

City of Renton  
Budget Advisory Group - Meeting 4  
Thursday, August 9, 2012, 5:00-7:00 p.m.  
7<sup>th</sup> Floor Conferencing Center, Renton City Hall

## **AGENDA**

### **1. Committee Photo**

### **2. Follow-up and Continuation from Meeting 3**

- Renton's Economic Development Strategies (Suzanne Dale Estey)
- Comparative statistics from selected cities

### **3. Short-Term Challenge and Long-Term Sustainability**

- 2013-14 budget balancing strategies
- Sustain services in the long term
- Brainstorming cost control options
- Other food for thought

**Next meeting: Thursday, August 23, 5 p.m.**

**Finalize Revenue Generation and Cost Control Options and Recommendations**

# Meeting 3 Follow-up Items

## 1. *Revenue Brainstorming Result*

- Actively pursue economic development (what are we doing now? –SDE)
- Zoning to allow for large businesses/more jobs in Renton
- Recruit large businesses/employers to Renton
- Incentives for business development
- Use city properties to generate income (e.g., lease out buildings, meeting spaces)
- Recognize that certain amenities enhance livability
- Fines for code violations / recover enforcement costs
- Advertising on city property, website, TV channel
- Solicit private donations for city capital projects
- Parks district to supplement parks/trail, etc., improvements

## 2. *Question received via email: How does Renton Compare with other jurisdictions in staffing, workload, etc.?*

With limited time, here is some information we put together:

- Overall FTEs per 1,000 population
- Internal support staff (central support only) as % of total FTEs
- GF operating cost per capita
- Police officers/1,000 population
- Police calls for service per officer
- Uniform class I crime per officer
- Uniform class I crime solvability rate
- Number of fire responses
- Permits per 1,000 population
- Number of utility accounts per 1,000 population
- Park and open space area per 1,000 population

# Renton. The Center of Opportunity.

Economic Development Strategic  
Plan Briefing & Discussion

Department of Community &  
Economic Development

April 2012



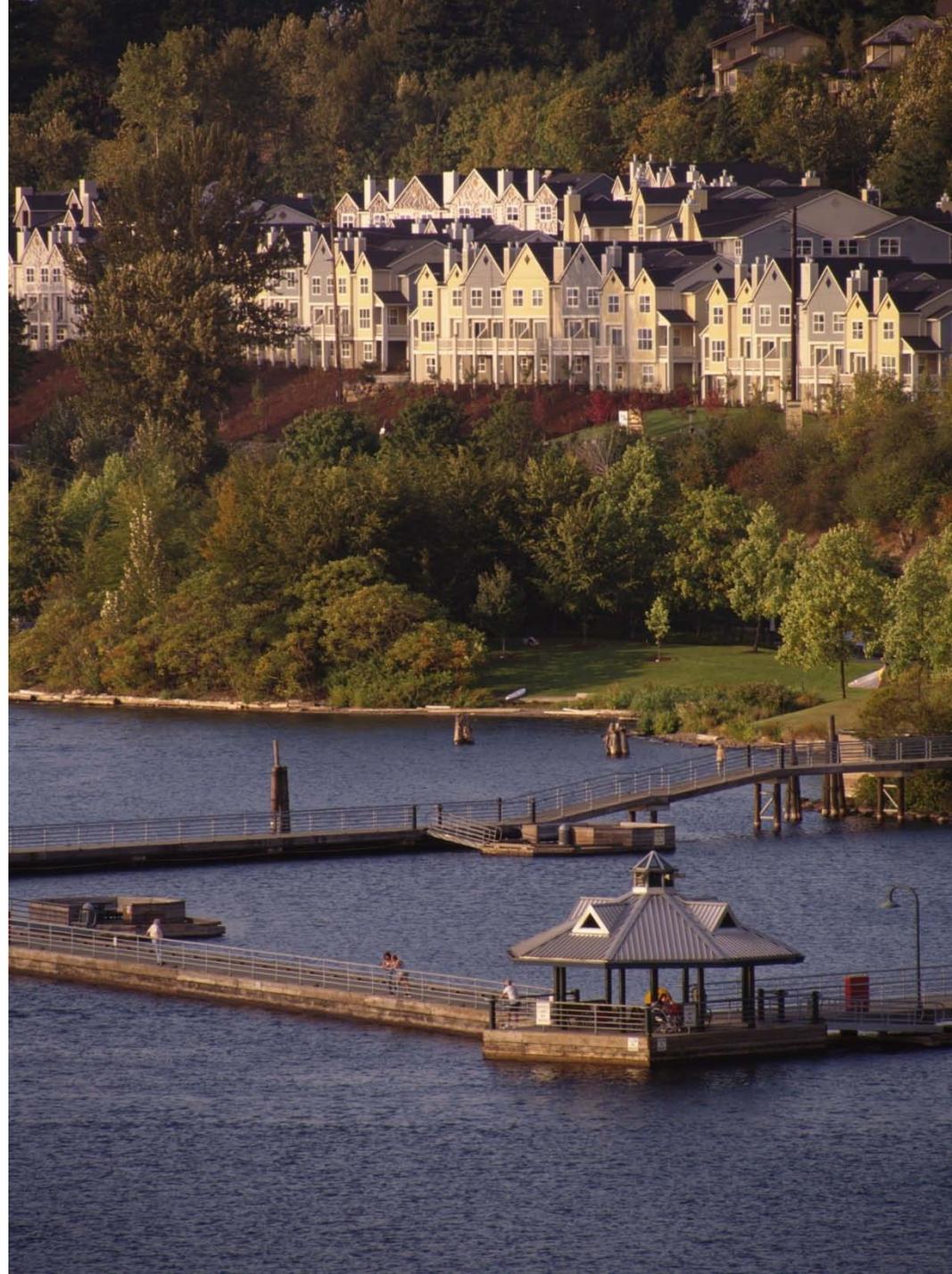
# Vision as Reality

- Vision: Renton – the center of opportunity in the Puget Sound region where families and businesses thrive.
- Truth is in the numbers:
  - 10-fold increase in assessed value over past 30 years, 85% increase since 2000
  - Sales tax collections doubled over past 15 years
  - 122% population growth since 1990, 85% since 2000
  - 9% job growth 2010-11, +170 businesses



# Business Plan Goals

- Promote citywide economic development
- Strong neighborhoods – small bus./housing
- Influence decisions that impact city – GR opportunities
- Manage growth through urban planning – strike strategic balance



# Core Messages

- Center of Opportunity/Ahead of the Curve
- Central location
- Pro-business climate
- Value/affordability
- “Cutting edge” city
- Livability



# Strategies/Tactics

## *Execute on promise of pro-business environment:*

- Time savings, predictability in permitting
- Competitive local tax and fee structure
- Ombudsperson/ “go to” for business



# Strategies/Tactics

## ***Prioritize business retention and expansion:***

- Retain and expand existing employers
- Small Business Development Center
- Business assistance workshops/brown bags
- Major retention projects (FAA others)



# Strategies/Tactics

## ***Prioritize business retention and expansion:***

- Remain great place for Boeing and others to do business – intdept. coordination, fast decision-making
- Leverage participation in KCAA, WAP to recruit new cos.



# Strategies/Tactics

## ***Prioritize business retention and expansion:***

- Engage with financial institutions/ business assistance organizations to understand climate and encourage lending
- “Shop Local” efforts
- Case management
- Business visits/outreach
- Mayor’s Business Executives Forum



# Strategies/Tactics

**Continue success on major development projects:**

- Help foster success at The Landing/Fairfield Residential



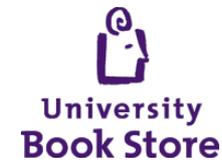
that was easy.™



Valley Medical Center



Eyes on The Landing



# Strategies/Tactics

**Continue success on major development projects:**

- Assist with office and hotel development at Lakeshore Landing



# Strategies/Tactics

## ***Continue success on major development projects:***

- Support continued growth of Valley Medical Center
- Recent \$200M expansion



Valley  
Medical  
Center



- Seek business development opportunities from new UW Alliance

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# Strategies/ Tactics

***Continue success on major development projects:***

- Capitalize on opportunities related to Seahawks in Renton



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# Strategies/Tactics

## ***Continue success on major development projects:***

- Assist with final tenant recruitment for Cedar River Corporate Park
- Help spark development of Longacres
- Support progress at Southport
- Support potential expansion at Triton

Towers

Assist with Cascade Village revitalization



# Strategies/Tactics

## ***Continue success on major development projects:***

- Assist with Pan Abode/Hawk's Landing redevelopment
- Continue to help spark EPA's clean up/redevelopment at Quendall Terminals



# Strategies/Tactics

***Invest in active community development Downtown and continue to support revitalization:***

- Support private investments and make strategic public investments
- Increase pedestrian/visitor traffic through year-round events and Farmers Market (3,500 ea. Tues.)
- Multi-family development
- Intensive business outreach



Work with property owners  
Foster leadership/BID



# Strategies/Tactics

## “Diversify or Die”

- In 1990, Boeing accounted for 59% of all jobs



- Today, Boeing jobs account for only 31% of the employment base in Renton



**MICROSCAN.**

Automated Bar Code Scanners



**Fry's ELECTRONICS**

**CUTTER  
& BUCK.**



# Strategies/Tactics

**Aggressively pursue business recruitment and additional high-wage job growth:**

- Handle inquiries efficiently – act nimbly
- Scour networks, “plug in” with real estate, region
- Partnerships: enterpriseSeattle, Commerce dept.



