roanoke Street, the Police Harbor Patrol facility on Lake Union and the Police North Precinct on College Way North all are in need of replacement. The Seawall funding package that was approved by voters in November 2012 provides a portion of the resources required for the repair of Piers 62 and 63, but additional funding is also required to complete these projects.

The 2014-2019 Proposed CIP includes General Fund-supported debt to continue work on a new Police North Precinct facility from which the Seattle Police Department serves the north end of the city. While General Fund resources are currently identified to support initial phases of the project, future phases will require additional funding from sources not yet determined.

#### **Parks Asset Preservation**

The Parks Asset Management Plan identifies \$270 million in projects over the next 6 years. Funding for asset preservation of the City's park system is below target levels and current revenue projections indicate this is unlikely to change over the next decade. The City therefore anticipates the need for renewal of the 2008 Parks Levy. The Parks Legacy Citizen's Advisory Committee is currently considering options and will make recommendations to the City in 2014.

Public input to this process is critical to ensure the proposal reflects community priorities. For additional information, see the [Parks Legacy Plan website](#). Written comments can be sent via email to [parkslegacy@seattle.gov](mailto:parkslegacy@seattle.gov).

### **Future Strategic Planning Required**

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.

### **Protecting and Creating Opportunities for Workers**

The City considers not only what capital projects to fund but also how to deliver them and achieve broader goals for fairness, equity and opportunity in the community. The Department of Finance and Administrative Services (FAS) leads a number of policy initiatives to ensure social responsibility and equity in the spending of City capital dollars.

**Fair and equitable treatment of workers:** While FAS monitors and enforces fair and equitable treatment of workers in City construction contracts to protect workers, due to limited resources it could only focus on a small number of projects. In 2013, FAS increased its monitoring and enforcement of wage and labor conditions on City-contracted construction projects, including Office of Housing-financed projects. The 2014 Proposed Budget provides funding to allow FAS to continue this program, expanding its scope to provide compliance monitoring for wage and labor violations for projects considered high-risk.

**Reduce barriers to construction jobs:** The City of Seattle is interested in increasing construction employment opportunities for individuals facing barriers to jobs in the construction industry. As the local construction work force ages out, the construction industry must train new workers to ensure a steady supply of employees for local projects.

In 2013, the Mayor and City Council issued a Resolution to have FAS staff and research a possible Target Hire policy that would promote training, employment and contract strategies that would support hire of workers who are women, people of color, and other socially and economically disadvantaged residents. As a result of the Resolution, the Mayor and City Council will receive recommendations from an Advisory Committee for Construction Careers, which will direct policy that FAS will implement in 2014 to address the City's need for a diverse, local supply of a construction workers.

The City has also implemented a Project Labor Agreement for the Elliott Bay Seawall that includes unprecedented community work force provisions to seek a local and diverse work force. Substantial work will continue throughout 2013-2014 and beyond.

**Woman and Minority Owned Business (WMBE):** The City continues to successfully address contracting equity for minority- and women- owned businesses. In 2011, FAS implemented a Citywide requirement on all public work bids and contracts above \$300,000 that has very effectively encouraged and enforced commitments by contractors to use WMBE firms.

## 2014-2019 Proposed Capital Improvement Program Summary

The 2014-2019 Proposed CIP totals \$5.2 billion for six years and includes approximately 625 individual projects. \$3.1 billion of the six-year total, or 60%, are utility projects managed by Seattle City Light (SCL) and Seattle Public Utilities (SPU), and mostly are funded by utility rates. \$1.6 billion (31%) is in Seattle Department of Transportation (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 \$516 million, or 10%, of the six-year CIP.

