



City of Kenmore - 18120 68th Avenue NE - Kenmore, WA 98028  
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**City of Kenmore**  
**Special Council Meeting - Legislative Retreat**  
**Friday, January 11, 2019 and Saturday, January 12, 2019**  
107 South 2nd Street  
La Conner, Washington 98257

If you have any questions or to confirm agenda items prior to the meeting, or if you require special accommodations, please call the City Clerk at 425-398-8900. You may also stop by City Hall at 18120 68th Avenue NE, Kenmore. Council agendas are also available on our website at [www.kenmorewa.gov](http://www.kenmorewa.gov).

**Friday, January 11, 2019**

**10:00 a.m. Welcome, Introductions, and Ground Rules**

- Ground Rules and Agenda Review*
- 2018 Accomplishments*
- [2019 Planning Commission & Code Amendment Docket](#)
- [2019-20 City Manager Work Plan](#)
- [2019-20 Finance Admin Clerk Work Plan](#)
- [2019-20 Community Development Work Plan](#)
- [2019-20 Development Services Work Plan](#)
- [2019-20 Engineering Work Plan](#)
- [2019-20 PW Operations Work Plan](#)
- [2019-20 Environmental Services](#)
- [2019-20 Police Work Plan](#)
- [Council Goals 2018-2019](#)
- [Kenmore Vision Statement](#)
- [Kenmore Service Vision and Values for City Employees](#)
- [Economic Development Strategy](#)
- [Retreat Ground Rules](#)

**10:30 a.m. Financial Stability and Other Fiscal Topics**

- Long Term Financial Stability*
- [Memorandum from the City Manager](#)

**11:15 a.m. Break**

**11:30 a.m. Walkways & Waterways Update**

*-Walkways and Waterways Projects*

[Transportation Projects Updates: Juanita Drive and 68th Avenue](#)

[Squire's Landing Update](#)

[Log Boom Park Waterfront Access and Viewing Update](#)

### **11:45 a.m. Transportation Topics**

*-Pavement Plan*

*-Sammamish River Bridge*

*-Local Roads Safety Plan: Update*

*-Bus Rapid Transit*

*-Other*

[W. Sammamish River Bridge Update](#)

[Pedestrian and Bicycle Safety Update](#)

[Other Transportation Projects Updates](#)

### **12:00 p.m. Working Lunch: Continuation of Above**

### **1:00 p.m. Affordable Housing and Other Housing Topics**

*-Zoning and Density*

*-Church Back Lot Zoning*

*-Stackable Units*

*-ADU's*

*-Less Expensive Housing Stock*

*-Townhouses within Residential Areas*

*-School District Impact Fees*

*-Winter Shelter*

*-Tax Exemptions*

*-Involvement of Developers and Advisory Groups?*

*-Other*

[Affordable Level for 12-year MFTE](#)

### **2:00 p.m. Break**

### **2:15 p.m. Continuation of Above**

### **3:15 p.m. Break**

### **3:30 p.m. Downtown**

*-Walkability: What do we have now?*

*-Dead Zones*

*-Other*



**4:00 p.m. Ball Fields**

- Partner With the Schools and St. Edward?*
- Other*

**4:30 p.m. Adjourn**

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**Saturday, January 12, 2019**

**8:00 a.m. Breakfast**

**9:00 a.m. Lakepointe**

**9:45 a.m. Water Issues**

- Quality*
- Aquatic Management Plan: Review Cycle?*
- Public Access Still a Priority?*
- Pool*
- Other*

**10:15 a.m. Break**

**10:30 a.m. General City Issues**

- Website Redo?*
- Climate: What can we do?*
- Improve Customer Service*
- Where is the Fun?*
- Food Truck Court*
- Arts*
- 20th Anniversary*
- City Events Tied Together?*
- B&O Tax - Heavy Manufacturing*
- Other*

**12:00 p.m. Lunch**

**1:00 p.m. Goals for 2018-2019**

- *The "Goal Story": Background and Update*
- *New Goals and Formal Process or Discussion Goal Setting Process?*
- *CM Performance Evaluation Goals*
- *Other*

**2:00 p.m. Break**

**2:15 p.m. Continuation of Above**

**3:00 p.m. Adjourn**

Note: Times required for each topic are estimates. Once a topic is completed the next topic will be addressed.