Arts/welcome diversity



# Strategies/Tactics

**Help manage Renton Community Marketing Campaign and ensure it thrives:**

- Total investment \$200,000/year, coupled with Renton Visitors Connection lodging tax marketing
- Marketing videos, websites, social media, branding
- Advertising and sponsorships



*Renton Technical College*



 Valley Medical Center



# Strategies/Tactics

## ***Utilize Housing Incentives to foster Quality Multi-Family Development:***

- Multi-Family Property Tax Exemption
- Downtown and Sunset Area housing incentives/fee waivers
- Affordable Housing Initiative/Housing Opportunity Fund



# Strategies/Tactics

## **Other:**

- Continually enhance and update news, business, economic development sections of City's website
- Strategic opportunities (Seahawks 12K, SIFF).
- Intergovernmental funding, interdepartmental planning and project coordination for needed infrastructure
- Leverage public investment: Strander Boulevard/SW 27<sup>th</sup> Street, Rainier Avenue Improvements, Sunset and Downtown library projects as catalysts
- Support workforce development and education efforts
- Continue to promote strong neighborhoods, support cleanup, planning efforts, and ensure strong business/ED voice in planning



# How We Measure

- Annual sales tax revenue growth at a rate higher than King County (**2012 goal: 1% or more**)
- Annual property tax revenue associated with new construction increases (**2012 goal: 1.5% or more**)
- Continue to diversify Renton's employment base to ensure no single employment sector exceeds **40%** of employment base (**2012 goal: 40%**)
- Total number of employees working in Renton (measured by FTE) increases year over year (**2012 goal: 1%**)



# How We Measure, contd.

- Hotel-Motel Fund: Completed responses to survey of Renton hotel managers rate the investments made in tourism and marketing by the Renton Visitors Connection and the Renton Community Marketing Campaign as “Satisfied” or better (**2012 goal: 90%**)
- Arts & Culture: Increase grant and intergovernmental revenues in support of arts and culture in Renton(**2012 goal: 3%**)
- Arts & Culture: Increase number of volunteers supporting the Arts & Culture Master Plan (**2012 goal: 3%**)
- Arts & Culture: Number of successfully completed public art projects through the 1% for Art program (as established by City ordinance) each biennium (**2012 goal: 1**)



# How We Measure, contd.

## Development Services/Building Permits:

- Permit review for single family applications completed within 2 weeks (**2012 goal: 95%**)
- Permit review for commercial applications within 4 weeks (**2012 goal: 95%**)
- Completed responses to customer service questionnaire rate their overall experience as "Good" or better (**2012 goal: 80%**)
- Planning: Process land use applications within 8-12 weeks (depending on Administrative decision (8) vs. Hearing Examiner (12)) (**2012 goal: 90%**)

Completed responses to customer service questionnaire rate overall experience as "Good" or better (**2012 goal: 80%**)



# Challenges

- Global recession and lack of financing for projects, as well as capital for individual businesses
- Less affordable land and vacant/underutilized buildings available in Renton (vacancy rates as of 3/2012: **5.7%**-office, **6.4%**-industrial, **7.6%**-retail -- *far below other cities*)
- Proliferation of competitive city/state/county/EDC economic development staff and efforts
- Lack of incentives “tool box” and distinguishing position for Renton – streamlined permitting isn’t enough and Renton’s fees are not necessarily the lowest

Globalization of economy and nationalization of major corporations



# Challenges, cont'd

- Building on success of improved image of Renton from “blue collar, industrial,” while still valuing our manufacturing history and current success
- Transportation/congestion issues for current Renton employers
- Fostering “creative class” and new economy environment through enhancement of arts and culture as well as transit access, pedestrian-orientation
- Diversification of community and workforce – fostering inclusiveness and understanding
- Workforce development – lack of skilled workers and inadequate funding of public education



# Challenges, cont'd

- Strengthening and continually updating online tools – permitting, business licenses, other interfaces with City
- Fostering broad-based leadership in Downtown community and business leadership in other business districts
- Access to capital for small businesses – angel investors fund?
- Strengthening use of performance management and data to measure effectiveness
- Staffing capacity, time, and related implications on staff city-wide due to budget reductions – makes business-friendly attitudes and availability more challenging



# How Partners Can Help

- Participate in the “Shop Renton, Buy Ahead of the Curve” campaign, distribute CurveCards to your employees, and carry and use your own CurveCard
- Provide feedback on marketing video and packets, Center of Opportunity presentation
- Notify the City if your business/organization is considering relocating or expanding
- Notify the City of businesses/organizations which are considering relocating or expanding
- Refer businesses and entrepreneurs to the Renton Small Business Development

Be available to meet with business/expansion and recruitment prospects



# How to Help, contd.

- Identify opportunities and trends in your industry that Renton could take advantage of to further diversify and strengthen its economy
- Provide leads to City of potential business recruitment prospects
- Inform the City on how we can better support your business and foster its success
- Provide guidance, ideas, and perspective on Renton's business relations
- Support our local schools – early learning, K-12, and higher education institutions



**Quendall Terminals**  
 Lake Washington Boulevard N between NE 40th Street and NE 44th Street  
 Located on the southeastern shore of Lake Washington between the Seattle Seahawks corporate headquarters and training facility and the Barbee Mill waterfront community  
 Acres: 18.97 - vacant land  
 Zoning: Commercial Office Residential (COR) - allows office, retail, hotel, mixed use and potentially R & D laboratories  
 Contact: Campbell Mathewson, Century Pacific LP  
 206-757-8893 or cmathewson@centuryapacific.com

**Lakeshore Landing**  
 Park Avenue N & N 8th Street  
 Located adjacent to The Landing, Renton's urban village style shopping center development - just off of I-405  
 Acres: 21 - vacant land  
 Zoning: Urban Center North 1 (UC-N1) - allows office, retail, hotel, mixed use, R & D laboratories and light manufacturing  
 Contact: Dan Hotes  
 206-790-2420 or danhotes@gmail.com

**Hawk's Landing**  
 4350 Lake Washington Boulevard N  
 Located near the southeastern shore of Lake Washington and the Seattle Seahawks corporate headquarters and training facility - along I-405  
 Acres: 7.24  
 Zoning: Commercial Office Residential (COR) - allows office, retail, hotel, mixed use and potentially R & D laboratories  
 Contact: Spenoer Alpert, Alpert Capital, Ltd.  
 206-915-7200 or spenoer@alpertcapital.com

**Southport**  
 1087 Lake Washington Boulevard N  
 Located on the south shore of Lake Washington adjacent to Gene Coulton Memorial Beach Park and north of The Landing - just off of I-405  
 Acres: 17.5 - proposed 750,000 sf office and 355-room waterfront hotel  
 Zoning: Commercial Office Residential (COR) - allows office, retail, hotel, mixed use and potentially R & D laboratories  
 Contact: Michael Christ, SECO Development, Inc.  
 425-282-8833 or mchrist@secodev.com

**Pointe Heron**  
 Located on SR 900/SW Sunset Boulevard, at the northwest corner of the Employment Area Valley office and industrial area, adjacent to Black River Riparian Forest and Wetland  
 Acres: Approximately 58 acres - vacant land  
 Zoning: Light Industrial (LI) - allows office, accessory retail and various industrial uses  
 Contact: Don Merlino, Stoneway Concrete/Merlino Construction  
 425-228-1000 or dmerlino@stonewayconcrete.com

**Stoneway**  
 Former Stoneway Concrete plant  
 Located on Maple Valley Highway adjacent to the Cedar River and Cedar River Park  
 Acres: 12.5 - vacant land  
 Zoning: Commercial Office Residential (COR) - allows office, retail, hotel, mixed use and potentially R & D laboratories  
 Contact: Don Merlino, Stoneway Concrete/Merlino Construction  
 425-228-1000 or dmerlino@stonewayconcrete.com