### 2014-2019 Proposed CIP by Department (dollars in thousands)

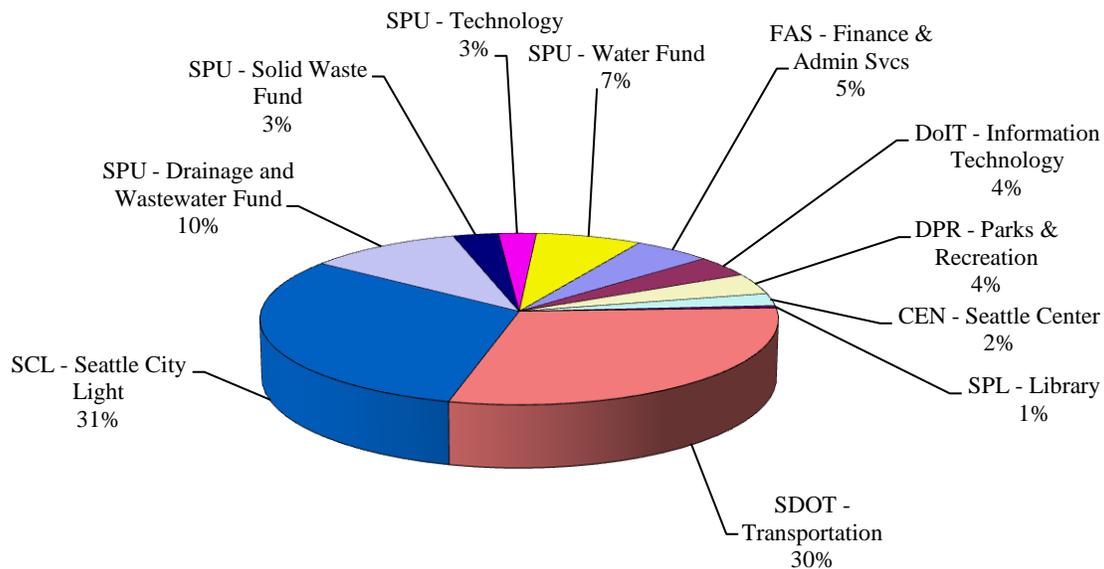
Department	2013 Adopted	2014 Proposed	2015 Estimated	2016 -19 Estimated	2014-19 Total
Finance and Administrative Services	52,865	49,568	62,714	94,112	206,394
Information Technology	12,509	37,535	31,315	48,627	117,477
Parks and Recreation	39,147	37,026	20,537	53,237	110,800
Seattle Center	8,980	21,869	4,602	31,585	58,056
Seattle Public Library	3,425	4,438	3,895	15,075	23,408
Seattle Transportation	203,357	277,568	324,717	989,808	1,592,094
<b>Subtotal</b>	<b>320,283</b>	<b>428,005</b>	<b>447,781</b>	<b>1,232,444</b>	<b>2,108,229</b>
<b>City-owned Utilities</b>					
Seattle City Light	282,734	291,159	389,666	1,265,255	1,946,080
SPU - Drainage & Wastewater	87,250	97,736	83,397	389,674	570,808
SPU - Solid Waste	11,148	28,858	50,276	54,399	133,533
SPU - Technology Projects	23,667	23,922	24,202	60,891	109,015
SPU - Water	49,803	67,235	71,512	224,068	362,815
<b>Subtotal</b>	<b>454,602</b>	<b>508,911</b>	<b>619,054</b>	<b>1,994,287</b>	<b>3,122,252</b>
<b>City Total</b>	<b>774,885</b>	<b>936,915</b>	<b>1,066,835</b>	<b>3,226,730</b>	<b>5,230,480</b>

Notes:

1. 2013 Adopted totals are based on the 2013-2018 Adopted CIP.
2. Not all funds above are appropriated; see the 2014 Proposed Budget for a list of capital appropriations by department.