## 2019 DOCKET/WORK PROGRAM PRIORITIZATION

The “docket” is the Planning Commission’s annual work program. Zoning Code Section 19.20.080 provides threshold review criteria for selecting projects to be placed on the docket. Criteria include how long it has been since the issue was last considered (more than two years unless there’s a compelling reason for taking something up again), correction of inconsistencies or clarifications, and serving the public interest.

Another criterion is availability of city resources—whether staffing levels and budget allow review of the proposal. Potential docket items are selected and prioritized using the following assumptions:

1. Community Development (CD) staff time and Planning Commission meeting schedules allow for one major amendment project per year. Two to three additional, smaller amendments also are possible in CD in any given year. Other departments may be able to take on additional amendments.
2. It is more efficient to group smaller amendments into a cohesive package of multiple related amendments. Less time is spent in meetings and hearings with this approach.
3. The Planning Commission must provide a recommendation on Comprehensive Plan amendments, but they also are very useful in developing recommendations for projects that need intensive study, public meetings, or a more in-depth review.

The attached prioritization chart identifies possible work program items recommended by the staff, the City Manager, the Planning Commission, the City Council, or other entities. Some items would be part of the Planning Commission docket. Other items would be presented directly to the City Council. Amendments are grouped by general topic. The proposed year of consideration and lead department are shown. A more complete description of each project follows the chart.

The major 2019 Planning Commission docket item recommended by CD staff is the Parks, Recreation and Open Space (PROS) Plan. Staff also is recommending a review of incentives for office development (Action 3.B2 from the Economic Development Strategy), as well as a review of the City’s ADU regulations. During the first quarter of 2019, the Planning Commission is scheduled to finish their review of the critical area and shoreline regulations update.

The City Council may directly review projects that are consistent with the Comprehensive Plan. Work program items from several departments targeted for direct City Council review in 2019 are identified on the following page.

### **Recommended 2019 Planning Commission Docket**

The recommended 2019 Planning Commission docket is as follows (the number assigned to each project corresponds to its number in the prioritization chart):

- 22-24. Finish recommendations on critical area, shoreline and floodplain regulations
- 12.B Housing Strategy Plan: Review current code provisions and permitting process for ADUs
- 20. Parks, Recreation and Open Space (PROS) Plan
- 28.A Economic Development Strategy: Incentives for office development
- 36. CIP/CFP amendments, if necessary

### **Recommended 2019 Amendments to go to City Council**

Amendments proposed to go to the City Council as part of the work program are as follows (listed by lead department):

- Community Development:
- 22-24. Review of final critical area, shoreline and floodplain regulations
  - 12.A Review of final zoning changes related to preservation of the City's mobile home parks
  - 13. Notification of rent increase
  - 21. Park impact fee study
  - 34. Consideration of school impact fee adjustments

- Development Services:
- 35.A Continue review of multifamily tax exemption (MFTE) in the TOD District
  - 25. Tree cutting penalties (align Titles 15 and 18)
  - 31. Commercial change-of-use standards related to impact fees
  - 37. 2018 Building Code adoption

- Engineering &  
Environmental Services:
- 11. Revise street standards

- City Manager's Office:
- 3. Heavy manufacturing amortization (CalPortland agreement)
  - 32. Historic preservation code update

### Prioritization Chart

TBD = still to be determined

EES = Engineering & Environmental Services

CM = City Manager's Office

CD = Community Development

DS = Development Services

Item	Source	Need PC Review?	Recommend PC Review?	Amend-ment scope	Could it be grouped?	Lead Department	Year?
<b>LAND USE</b>							
1. Downtown uses	EDS*	Yes, if policy needed	Yes	Medium	Yes	CD	2020+
2. Revisit marijuana researcher locations (Bastyr)	Staff	No	No	Small	No	CD	2020+
3. Heavy manufacturing amortization	Staff	No	No	Medium	No	CM	2018/ 2019
4. Review of non-conformance standards (heavy manufacturing)	Staff	No	No	Medium	Yes	DS	2019
5. Expansion of the TOD District	Staff, EDS	No	Yes	Medium	Yes	CD	2020+
<b>TRANSPORTATION/TRANSIT</b>							
6. Parking standards	Staff	Maybe	Yes	Large	No	TBD	2020+
7. CTR ordinance	State	No	Yes	Medium	Yes	CD	2020+
8. Airport Plan	State	Yes	Yes	Large	No	CD	2020+
9. Transportation Element update	State	Yes	Yes	Large	Yes	CD/EES	2021