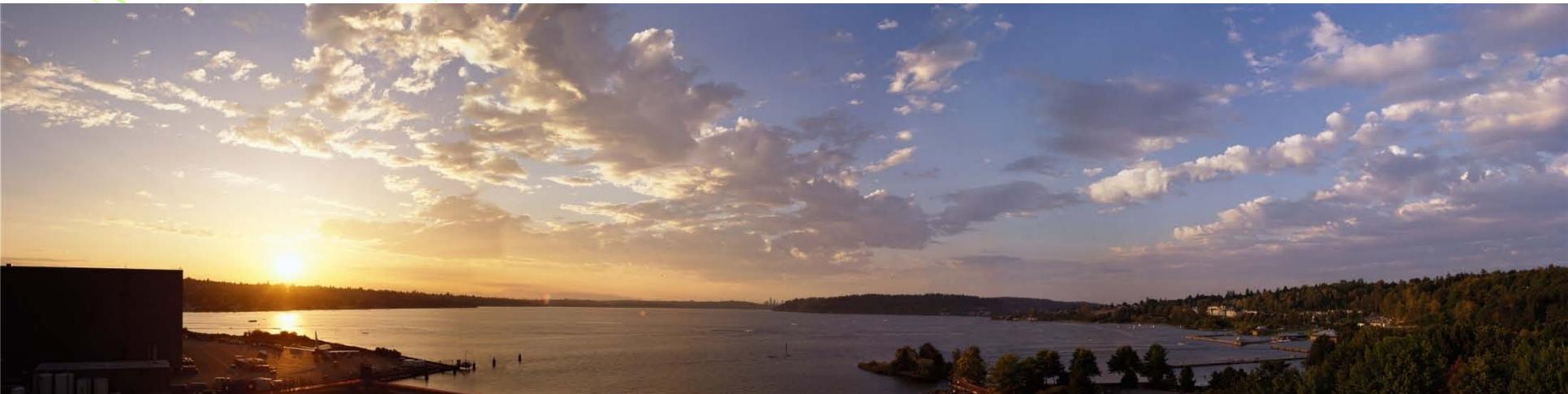
**Triton Towers Expansion**  
 S Grady Way/S Renton Village Place & Talbot Road S  
 Located adjacent to the Renton Village shopping center, in the middle of 400,000 sf of office space - just off of I-405 and SR 167  
 Acres: 21.62 - proposed additional 1.1 million sf of office  
 Zoning: Commercial Office (CO) - allows office, office with retail and potentially industrial laboratories  
 Contact: Keith Maehlum, HAL Real Estate Investments, Inc.  
 206-339-6867 or kmaehlum@halrealestate.com

**Former Sound Ford Property**  
 750 Rainier Avenue S  
 Located at the intersection of Rainier Avenue S and Grady Way, Renton's two busiest arterial streets - just off of I-405 and SR 167  
 Acres: 8.44  
 Zoning: Commercial Arterial (CA) - allows office, retail, hotel, mixed use and industrial laboratories  
 Contact: Chris O'Connor, NAI Puget Sound Properties, Inc.  
 425-505-5940 or coconnor@nai-pp.com

**Regal East Valley**  
 3751 E Valley Road  
 Located near IKEA and Valley Medical Center, at the southeast corner of the Employment Area Valley office and industrial area - just off of SR 167  
 Acres: 12.28  
 Zoning: Medium Industrial (IM) - allows office, retail, hotel and various industrial uses  
 Contact: Candace Gray, Envision Realty Advisors West LLC  
 509-222-3125 or candace@envision-cv-west.com

**Longacres Office Park**  
 Current home of 300,000 sf of Boeing Commercial Airplanes Group, 300,000 sf of Boeing Customer Services Training Center and 100,000 sf of Federal Reserve Bank of Seattle  
 Located at the southwest corner of SW 27th Street and Naches Avenue SW - visible from I-405  
 Acres: 12 - vacant land  
 Zoning: Commercial Office (CO) - allows office, retail, hotel and potentially industrial laboratories  
 Contact: Jeff Adelson, Boeing Realty Corp.  
 206-850-5960 or jeffrey.j.adelson@boeing.com





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## City of Renton – Community & Economic Development – [rentonwa.gov](http://rentonwa.gov)

Update: Emerging Strong from Challenging Times As of 8/9/12

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### Some Layoffs and Closures but Continuing to Slowly Recover

Major employers, particularly Boeing and PACCAR, hiring/strong. Small businesses mostly stabilized. Housing slowly recovering. **Strong business/job growth:** 3,028 businesses, 44,848 FTE 2011 vs. 2,858 businesses, 41,271 FTE 2010 = **+170 businesses, +9% jobs from 2010-11, +2%** since 2008/recession.

### Economic Development Strategies

- Work harder, smarter, stay customer focused; stay cutting edge (social media, Clean Eco. Strategy, EVs)
- Keep community unified and continue to execute strong Renton Community Marketing Campaign
- Prioritize retention – Small Business Development Center, outreach, “Survive and Thrive” workshops, help keep vacancy rates low (**6.5%**-office, **5.1%**-industrial, **7.6%**-retail 6/12: *far below other cities in region*)
- Hustle at every opportunity to expand existing companies and recruit new employers
- Continue to build on strong Boeing relations and grow aerospace sector, health services/R & D sector
- “Shop Renton, Buy Ahead of the Curve” campaign – continuing through 2012 (though tapering)
- [www.therentonformula.com](http://www.therentonformula.com) rolled out with E-advertising campaign – markets Renton’s affordability
- Continue to promote strong neighborhoods, citywide cleanup, public safety and planning efforts

### Good News

#### Recent and Upcoming Business Openings/Expansions:

- Cedar River Corporate Park: **New:** King Crossfit 7/11, Outdoor Adventure Sales 10/11; OEC Group (freight with Asia) moving in 1/12. Lightel fiberoptics and Opticon expanding. 80% leased as of 8/11
- WA State Auto Dealers Assoc. headquarters from Tukwila to Grady Way – target opening fall 2013
- Walmart regional offices 7/11, Habitat for Humanity Seattle/So. King County to 560 Naches Ave SW 7/11
- Northwest Kidney Centers – expanded Mt. Rainier Center (East Valley Rd. to Oakesdale) 10/11 - 60 jobs
- Bell Anderson Agency, Inc. moved from Kent to Time Square 5/11 – 55 then increasing to 75 jobs
- Valley: Renton Logistics Center: Graybar 6/12 (45-50 jobs) 10/12, Sealed Air (65+ jobs) – Q2 12; O’Berto Factory Store 5/12; DHL Global 220 jobs 11/10-HDouglas building; Integra Telecom. - 200 jobs 6/10
- Lowe’s Regional Offices moved from Tukwila 7/10 – training center bringing visitors
- Southport: Peyrassol Café 10/10; 6/10: Sportraits; JFK Studios; Triad Studios; Maya Whole Health; Waterways Cruises 5/10: charter events on Lake WA from Southport; Bristol apts. 95% leased as of 6/12.
- The Landing: **Next:** A+ Hearing Aid (summer ’12); Cost Plus, Union Bank, Weight Watchers (fall ’12); **New:** RE/MAX 8/12, Children’s Dentist 7/12, University Bookstore 10/11, Famous Footwear 8/11, Seattle Sun Tan 8/11, Gyros House Med. Grill 6/11, Mucho Burrito 4/11, Dick’s Sporting Goods 4/11, Panera Bread 3/11, Fresh Way Pizza 1/11; Target - \$38M/year sales, “PFresh” grocery added 6/11; LA Fitness: 15,000 members (most on West Coast).; sales up 15-20% over 2010, new retailers up 20-30% over 2010. Fairfield: approx. 775 apartments leased as of 5/12 (880 total = 88% total leased -Sanctuary: 93%).
- Cascade Village: **New:** Blue Dog Dance 10/11; 2010: Fantastic Cutz, Fairwood Martial Arts, Curves
- Downtown: **Next:** Wienerschnitzel on Rainier Q3 2012; VA offices 2/12. **New:** Chici Baby consign. 5/12; Chamber headquarters 5/12, Renton Flower Shop 4/16/12, Arts-n-Carafes 4/1/12, Smoking Monkey Pizza 1/7/12, Toshi’s Teriyaki 1/12, Sabor Latina 1/12; Heaven Sent Fried Chicken 11/11, Home Run 11/11, Dionisio Grill 10/11, Blossom Vegetarian 9/11, Dollar Tree 6/11, Berliner 5/11, First Rate Mortgage 5/11, useadeal.com 3/11, AutoZone 4/11, Luther’s Table 3/11, POP! Popcorn 1/11+production facility 8/11, on Wells: Splat Interactive; Bianco Salon, Razor Planet, Quantum Eng. expanded. 3/12: DTR residential occupancy high: Merrill 98%; Met. Place 94%; Burn. Stn. 92%; Revo 89%; 95 Burn. 96%
- Renton Village: “Bollywood”/Intl. Cinema 10/11; Cherry De Pon (froz. yogurt) 4/11; Big 5 re-loca. 10/10.