### 2014-2019 Proposed Capital Improvement Program

2014 Proposed CIP by Department - \$ 937 Million



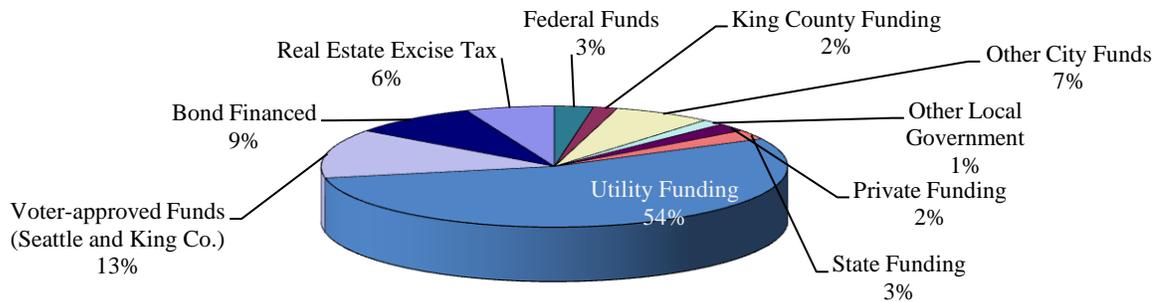
The table below identifies funding sources for the 2014-2019 Proposed CIP by Revenue Source Group.

2014-2019 Proposed CIP Revenues

Revenue Source Group (in \$1,000s)	2013 Adopted	2014 Proposed	2015 Estimated
Federal Funds	16,888	25,212	7,638
King County Funding	275	15,574	5,958
Other City Funds	38,387	63,849	96,182
Other Local Government	25,085	14,463	364
Private Funding	5,410	20,201	2,171
State Funding	17,826	23,981	33,235
To Be Determined	-	-	78,539
Utility Funding	456,373	510,626	621,241
Real Estate Excise Tax	44,044	57,784	43,486
Bond Financed	83,282	82,445	15,003
Voter-approved Funds (Seattle and King Co.)	87,316	122,780	163,018
<b>Grand Total</b>	<b>774,886</b>	<b>936,915</b>	<b>1,066.835</b>

2014-2019 Proposed Capital Improvement Program

**2014 Proposed CIP by Revenue Source - \$ 937 Million**



**Asset Preservation**

A 2002 Asset Preservation Study found that, despite achieving targets recommended by the 1994 Citizens’ Capital Investment Committee, 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 \$50 million (2013 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 2014, the City will spend \$32 million from the Cumulative Reserve Subfund (CRS) and \$40 million overall on asset preservation of general government infrastructure in parks, libraries, civic buildings, and on the Seattle Center campus. SDOT will spend \$137 million on asset preservation of infrastructure in 2014. In the 2014-2019 Proposed CIP, the City continues to fund projects in the Department of Finance and Administrative Services through space rent charges, as recommended by the 2002 Asset Preservation Study.

[Resolution 31083](#) outlines asset preservation spending guidelines for the Cumulative Reserve Capital Projects Account for departments other than Transportation and Utilities. The resolution establishes desired target spending as well as minimum spending levels. The table below displays budgeted spending from the Capital Projects Account compared to those guidelines.

The 2014-2019 Proposed CIP increases Capital Projects Account funding for asset preservation from 2013 levels and reduces the gap between funding and target levels. However, given general revenue constraints, there is still a shortfall from needed levels.

<b>Capital Projects Account Funding for Asset Preservation in Departments Other than Transportation and Utilities</b>						
<b>\$ Million</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Proposed</b>	<b>Cumulative (2010 Through 2014)</b>
Budget <sup>1</sup>	\$15.3	\$17.1	\$24.2	\$28.6	\$32.0	\$117.1
Target	\$47.4	\$48.1	\$49.1	\$50.2	\$51.1	\$245.9
Budget minus Target	(\$32.2)	(\$31.0)	(\$24.9)	(\$21.6)	(\$19.2)	(\$128.9)
Minimum (= 65% of Target)	\$30.8	\$31.3	\$31.9	\$32.6	\$33.4	\$160.0
Budget minus Minimum Funding Requirement	(\$15.6)	(\$14.2)	(\$7.8)	(\$4.0)	(\$1.4)	(\$42.9)
1) Budget represents funding levels from the Capital Projects Account						

**Cumulative Reserve Subfund**

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. Real Estate Excise Taxes (REET) supports the majority of CRS spending.

The table below 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 2014 Proposed Budget.