Item	Source	Need PC Review?	Recommend PC Review?	Amend-ment scope	Could it be grouped?	Lead Department	Year?
10. Transportation impact fee study	State	No	No	Medium	Yes	CD/EES	2021
11. Revise street standards	Staff	No	?	Medium	No	EES	2019
<b>HOUSING</b>							
12. Housing Strategy Plan: A. Finish mobile home park regulations B. Review ADU standards	Comp Plan	No	Yes	Medium	Yes	CD	2018/ 2019
13. Rent increase notification	Council	No	No	Small	No	CD	2019
<b>SIGNS</b>							
14. Banner program	Staff	No	No	Small	Yes	DS	2020+
15. Reed v. Town of Gilbert review (sign content)	Court	No	No	Medium	No	DS	2020+
<b>SUSTAINABILITY</b>							
16. Electric vehicle parking incentive	PC	No	Yes	Small	Yes	CD	2020+
17. Landscaping "Green factor"	PC	Maybe	Yes	Large	Yes	CD	2020+
18. Standards for alternative energy facilities	Comp Plan	No	Yes	Medium	Yes	CD	2020+
19. Recycling of building materials	Staff	No	No	Small	Yes	DS	2020+



Item	Source	Need PC Review?	Recommend PC Review?	Amend-ment scope	Could it be grouped?	Lead Department	Year?
<b>PARKS</b>							
20. PROS Plan update	State	Yes	Yes	Medium	Yes	CD	2019
21. Park impact fee study	Staff	No	No	Medium	Yes	CD	2019
<b>CRITICAL AREAS</b>							
22. Rewrite/consolidate floodplain rules	Staff	No	No	Medium	Yes	CD	2018/ 2019
23. Critical area rules update	Staff/ State	Yes	Yes	Large	Yes	CD	2018/ 2019
24. Shoreline Master Program update	State	Yes	Yes	Large	Yes	CD	2018/ 2019
<b>TREES</b>							
25. Tree cutting penalties (align Titles 15 and 18)	Staff	No	No	Small	Yes	DS	2019
26. Protection for heritage trees	Staff	No	Yes	Medium	Yes	CD	2020+
27. Identify tree varieties appropriate under powerlines	Staff	No	No	Medium	Yes	TBD	2020+
<b>ECONOMIC DEVELOPMENT</b>							
28. Economic Development Strategy: A. Incentives for office development B. Address additional priorities	EDS	No	Yes	Medium	Yes	CD/CM	2019 2020+



Item	Source	Need PC Review?	Recommend PC Review?	Amend-ment scope	Could it be grouped?	Lead Department	Year?
<b>MISCELLANEOUS</b>							
29. Coordinate setbacks/landscaping in commercial zones	Staff	No	No	Small	Yes	CD	2020+
30. Review change-of-use standards	Staff	No	No	Small	Yes	TBD	2020+
31. Commercial change-of-use standards related to impact fees	Staff	No	No	Small	No	DS	2019
32. Historic preservation code update	Staff	No	No	Medium	No	CM	2019
33. Address franchise requirements	Staff	No	No	Large	No	TBD	2020+
34. School impact fee adjustments	School District	No	No	Small	Yes	CD	2019?
35. Expand Multifamily Tax Exemption (MFTE) in downtown area(s): A. TOD	Staff	No	No	Medium	No	TBD  DS	2020+  2018/ 2019
36. CIP/CFP amendments	Staff	Yes	Yes	Small	Yes	CD	2019?
37. Building Code adoption	Staff	No	No	Large	No	DS	2019

\*Economic Development Strategy



### **Explanation of Prioritization Chart Items**

Following are more complete descriptions of each item in the docket prioritization chart:

#### **LAND USE**

1. Downtown uses. This project would review permitted land uses in the downtown, considering the possibility, for example, of allowing clean light manufacturing.
2. Revisit marijuana researcher locations (Bastyr). State law has added a new class of marijuana business—a marijuana researcher—to the list of possible marijuana licensees. Bastyr may be interested in the future in becoming a marijuana researcher and the university has asked that we add this consideration to the list of possible future code amendments.
3. Heavy manufacturing amortization. This project would review the feasibility of amortizing existing heavy manufacturing uses, potentially through property-owner agreements.
4. Heavy manufacturing prevention, including review of non-conformance standards. This project would consider techniques to limit future heavy manufacturing on nonconforming sites, including tightening the nonconformance rules. (Currently, nonconforming uses may be expanded through the conditional use permit process.)
5. Expansion of the Transit-Oriented Development (TOD) District. The City's TOD was established in 2015. In preparation for Bus Rapid Transit (BRT) in Kenmore, expansion of the TOD District would be considered.

#### **TRANSPORTATION/TRANSIT**

6. Parking standards. This project would assess existing parking standards to determine whether parking requirements could be reduced. (Currently, an applicant may reduce parking requirements if documented through a parking demand analysis.)
7. CTR ordinance. State law requires that cities have a commute trip reduction (CTR) ordinance applicable to businesses which have more than 100 full-time employees. State CTR funds are not available to jurisdictions without an ordinance. Kenmore's largest employer, Bastyr University, already has its own CTR plan, required through the Bastyr University Master Plan.

8. Airport Plan. State law requires that cities with airports have an Airport Plan in place to protect continued operation of the airport. Kenmore has incorporated information and a number of policies into its Comprehensive Plan related to Kenmore Air that would be addressed through SEPA review for new development proposals, however, a formal airport plan has not been developed.

9. Transportation Element update. The Transportation Element was updated in 2014 as part of the 2015 Comprehensive Plan update. In preparation for the 2023 Comprehensive Plan update, the Transportation Element will need review.

10. Transportation impact fee study. Transportation impact fees would be reviewed in conjunction with the Transportation Element update.

11. Revise street standards. A list of possible amendments to the City's street standards is maintained by EES. This project also would include review of potential new regulations related to transit stops and stations.

### **HOUSING**

12. Housing Strategy Plan follow-up. This project includes review of priority items from the Housing Strategy Plan. In 2019, the City Council will finish work on mobile home park zoning regulations (12.A). In 2019+, an additional priority item from the Housing Strategy Plan would be addressed and review of the City's existing ADU regulations is recommended (12.B). The ADU work would dovetail with an interjurisdictional effort supported by ARCH to identify best practices to encourage ADU development.

13. Rent increase notification. The City Council has expressed interest in lengthening the notice period to tenants for future rent increases.

### **SIGNS**

14. Banner program. This project would allow some banners, of limited type and term, in Kenmore.

15. Reed v. Town of Gilbert review (sign content). This court decision mandates that signs be regulated by type and size and not by content. In other words, if a type and size of sign is regulated, the sign message cannot be regulated. Although requirements of this ruling are being supported administratively, code amendments are needed.

### **SUSTAINABILITY**

16. Electric vehicle parking incentive. This code amendment would use special electric vehicle parking requirements to encourage use of electric vehicles.

17. Landscaping “Green factor.” Green factor is a City of Seattle scoring system for landscapes to help increase the quantity and improve the quality of urban landscaping. The Planning Commission recommended that the City review this approach.

18. Standards for alternative energy facilities. This project would consider code amendments for solar and wind facilities, along with other alternative energy facilities.

19. Recycling of building materials. This code amendment would make recycling of some building materials mandatory. Although action on this project started in 2019, the uncertain market for recyclables necessitates a delay.

### **PARKS**

20. PROS Plan update. The Parks, Recreation and Open Space (PROS) Plan was updated in 2013. To continue eligibility for RCO funding, the Plan must be reviewed/revised every six years.

21. Park impact fee study. Although the City has reviewed and updated transportation and school impact fees, park impact fees have not been addressed since their initial adoption.

### **CRITICAL AREAS**

22. Rewrite/consolidate floodplain rules. The Municipal Code contains two independent code sections addressing development in floodplains. As part of the critical areas and Shoreline Master Program revisions, these floodplain sections should be updated and consolidated. This project was started in 2018 and will carry over into 2019.

23. Critical area rules update. These rules were developed in 2006 and slightly adjusted with the Shoreline Master Program update in 2012. As part of the mandated Shoreline Master Program update, the critical areas rules should be revisited. This project was started in 2018 and will carry over into 2019.