- Highlands/Sunset Area/NE 3<sup>rd</sup>, 4<sup>th</sup>/Duvall: Firestone (x Union) – opened 3/12. **Sunset Community Investment Strategy**: \$40.7M raised: Hillcrest Early Childhood Lrg. Ctr. - fall 2013; KCLS/City new library (late 2014) with 112 apartments/mixed use; RHA received \$1.95M from KCounty for \$3M Glennwood Townhomes; proposed \$16M Providence John Gabriel House-received \$850K in state Housing Trust Fund and \$500K King County funding 10/11; Harrington Square: 217 apts. 86% leased as of 6/19/12  
**Expansion/New Investment in Existing Businesses:**
- Boeing: 737 MAX to Renton 11/11. 2,365 unfilled 737 NG+1,000 737 MAX orders; increasing production of 737 NG from 35 to 42 planes/month by Q2 2014 – on to 60? 1,200+ jobs in Renton x1.7 add'l jobs; P-8A sub hunter - \$44B program, 117 planes; 20 year (+2-10 yr. options) lease for Renton Airport 5/10
- PACCAR/Kenworth: 540 new hires since 6/10. Were producing 2 trucks/day – now 14/day as of 8/12.
- \$4.8M remodel of Walmart – re-opened 8/26/09; additional expansion (adding 16,000 sq. ft. to 150,675 sq. ft. building, will include full grocery) to start-legal challenge resolved 6/12; performance record-breaking
- Expansion of existing businesses: Meteorcomm 300% growth as of 7/12; Spring Hill Suites-Marriott \$2M remodel 6/12; Good Chevrolet remodel \$1.1M 3/12; Brotherton Cadillac \$1M remodel; Harper Engineering 2<sup>nd</sup> expansion 12/10; Providence growing w/new Swedish affiliation – potential additional hires in Renton
- **Other Good News and Upcoming Events:**
- 2012 State Leg.: \$2.5M Renton Aerospace Training Ctr.; \$2.7M stormwater; \$1.2M RHA-Kirkland
- Construction underway: Strander Blvd./SW 27<sup>th</sup> St., Rainier Ave. & Garden Ave. Projects – Q1 2012
- The Landing (Mixed Use) and Compass Veterans' Center (Community Impact) honored by NAIOP 11/11
- 2011 State Legislative Session: \$4M Green River levees; \$2.5M Strander/27<sup>th</sup> Street; \$1.5M Rainier Ave.
- Valley Medical Center: \$200M expansion with Emergency Services Tower opened 3/10; strategic alliance with UW Medicine effective 7/11 – will create significant business development opportunities
- King County Elections returned to Renton 6/11: 65 jobs, 300-400 temporary workers each election
- Auto dealers: doing relatively well; many w/records: service/parts/used sales; new car sales increasing
- Quendall Terminals: EIS addendum open soon-public comment, project pending EPA action; approx. 700 residential units, 30,000 sq. ft.-retail; *possible* 2013-4 EPA record of decision, construction starting late 2013; received \$400K/year for 25 years (approx. \$10M) in state Local Revitalization Financing for area
- Pan Abode/Hawk's Landing Hotel (\$38M project. 185 room Staybridge Suites) – construction start 2012?, opening 2013?; received \$1.7M in 2009 State Capital budget for infrastructure, May Cr. Trail in this area
- DTR events: Spr. Festival 5/5/12; RTR Car Show 7/8/12; RRiver Days 7/27-29/12; Art Walk 8/25/12
- Renton Farmers Market at Piazza + new Farmers Market at Valley Medical Center: Downtown - June – Sept. Tues. 3-7 pm (50+ vendors, 3,500+ customers/week); VMC-Sundays 12-4 pm (apprx. 20 vendors)
- The Landing: Seahawks 12K/5K race (was 4/1/12): 3,000 + runners; Jazz in July concert series Sats.
- Received \$12-15M (\$500K/year) in state Local Revitalization Financing for South Lake Washington area
- Seahawks Training Camp: 2012 Camp: 7/28-8/15/12 – over 20,000 visitors at 13 public practices
- Miss Washington: activities/hotel nights: 4/13-15/12 Teen Forum; 5/4-6/12 Miss Forum; pageant 7/6-7/12

## Arts & Culture

- Seattle International Film Festival-Renton: 5/18-24/12-Gala 5/18. 2011: 2,100 attendees, Gala sold out 2x!
- Renton FilmFrenzy IV successful – 17 teams, 2011 AWC “Home Town Spirit” award
- Arts & Culture Master Plan adopted by Council 8/10 – focus: building community support for arts

## Annexation/Growth

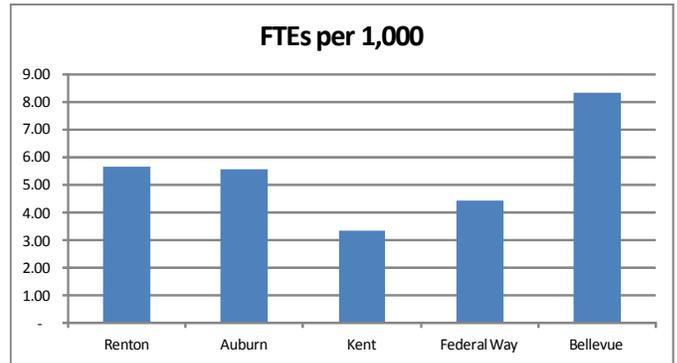
- City population: 93,910 – 7<sup>th</sup> largest city in state, 4<sup>th</sup> largest in KCounty. Increased 82% 2000-2010.
- Upcoming annexation vote: 11/2012 West Hill (pop. 14,900); annexation funding bill (SB 5321) passed in 2009 (\$75M over 10 years)+\$1M in 2010, 2011 for Renton Ave. Business District + recent KC/CDBG \$182,500 – yet still significant funding gaps; Fairwood (pop. 27,700) annexation vote failed 11/2/10

## Community Development/Planning

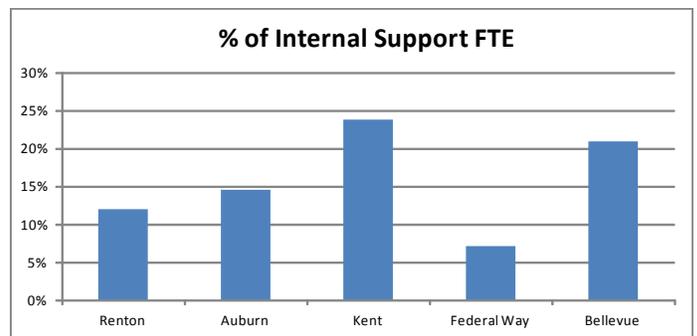
- Community Planning Initiative underway – 90+ neighborhood leaders helped define planning areas; City Center Plan finalized, implementation planning underway; Benson Communities planning underway

## General Comparative Information

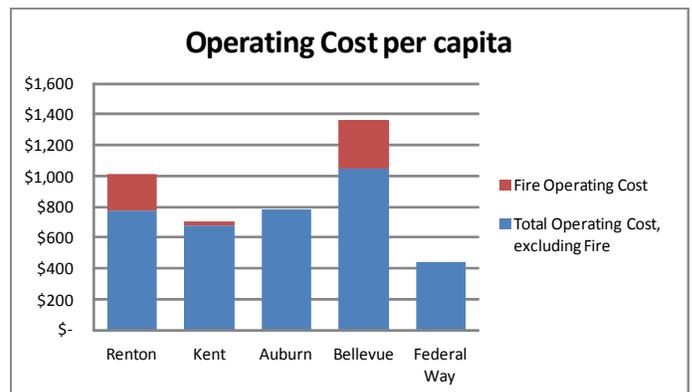
1. Total FTEs per capita based on 2011 budgeted positions. Auburn, Kent and Federal Way do not operate fire departments, so fire department personnel were excluded from Renton and Bellevue's total.



2. Internal Support staff as a percentage of total City personnel based on 2011 budgeted positions. Internal Support staff perform the following functions: finance, IT, human resources, fleet management, and facilities management.