<b>2014 CRS Appropriations By Department</b>						
(\$1,000s)	<b>2014 Endorsed</b>			<b>2014 Proposed</b>		
<b>Department</b>	<b>CRS Direct</b>	<b>Dept Capital</b>	<b>CRS Total</b>	<b>CRS Direct</b>	<b>Dept Capital</b>	<b>CRS Total</b>
<b>Subtotals by Department</b>						
Seattle Center	\$0	\$4,651	\$4,651	\$0	\$6,476	\$6,476
Seattle Public Library	\$0	\$500	\$500	\$0	\$1,382	\$1,382
Seattle Department of Transportation	\$14,101	\$0	\$14,101	\$29,116	\$0	\$29,116
Department of Parks & Recreation	\$0	\$16,774	\$16,774	\$0	\$21,013	\$21,013
Finance & Administrative Services Department	\$0	\$9,688	\$9,688	\$0	\$10,932	\$10,932
Cumulative Reserve Subfund Direct Spending	\$3,678	\$0	\$3,679	\$3,045	\$0	\$3,045
<b>Total</b>	<b>\$17,779</b>	<b>\$31,613</b>	<b>\$49,393</b>	<b>\$32,161</b>	<b>\$39,803</b>	<b>\$71,964</b>

**Neighborhood Projects**

**Support for Neighborhoods and Neighborhood Plan Projects**

The 2014-2019 Proposed CIP contains more than 120 projects, totaling approximately \$229 million, in support of neighborhood plans in 2014. The plans, created 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, the Neighborhood Matching Subfund, the Cumulative Reserve Subfund, utility funds, Community Development Block Grant funds, and other public and private sources.

**Neighborhood Project Fund**

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. These neighborhood projects are identified and prioritized by the community, and selected for funding by the Department of Neighborhoods, SDOT, Parks, and the City Budget Office. The most recent selection process was completed in August 2012, resulting in the project list below. The Department of Parks and Recreation budget includes \$248,000 of CRS REET II funding and SDOT's budget includes \$752,000 of CRS REET II funding. See SDOT project TC365770 (NSF/CRS Neighborhood Program) and Parks project K732376 (Neighborhood Capital Program) for more detail.

**2014-2019 Proposed Capital Improvement Program**

2014 Neighborhood Projects Funds – Small Projects

District Council	Project ID #	Project Description	Dept	CRS/NSF Amount
Ballard	2013-034	Ramps and median island "nose" at NW 62nd St 36th Ave NW	SDOT	90,000
<b>Subtotal Ballard</b>				<b>90,000</b>
Central	2013-081	Curb ramps on east leg of East Cherry St and 21st Ave	SDOT	40,000
Central	2013-082	Basketball court resurfacing, bench installation, and facelift at Judkins Park	Parks	30,000
Central	2013-083	Game table and bench installation, plaza connecting play structures, path repair including drainage at Pratt Park	Parks	33,000
<b>Subtotal Central</b>				<b>103,000</b>
Delridge	2013-049	Replace parking cutout with planting strip, add curb and tree	SDOT	69,750
Delridge	2013-025	Improve access to Westcrest dog park including existing ADA	Parks	27,900
<b>Subtotal Delridge</b>				<b>97,650</b>
Downtown	2013-031	Pedestrian lighting at Freeway Park on the NE corner of 6th Ave and Seneca St	Parks	57,000
Downtown	2013-012	Pedestrian lighting on west side of 1st between Bell & Blanchard	SDOT	26,600
Downtown	2013-036	Restripe crosswalks at multiple locations in Pioneer	SDOT	7,000
<b>Subtotal Downtown</b>				<b>90,600</b>
East	2013-003	Curb ramps on the west leg of Madison at 8th St.	SDOT	70,000
<b>Subtotal East</b>				<b>70,000</b>