24. Shoreline Master Program update. The City adopted its Shoreline Master Program in 2012. The State requires that it be reviewed/revised by June 2019. This project was started in 2018 and will carry over into 2019.

### **TREES**

25. Tree cutting penalties. Current tree cutting penalty code sections need adjustment.

26. Protection for heritage trees. Some other jurisdictions, notably Lake Forest Park, have code amendments in place to protect “exceptional” trees—both on development sites and on single-family residential properties.

27. Identify tree varieties appropriate under powerlines. When inappropriate trees are planted under powerlines, it may increase the likelihood of power outages and/or require more tree maintenance activities by PSE.

### **ECONOMIC DEVELOPMENT**

28. Economic Development Strategy follow-up. This project includes review of priority items from the Economic Development Strategy that was adopted in 2018. In 2019, staff recommends a review of incentives for office development (28.A). The office incentive work would dovetail with consultant efforts being managed through the City Manager’s office.

### **MISCELLANEOUS**

29. Coordinate setbacks/landscaping in commercial zones. Setback and landscaping requirements conflict in some commercial zones. These amendments would resolve these conflicts.

30. Review change-of-use standards. When a business changes from one type of use to another, the Zoning Code process for review is unclear. The Building Code has change of use standards. Standards in the Zoning Code need adjustment to clarify the required permit process.

31. Commercial change-of-use standards related to impact fees. This project would clarify the relationship between commercial change of use and payment of impact fees.

32. Historic preservation code update. This code has not been updated for several years and adjustments are needed. In particular, a code amendment to provide more flexibility for change of use of historic properties could be considered.

33. Address franchise requirements. As a result of numerous recent franchise requests, it may be appropriate to consider a separate Municipal Code chapter outlining the franchise process and requirements.
34. School impact fees adjustment, if desired. The Northshore School District has requested that the City consider revising school impact fees based on the District's updated Capital Facilities Plan.
35. Expand the Multifamily Tax Exemption (MFTE). The MFTE can be used in parts of the downtown, but is not available in other areas of the City. The City may wish to expand the MFTE to other parts of the City's downtown, including Lakepointe. Consideration of MFTE in the TOD District began in 2018 (35.A) and will continue into 2019.
36. CIP/CFP amendments, if necessary. Amending the CIP to add or remove significant capital projects requires Planning Commission consideration of Comprehensive Plan amendments.
37. Building Code adoption. Every three years the State Building Code Council revises the Building Code. The City must review, amend and adopt a revised code consistent with State requirements.