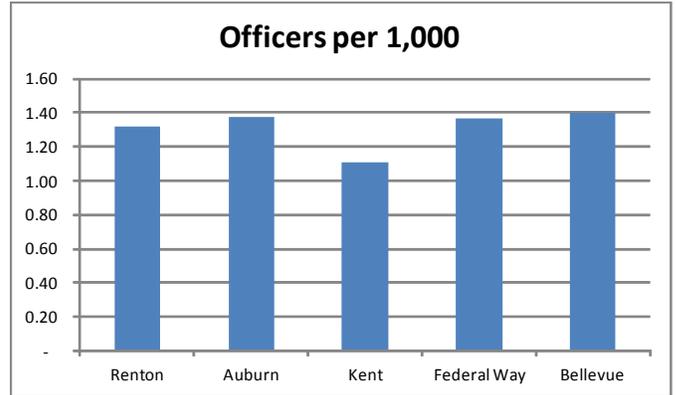


3. Operating cost per capita compares each City's 2011 budgeted General Fund operating costs per capita. This comparison shows the total cost of the Fire Department separately, to show a more accurate comparison with Auburn, Kent, and Federal Way.

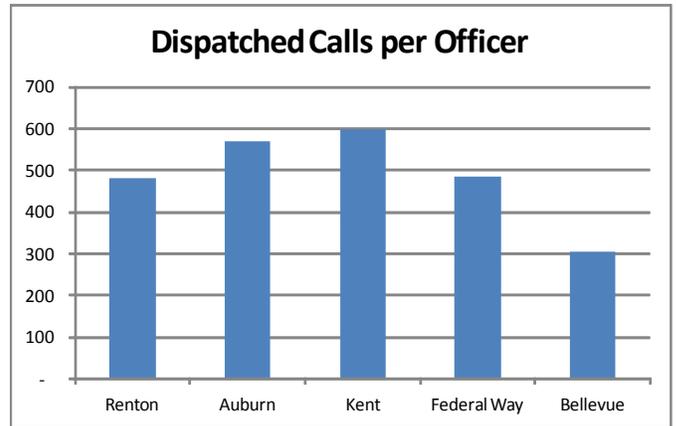


## Safety and Health

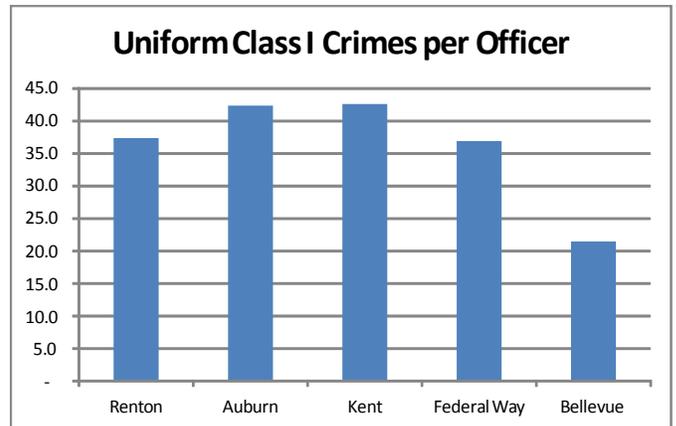
1. Total Police Officers per 1,000 based on 2011 budgeted FTEs.



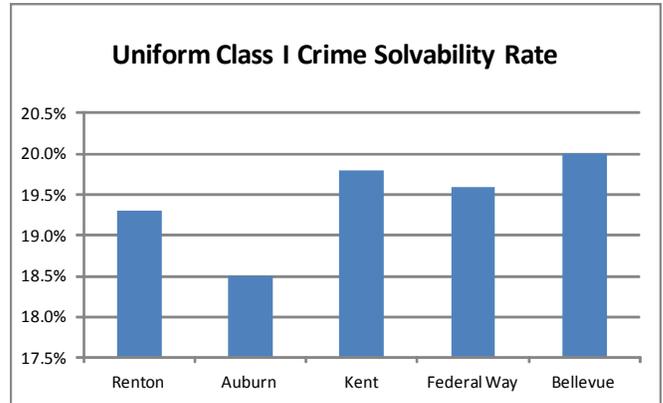
2. Total calls dispatched Police calls per Officer in 2011.



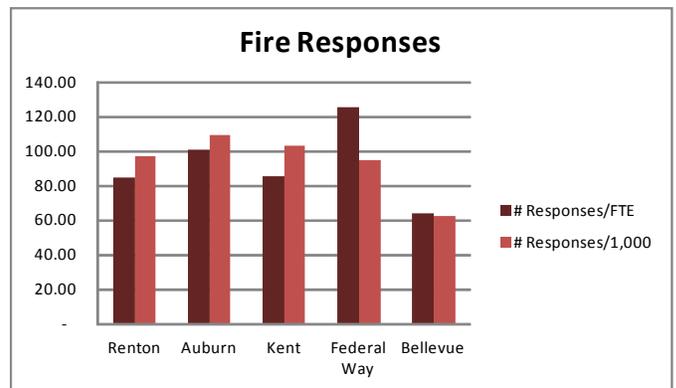
3. Uniform Class I Crimes per Officer (2011). Uniform Class I Crimes are crimes that are reported to both the Washington Association of Sheriffs and Police Chiefs (WASPC) and the FBI. They consist of the crimes of Homicide, Rape, Robbery, Felony Assault, Theft, Burglary, and Auto Theft. Often this group of crimes is broken into Violent Crime (consisting of homicide, rape, robbery and felony assault) and Property Crimes (consisting of theft, burglary and auto theft)



- Uniform Class I Crimes Solvability Rate in 2010.

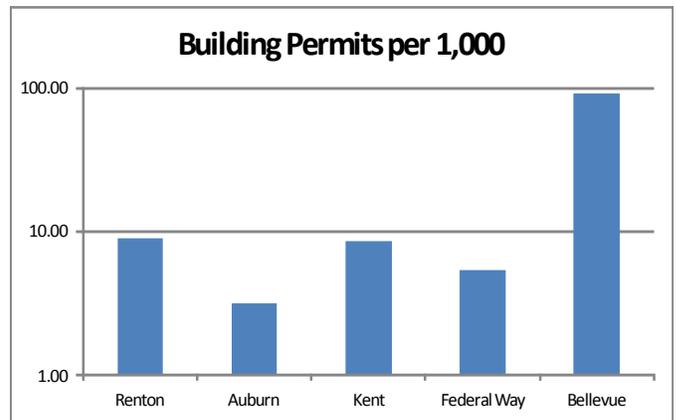


- Number of dispatched Fire calls per commissioned Fire personnel in 2011; and number of dispatched Fire calls per 1,000 in 2011.



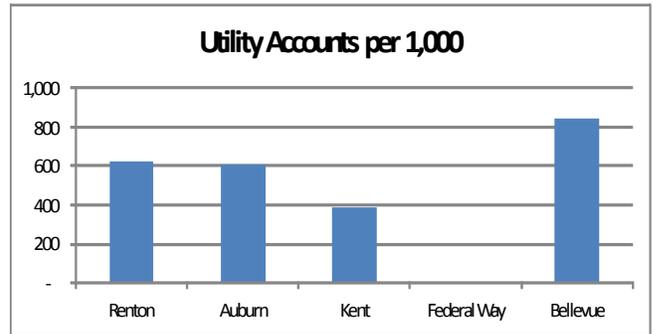
### Livable Community

- Total building permits per 1,000 issued in 2011.

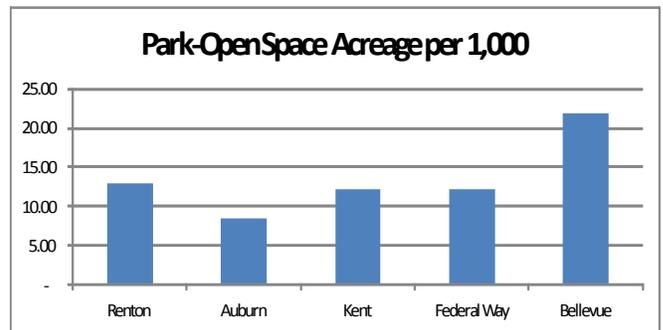


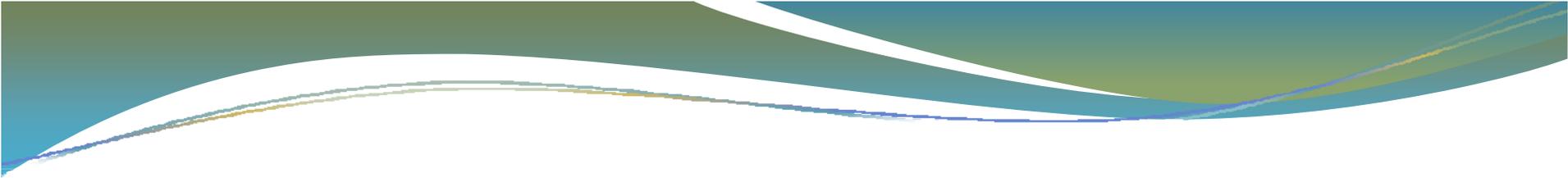
## Utilities and Environment

1. Compares the total number of customer water, sewer and storm accounts within each City in 2011. The City of Federal Way only has storm customer accounts and the data is not comparable to the other cities.