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## Overview

District Council	Project ID #	Project Description	Dept	CRS/NSF Amount
Greater Duwamish	2013-065	Improvements to Duwamish Waterway Park including replacing and adding new picnic tables and adding additional plantings to existing beds and other hardscape improvements including temporary play area	Parks	56,000
Greater Duwamish	2013-043	Edge line and asphalt maintenance on NW corner of 8th Ave S/Carleton Ave S & E Marginal Way	SDOT	34,000
<b>Subtotal Greater Duwamish</b>				<b>90,000</b>
Lake Union	2013-054	Improve lighting at Cascade Park by adding city light fixtures, facing park, to existing city light poles	Parks	2,750
Lake Union	2013-029	Pedestrian half signal at Eastlake Ave E and E Allison St	SDOT	90,000
<b>Subtotal Lake Union</b>				<b>92,750</b>
Magnolia/QA	2013-073	Sidewalk repair at W Boston St from Queen Anne Ave N to alley	SDOT	90,000
<b>Subtotal Magnolia/QA</b>				<b>90,000</b>
North	2013-019	Pedestrian path design at NE 143rd and 30th Ave NE	SDOT	23,000
North	2013-008	Traffic circle at NE 105th St and 23rd Ave NE	SDOT	26,750
North	2013-079	Crosswalk ramps at Roosevelt Way NE & NE 83rd St	SDOT	65,000
<b>Subtotal North</b>				<b>114,750</b>
Northeast	2013-069	Curb ramps at 39th Ave NE and 57th and 60th St NE	SDOT	69,000
Northeast	2013-001	Sidewalk at 7514 40th Ave NE	SDOT	34,250
<b>Subtotal Northeast</b>				<b>103,250</b>
Northwest	2013-080	Curb ramps at Fremont Ave N at N 79th and N 81st streets	SDOT	60,000

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District Council	Project ID #	Project Description	Dept	CRS/NSF Amount
Northwest	2013-042	Curb bulb at Latona Ave NE and NE 55th St	SDOT	35,500
<b>Subtotal Northwest</b>				<b>95,500</b>
Southeast	2013-009	Curb ramps at 44th Ave S and S Graham St	SDOT	54,000
Southeast	2013-017	Improved drainage at SE corner of Rainier Ave S and S Ferdinand	SDOT	18,500
<b>Subtotal Southeast</b>				<b>72,500</b>
Southwest	2013-050	Intersection repaving at California Ave SW at Fauntleroy Way SW	SDOT	90,000
<b>Subtotal Southwest</b>				<b>90,000</b>
<b>GRAND TOTAL</b>				<b>1,200,000</b>

### 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 City added an additional \$1 million for these projects, for a total of \$5.5 million over 3 years. The third, and final, round of project selection began in fall 2012. The City anticipates completion of these projects by 2015:

Area	Project	Location	Type	Amount
Greater Duwamish	Georgetown Festival Street	12th Avenue S between S Vale & S Bailey Streets	Pedestrian Improvements	1,130,000
Northwest	Greenwood Ave N Sidewalk	Greenwood Ave N between N 92nd and N 97th Streets; N 104th to N 105th Streets	Sidewalk	\$1,070,000
Magnolia / Queen Ann	Lake To Bay Loop - Harrison	W Harrison St & 1st Ave W; W Harrison St & Queen Anne Ave N	Pedestrian Improvements	\$ 500,000
Greater Duwamish	W Duwamish Trail Extension	8th Ave. S. from S Portland Street to S Kenyon Street	Trail	\$ 575,000
Southeast	Rainier Beach Pedestrian Enhancements	Rainier Ave S between Seward Park Ave S and Ithaca Pl S	Sidewalk	\$ 515,000
Downtown	Pioneer Square Accessibility	The Pioneer Square Historic District--locations on Yesler Way and sidewalk on S Jackson Street	Curb ramps	\$ 407,000