2. Total parks and open space acreage per capita (2011 budget).

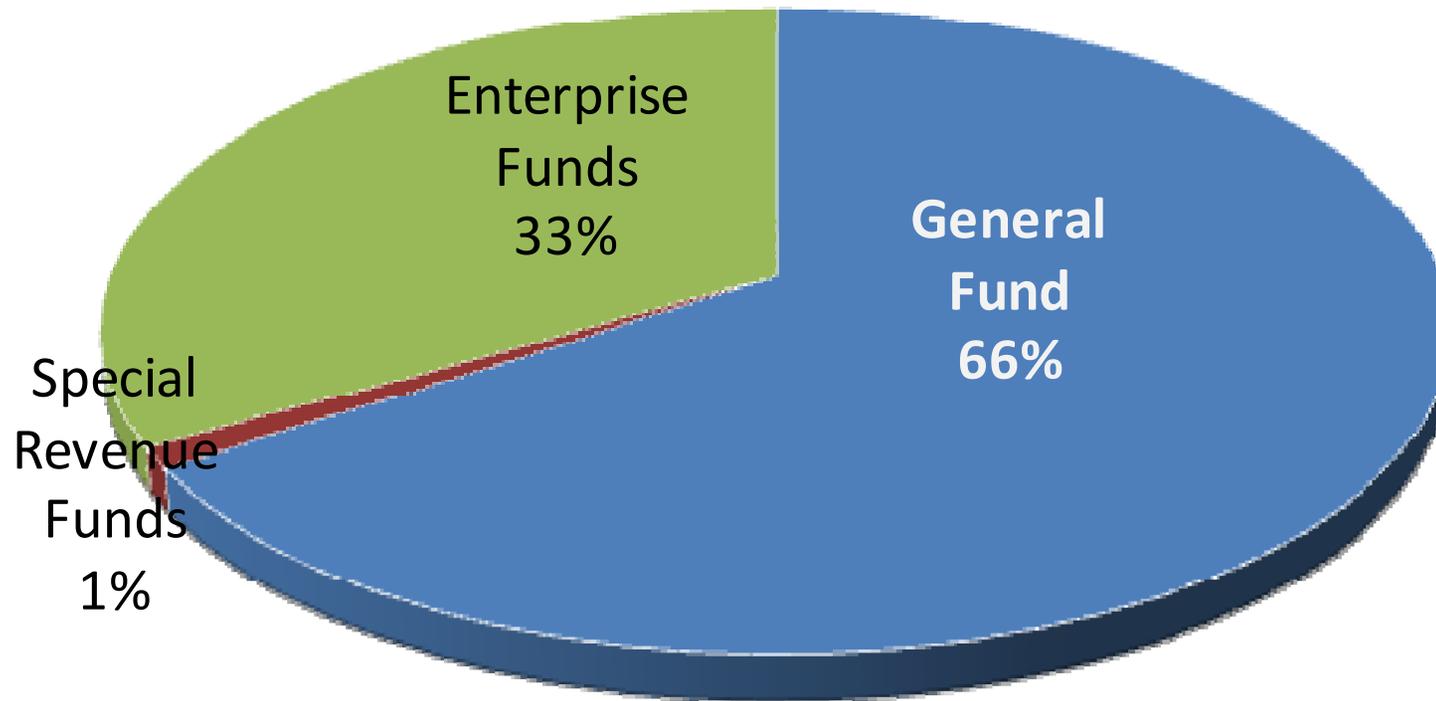




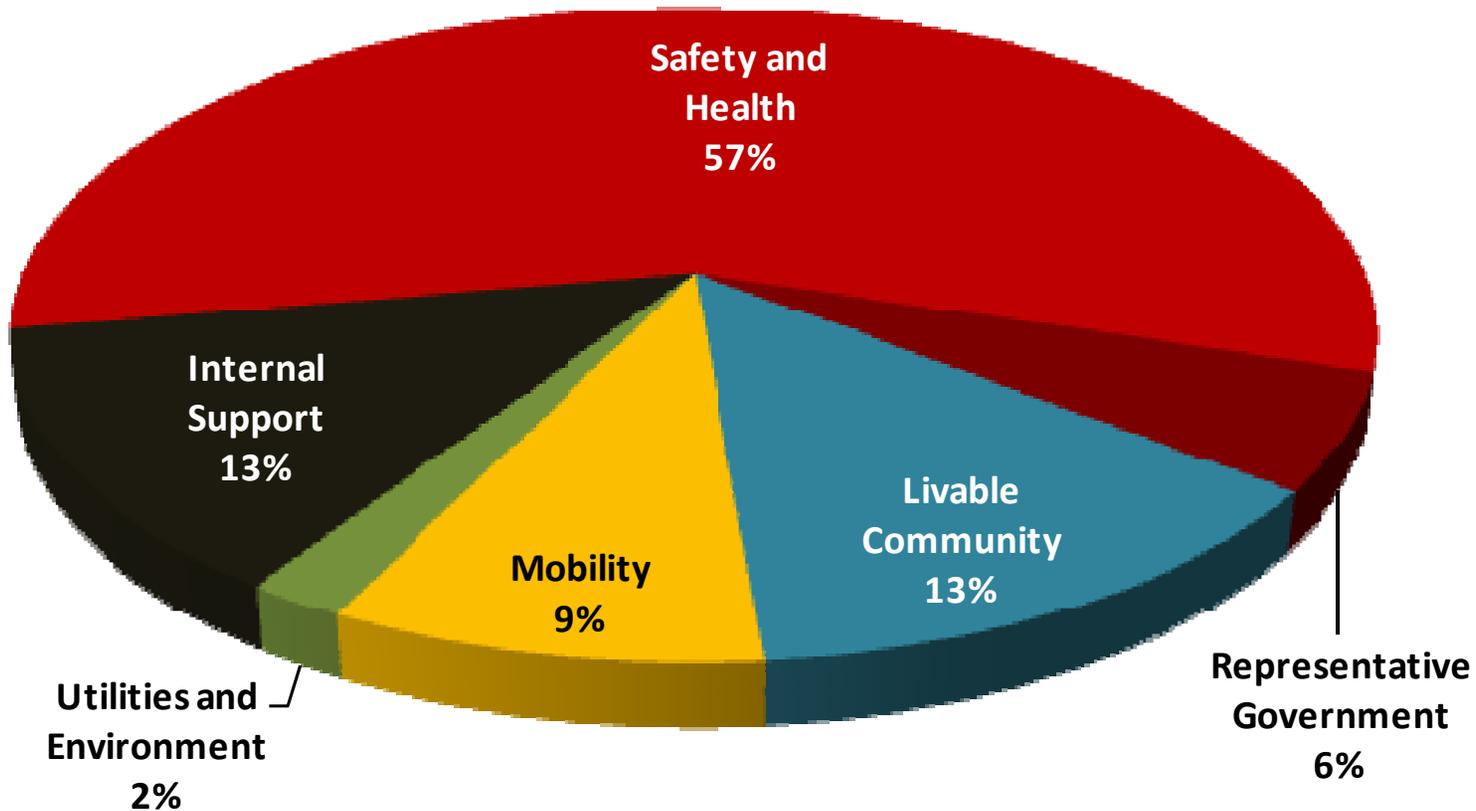
# **2013-2014 Budget Balancing & Long-Term Sustainability**