Area	Project	Location	Type	Amount
East	12th Ave pedestrian improvements	12th Ave & E Howell Street; 12th Ave & E Olive Street	Crosswalk	\$ 385,000
Lake Union	Waterway 22 sidewalk	Western side of Stone Way N, south of N 34th St and the south side of N Northlake Way at Waterway 22	Sidewalk, Crosswalk	\$ 290,000
Central	19th & Union pedestrian improvements	19th Avenue at E Union Street; 19th Avenue at E Pike Street	Crosswalk	\$ 235,000
Ballard	W Woodland Elem pedestrian improvements	5-way intersection at 3rd Ave NW, NW 56th St, and NW 55th Place	Pedestrian Improvements	\$ 150,000
Southeast	Columbia City Sidewalk Ponding Repairs	Rainier Avenue South between South Hudson and South Dawson streets	Sidewalk repair	\$ 128,000
Central	Dearborn & Rainier multi-modal safety	Rainier Ave S and S Dearborn Street	Pedestrian Improvements	\$ 115,000
			<b>Total</b>	<b>\$ 5,500,000</b>

### Neighborhood Matching Subfund

The 2014 Proposed Budget adds \$500,000 of on-going General Fund support to [Neighborhood Matching Subfund](#) (NMF) grant programs, bringing the total amount of grant money available back to pre-recession levels. A number of CIP projects, particularly in the Department of Parks and Recreation, include funding from NMF.

The City created the NMF 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 citywide initiatives such as Race and Social Justice, Youth Violence Prevention, Environment and Sustainability, and Neighborhood Planning. Awards range from a few thousand dollars up to \$100,000, and NMF funds can 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. Matches consist of volunteer labor, donated materials, professional services, or money. The Department of Neighborhoods (DON) administers the granting process.

Please see the [NMF section](#) in the 2014 Proposed Budget for additional information.

### Art and Design Funding for City Capital Projects

#### 1% for Art Program

The 1% for Art program, established by Seattle Municipal Code Chapter 20.32, requires the City deposit 1% of eligible CIP project budgets in the Municipal Arts Fund for the commission, purchase and installation of artworks throughout Seattle. The Office of Arts and Culture (Arts) manages the 1% for Art program and the Municipal Art Fund. Arts establishes the scope of work and budgets for new art projects and describes the status of ongoing public art projects in an annual [Municipal Art Plan \(MAP\)](#).

## Overview

Municipal Art Fund revenues from the 1% for Art program can fluctuate significantly from year-to-year depending on changes in City capital investments. In 2014, the Municipal Art Fund is expected to receive approximately \$3.1 million from capital departments for the 1% for Art program, as described below.

	2012	2013	2014
<b>1% for Art Revenues</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Proposed</b>
City Light	\$303,073	\$374,785	\$134,488
Seattle Public Utilities	\$923,169	\$1,136,000	\$1,119,344
Finance & Admin. Services	\$140,099	\$14,651	\$39,891
Seattle Center	\$1,180	\$1,500	\$5,300
Parks & Recreation	\$184,540	\$148,710	\$148,960
Transportation	\$465,808	\$473,820	\$1,637,910
<b>Total</b>	<b>\$2,017,869</b>	<b>\$2,149,466</b>	<b>\$3,085,893</b>

In addition to the 1% for Art revenues identified above, Arts receives \$187,000 in 2014 from the Cumulative Reserve Subfund for 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.

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.

### **Background of Capital Improvement Program Policy Drivers**

As described above, 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 some of these key policies.

#### **Sustainable Building Policy**

In February 2000, the City Council adopted a Sustainable Building Policy for the City of Seattle ([Resolution 30121](#)) which articulated the City's commitment to environmental, economic and social stewardship and set the expectation that new municipal facilities meet established green building standards. Specifically, it called for all new construction and major remodel projects over 5,000 square feet to achieve a LEED Silver rating. When adopted, this policy was the first of its kind in the nation and represented a ground-breaking approach to demonstrating City leadership and transforming the marketplace.

Since 2000, the green building community has experienced exceptional growth in expertise and capacity. Recognizing this change, in 2011 the Executive proposed an updated Sustainable Building Policy which the Council unanimously passed in October of 2011 ([Resolution 31326](#)). The update represents a comprehensive approach that reflects advances in the green building industry, aligns the policy with the City's increased attention to climate change, addresses a greater range of project types, and ensures that Seattle continues to provide leadership that advances sustainable development in both the public and private realms.