August 9, 2012

# 2013 Baseline Cost by Fund Group



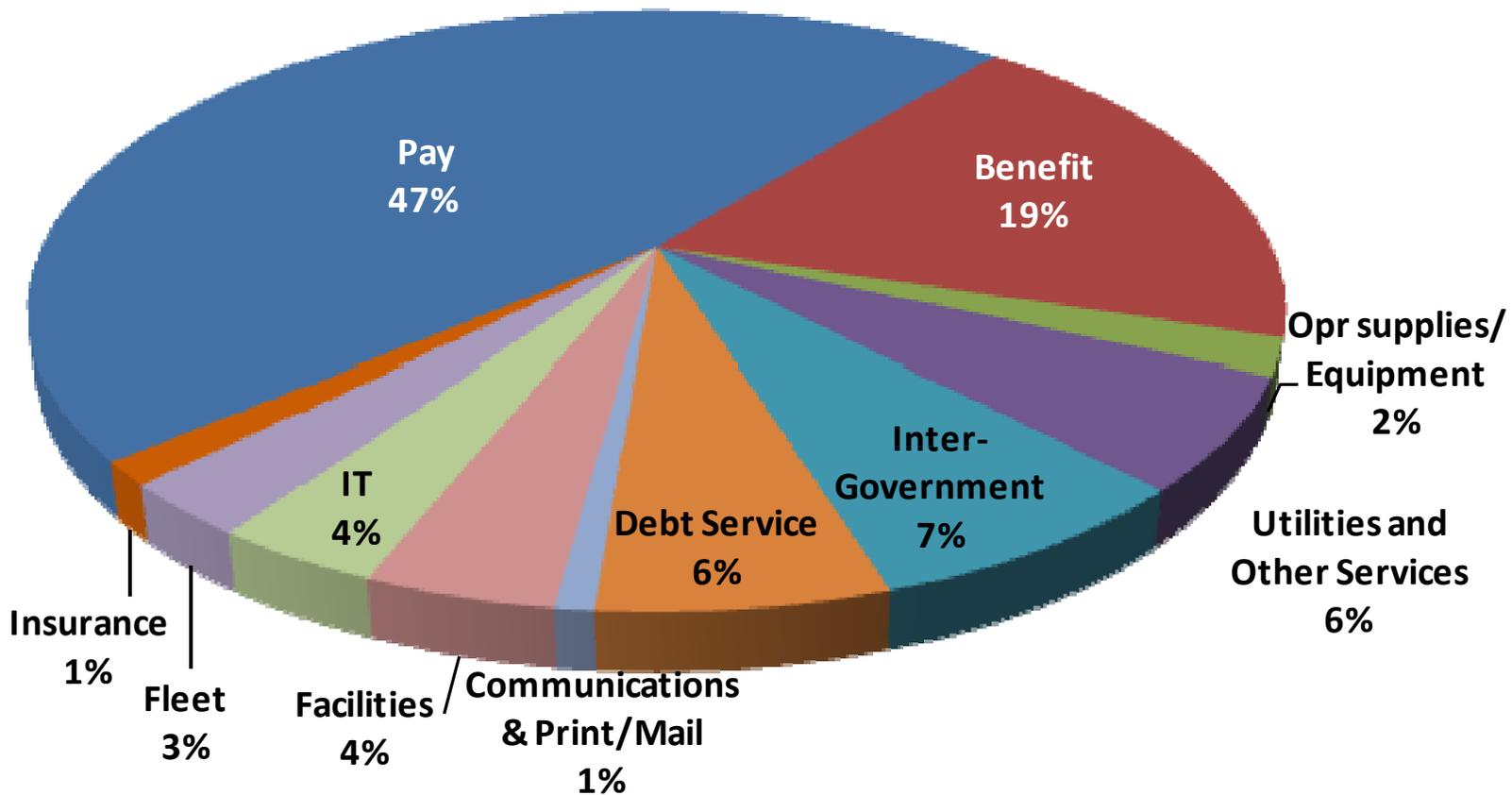
# General Fund Budget – By Service Area



# General Fund Budget by Area

Service Area	FTE	Amount	%
Safety and Health	342.50	\$ 59,762,204	58%
Representative Government	38.65	5,933,140	6%
Livable Community	63.41	13,596,168	13%
Mobility	52.65	8,949,036	9%
Utility and Environment	13.40	2,069,511	2%
Internal Support	25.24	13,472,069	13%
<b>Total</b>	<b>535.85</b>	<b>\$ 103,782,128</b>	<b>100%</b>

# General Fund Budget – By Exp. Type



# General Fund Budget by Type

General Fund Operating Expenses	Amount	%
Pay	\$ 48,890,873	47%
Benefit	19,487,773	19%
Operating supplies / Equipment	1,974,539	2%
Utilities and Other Services	6,254,525	6%
Inter-Government	7,601,417	7%
Debt Service	6,466,860	6%
Communications & Print/Mail	862,723	1%
Facilities	4,252,695	4%
IT	3,652,619	4%
Fleet	3,030,061	3%
Insurance	1,308,044	1%
<b>Total</b>	<b>\$ 103,782,129</b>	<b>100%</b>

<b>General Fund Salaries</b>	<b>2013 Base</b>
Regular	\$ 41,227,417
Overtime	2,134,782
Premiums	1,269,523
<b>Salaries and Wages</b>	<b>\$ 44,631,721</b>
<b>Average Salaries/FTE</b>	<b>\$ 83,882</b>
<b>General Fund Benefits:</b>	
Deferred Comp	\$ 1,317,491
Longevity	1,359,271
Retirement (PERS)	1,711,649
Retirement (LEOFF)	1,298,758
Medical and Dental	10,181,582
FICA and Medicare	2,533,771
L&I	966,849
Life and LTD Ins.	123,864
Unemployment	198,482
<b>Total Benefits</b>	<b>\$ 19,691,716</b>
<b>Average Benefit/FTE</b>	<b>\$ 37,009</b>
% Benefit of Salary	44.1%
Seasonal Employees	\$ 1,849,524
Retiree Medical (LEOFFI)	\$ 2,205,684
<b>Grand Total Pay/Benefit</b>	<b>\$ 68,378,646</b>

# Control Personnel Cost

Short-term (current budget):

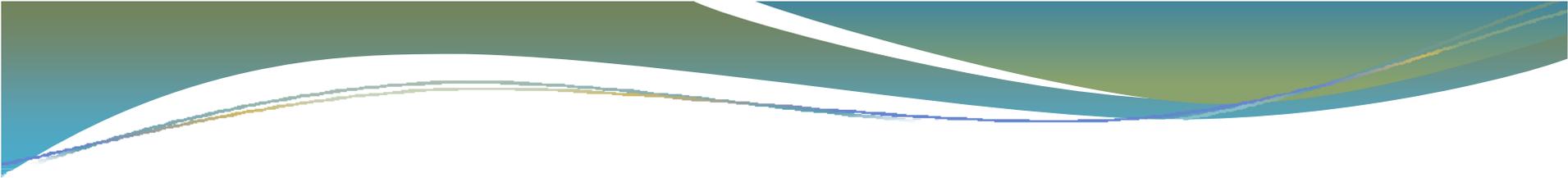
- Control headcounts
- Control pay/benefits through negotiation

# Short-Term Balancing Discussion

Balance 2013-14 Budget:

1. Reduce headcount through attrition and reduce other on-going expense (\$2.6 million/yr)
2. Negotiate with union for medical premium freeze and premium holidays (\$1.3 1-time, \$1 million/yr)
3. Revenue options (\$1.3 million/yr: ambulance fee, inter-fund utility tax, and business license fee.)

**Concerns? Suggestions?**



**Break**



# Long-Term Sustainability

## **Vision:**

*Renton is a place where businesses and people thrive.*

## **Reality:**

*Reduced revenue will impact direct service delivery to businesses and people*

# What makes business and people thrive in Renton?

- What does Renton offer that contributes to a thriving community?
- What CAN we offer that neighboring communities do not?
- What are the long-term impacts of “thriving?”
- Which of those things that make Renton thrive do we want to preserve?
- How should we align our resources to achieve this?

# What can we live without with the least impact to “thriving?”

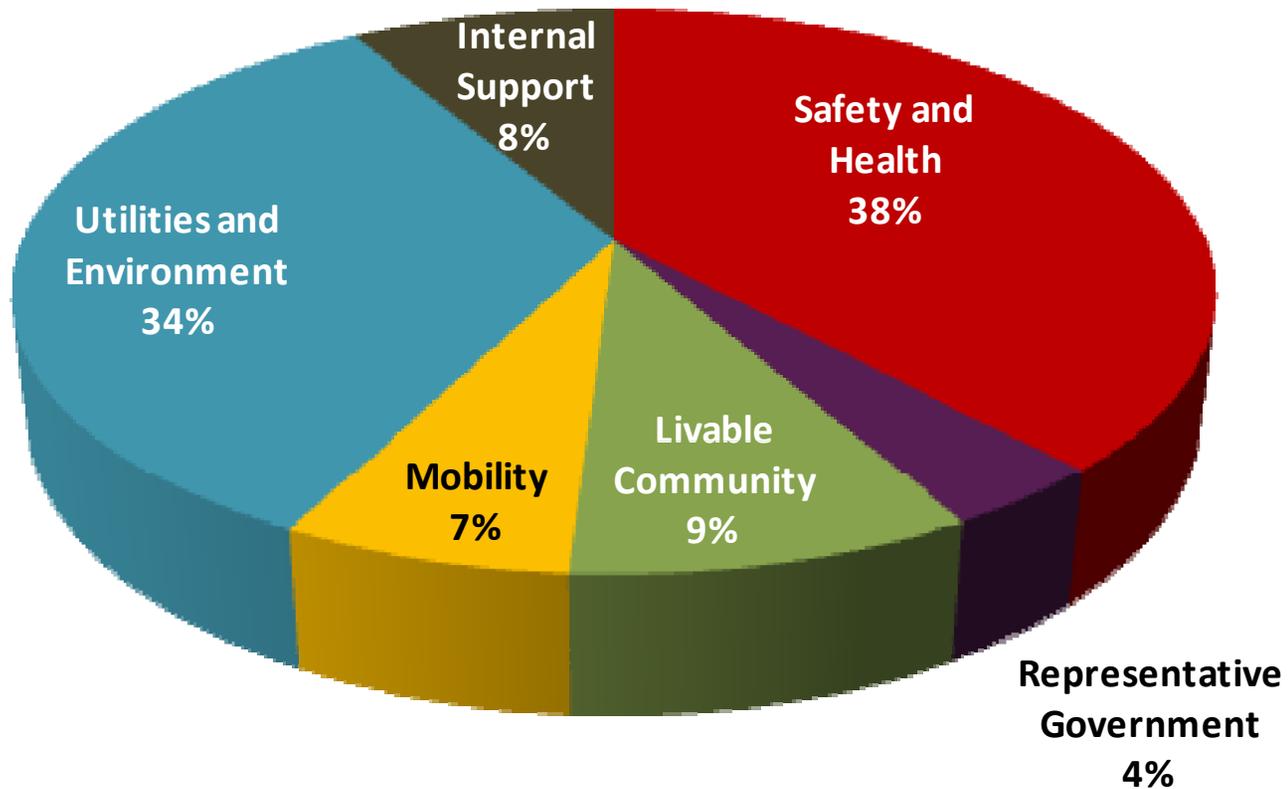
- Are there things that we are doing now that may be *obsolete or unnecessary* in the future?
- What are the long-term impacts of reducing service delivery in each service area?

# What are the threats of reduced services or declining service delivery?

(e.g., neighboring communities competing for businesses, development, community improvements, etc.)

- What are alternatives to City-provided services?
- How can we fill the void?
- How can we minimize the negative impact of reduced or eliminated services?

# Citywide Resource By Service Area



# Citywide FTEs & Costs

Service Area	FTE	Budget	%
Safety and Health	342.50	59,855,084	38%
Representative Government	38.65	5,915,984	4%
Livable Community	64.91	14,519,167	9%
Mobility	58.65	10,396,524	7%
Utilities and Environment	99.75	53,334,399	34%
Internal Support	85.74	13,469,798	9%
<b>Total</b>	<b>690.20</b>	<b>157,490,956</b>	<b>100%</b>

# Safety and Health (38%)

City Service Area

Desired result

Strategies

***“I want Renton to be a safe and healthy community.”***

- Perception of a crime-free community and sense of security and protection.
- Well prepared for an emergency/disaster.
- Timely, effective responses to requests for services.
- Services that support physical, mental, environmental, and financial health.



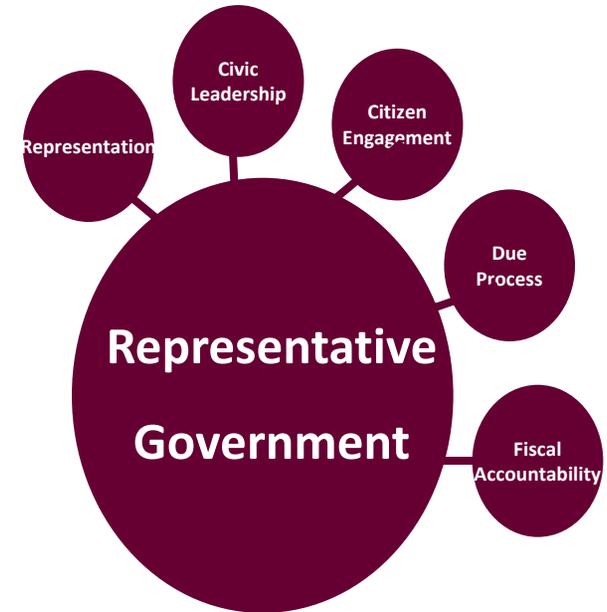
City Service Areas	FTE	Operating Budget
Safety and Health	342.50	\$59.9M



# Representative Government (4%)

***“I want Renton to be a responsible and responsive government.”***

- Policy and program decisions reflecting community values.
- Opportunities for the public to be engaged in operations, understand, and influence City government.
- Community interests in regional, state, and federal forums.
- Open, accessible, and consistent decision process.
- Clear and effective two-way communication using a variety of methods.
- Policy and fiscal accountability to stakeholders.



City Service Areas	FTE	Operating Budget
Representative Government	38.7	\$5.9M

# Livable Community (9%)

***“I want high quality facilities, services, and public resources that enrich the lives of everyone in the community.”***

- Vibrant and diverse economy.
- Managed growth.
- Avenues for residents to meet social, educational, personal, and professional needs, including community engagement and dialogue.
- Arts, culture, and intellectual enrichment opportunities.
- Clean, safe, healthy, well-maintained, and accessible public places that connect communities.

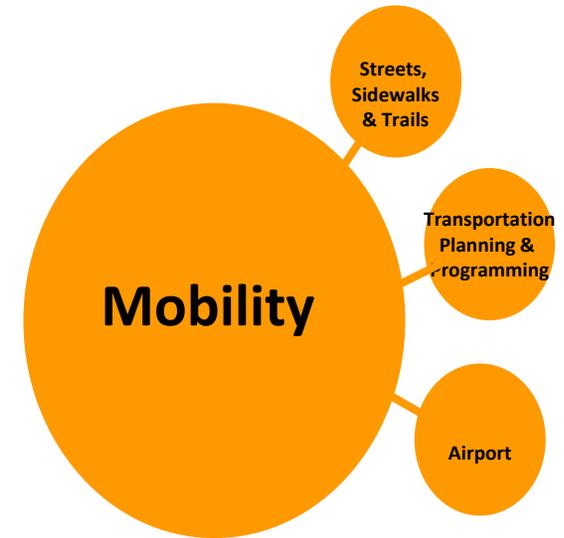


City Service Areas	FTE	Operating Budget
Livable Community	64.9	\$14.5M

# Mobility (7%)

***“I want safe and efficient access to all desired destinations, now and in the future.”***

- A linked network of regional, community, and neighborhood streets, sidewalks, trails, and airport infrastructure that connects people to public and major facilities in a coordinated, safe, and accessible manner.
- Satisfactory condition of the mobility infrastructure (streets, sidewalks, trails, transit, and airport).
- Optimal and safe utilization of a mobility network (streets, sidewalks, trails, transit, and airport).

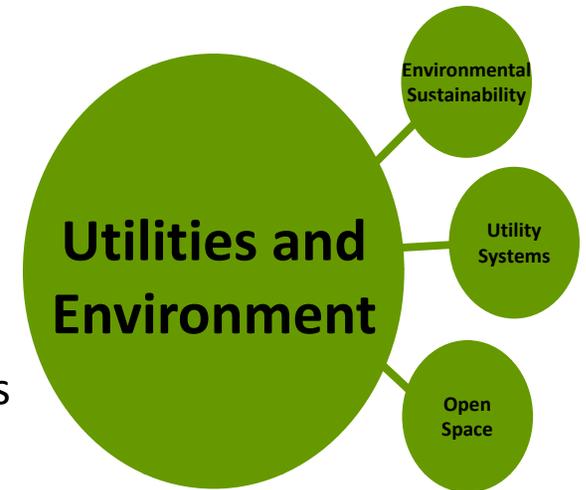


City Service Areas	FTE	Operating Budget
Mobility	58.7	\$10.4M

# Utilities and Environment (31%)

***“I want to live, learn, work and play in a clean and green environment with reliable, affordable utility service.”***

- All activities/projects comply with environmental laws, standards and best management practices.
- Conduct and participate in educational programs designed to raise awareness of environmental issues and concerns.
- Safe, clean, attractive, and well-maintained environment that optimizes the use of low impact landscape standards.
- Expand, preserve and protect open space and natural systems to meet present and future needs.
- Operate, maintain, and plan for and improve the City’s piped utility infrastructure.
- Collect and remove garbage, refuse, and recycled material from Renton.



City Service Areas	FTE	Operating Budget
Utilities & Environment	99.8	\$53.3M

# Internal Support (8%)

***Provide City departments with the means to operate efficiently and effectively.***

Employee Services  
 Fiscal Operations  
 Technology  
 Asset Management & Protection  
 Risk Management  
 Legal Services  
 Post Retirement Benefit

- Highly qualified, healthy, well trained, and productive workforce.
- Functional work environment.
- Fiscal accountability.
- Safeguard public interests and assets.
- Reliable and accessible .

City Service Areas	FTE	Operating Budget
Internal Support	85.7	\$13.5M*

\*Excludes central services already included in departmental budget.