As a result of the 2011 Sustainable Buildings and Sites Policy now in place:

- For new construction, additions and major renovation projects 5,000 square feet or greater
  - The minimum required green building rating is LEED Gold;
  - There are minimum requirements for energy and water efficiency, construction waste reductions, and bicycle amenities;
- For tenant improvement projects 5,000 square feet or greater, where the scope includes mechanical, electrical, and plumbing
  - The minimum required green building rating is LEED Gold;
  - There are minimum requirements for water efficiency and construction waste reductions;
- Completion of a Capital Green checklist is required for projects smaller than 5,000 sf or those otherwise not eligible for a LEED rating;
- Pilot projects are being pursued to test new approaches and standards, such as the Living Building Challenge and the Sustainable Sites Initiative;
- Annual reporting of performance under the policy and ongoing program evaluation is required by March 31<sup>st</sup> of each year.

Additionally, the resolution directs City departments to evaluate and improve existing standards and processes that relate to tenant improvements, leasing, and site management.

### **City of Seattle Comprehensive Plan**

The City of Seattle's Comprehensive Plan informed development of the 2014-2019 Proposed CIP. The Comprehensive Plan had its last 10-year update in 2004. The Department of Planning & Development will finalize much of the work on the next update the City's Comprehensive Plan in 2014 and early 2015. 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 storm water and one for combined sewer system. The City is required, for example, to invest hundreds of millions of dollars in the combined sewer/storm water 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. City Council recently approved a CSO Consent Decree with Environmental Protection Agency (EPA) and the Department of Ecology (DOE). This Consent Decree outlines how the City will become compliant with EPA and DOE regulatory requirements regarding sewage releases from the city conveyance system.

### **Endangered Species Compliance**

The Cedar River Watershed Habitat Conservation Plan (HCP) is a 50-year, ecosystem-based plan that was prepared to address the declining populations of salmon, steelhead and other species of fish and wildlife in the Cedar River basin. The HCP was prepared under the Endangered Species Act and is designed both to provide certainty for the City of Seattle's drinking water supply and to protect and restore habitats of 83 species of fish and wildlife that may be affected by the City of Seattle's water supply and hydroelectric operations on the Cedar River. Seattle Public Utilities is continuing to implement its commitments under the HCP, which include downstream habitat protection and restoration, upland forest restoration, logging road decommissioning, and ongoing monitoring. City Light and Seattle Public Utilities are also acquiring salmon habitat in the Green/Duwamish, Cedar/Lake Washington, Skagit, and Snohomish watersheds.

### **Americans with Disabilities Act**

The United States Department of Justice (DOJ) conducted an audit of select 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 elements within facilities that the DOJ has requested that the City update or alter in order to improve accessibility for individuals with disabilities. In 2014, the City will continue to appropriate funds to alter or address items where the City agrees accessibility can be improved. In addition, the City will undertake a comprehensive survey of City facilities to continually ensure the City's Programs and Facilities are accessible per the requirements of the ADA Regulations. A project manager added in 2011 will continue to coordinate and oversee implementation of ADA improvements in certain City facilities; determine and report compliance to DOJ; and review and modify as needed the facilities design and construction process with regard to the ADA. Additionally, a citywide prioritization process was developed to allocate ADA funding among the four implementing departments: Parks and Recreation, Seattle Center, Seattle Public Library and Finance and Administrative Services (FAS). Among other criteria, the process aimed to

identify the highest-use facilities and those where ADA work could be done at the same time as other planned remodeling.

In order to provide additional proactive monitoring of compliance with ADA standards for new capital projects, the City has added additional staff dedicated to monitoring ADA compliance of new projects. These positions are funded by capital projects.

### **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 and architectural significance throughout the City, and more than 450 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 20 of the City's neighborhoods including Belltown, Cascade, Central, Columbia City, Denny Triangle, Downtown, Fremont, Georgetown, Mount Baker, North Beacon Hill, North Rainier, Pike-Pine, 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](#).