City of Kenmore  
2019 Work Plan

Department: City Manager's Office

Team Lead		January	February	March	April	May	June	July	August	September	October	November	December
1 Town Square/Hangar Programming	SK	Ongoing events, programs, etc.					#WhyILoveKenmore Summer Party	Movies in the Square	Movies in the Square				Tree Lighting Festival
2 Financial Sustainability Plan, incl. community outreach													
3 Lakepointe Project	RK	See Development Services Work Plan											
4 Lodge at Saint Edward Project	NKO	Environmental Ed Center Committee Meetings										Parks Commission Meeting	
5 Saint Edward Ballfield	RK/DB	See Community Development Work Plan											
6 Business Incubator	NKO	Advisory Group Meeting		Council Briefing		Advisory Group: nonprofit plan	Open House at KBI			Progress Report to Council	Advisory Group Meeting	Proposed Schedule for Transition	
7 Business Registration	NKO	Update Council	KBA monthly meetings	Home Based Business Survey	Online Directory Updates (ongoing)	Reminder Communication	Home Based Business Check in			Marketing Push		Business Recognition	Report to Council
8 Business Events	NKO				Business After Hours		Sector Breakfast			Business After Hours			
9 Natural Health Hub/Bastyr Relations	NKO		Assess work plan with BU										
10 Business Recruitment	RK/NKO	Ongoing Outreach and Meetings				ongoing contacts and promotion							
11 Marketing and Media Relations	NKO/BR	Media Relations planning	Launch media strategy on key projects		Continue Media Relations & Marketing	Moorlands "First Pitch" story							
12 ED Strategy Implementation	NKO	Office Development Consultant			Report from Consultant		Potential Incentives (with Com. Dev.)	Develop proposal		Proposed incentive to Council			
13 Port of Seattle ED Grant	NKO	Advertising and Grant approval	Training Recruitment	Business Training Series	Training Series							Draft Proposal	Prepare Report
14 Walkways & Waterways	RK	Ballot measure oversight and communications											
15 Front Desk Reception	NAM	Walk-ins, phone calls, pet licensing, police services support, and more											
16 Target Zero - Education & Outreach	BR		Daylight Savings Time	Trail Safety Messaging		Summer Safety Messaging	Northshor Fire Booth	July 4th, Concert, Movies Booths	Back to School Safety, NSD Booth, NNO booth, KMS Booth		Walk to School Day/Halloween Safety	Daylight Savings Time	Holiday Safety
17 Website	BR	Finalize website RFQ/Select vendor/Prep Work	Start website migration, Bridge Open House	Website Migration Ph 1	Website Migration	Website Migration Ph 2	Website Migration, Bridge Construction Messaging	Launch new website	Community Engagement Strategy			Online Engagement Plan	
18 Digital Communications	BR	Gov Delivery, Facebook, Twitter, Instagram, Nextdoor		Target Zero Creative			Target Zero Creative						
19 Newsletters	BR	Hard Copy / E-News/SWM Piece	New E-News template	Hard Copy 2018 Wrap / E-News	E-News	E-News	Hard Copy / E-News	E-News	E-News	E-News	Hard Copy / E-News	E-News	E-News
20 Priority Based Budgeting ReBoot													
21 City Organized Events	SK	Secure Event Sponsorship		Event Planning & Prep			#WhyILoveKenmore Summer Party	Fireworks/Concerts/Movies	Concerts/Movies				Tree Lighting
22 Other Event Support	SK		Hydroplane Race Prep		Hydroplane Race	Kenmore Air Seaplane Fly-In? KWAC Waterfront Activities Fair	Northshore Fire Open House & Safety Fair; Bastyr Herb & Food Fair		Back-to-School Events/Requests				
23 Recreation Programs	New/SK	Contract development	P/T Rec Coordinator Recruitment	Promote summer programs		Rec Guide	Camps	Camps	Camps				Evaluate programs
24 Volunteer Program	SK	Adopt- a -Program; Admin volunteers all year	Vol Appreciation Event				Event Volunteers and continued AAS and AAP clean-ups				Jack Crawford Day		
25 Animal Services		Quarterly JC4/Marketing mtgs	PAWS agreement oversight			Marketing canvassing by KC							
26 Sound Transit 3 Project Engagement	RK/NKO	Kenmore Public Event		ST Board Action	Parking Structure/Station Planning								
27 KWAC Agreement	RK	Monitor agreement	KWAC Annual Report Due										
28 State Legislative Agenda	NKO	Leg Sendoff	Meet with Legislators/Staff in Olympia			Post Session Event	Interim Meetings			Develop 2020 Agenda			
29 Federal Legislative Agenda	NKO	Delegation District Staff meetings		DC Meetings			Invite Senators to Kenmore			Develop 2020 Agenda			
30 King County Legislative Agenda	NKO		Priorities Adopted by Council										
31 Utility Franchise Agreement(s)	NKO		PSE Proposed Franchise Agreement at Council			Vegetation Management Scope			Reliability Reporting	Pre Storm Season Council Briefing			
32 Cable and Telecom Franchise Agreements	NKO		Comcast Check-in/Launch process			Frontier Check in	Comcast					Plan for 2020 Frontier	
33 Kenmore Navigation Channel	NKO	USACE Contact re testing project		Check in with King County, USACE						Federal Contacts			
34 Brew Row Promotion	NKO			Trail Sign Install		Brewfest Promotion				Event Promotion			
35 Historic Preservation	NKO	Work Plan for UW Class project		Identify potential nomination(s)			Evaluate Special Member Status						
36 Public Records Requests (PRR)	TM	Staff PRA Training					PRR Data Report to JLARC	Mid-Year PRR Report					Year End PRR Report
37 Inter Gov Organizations	NKO/RK												
38 Arts of Kenmore Gallery	NKO	update contract											
39 Management Intern Policy Projects	RK				Recruitment	Internship Begins							
40 King County Water Taxi Project	NKO/RK		King County study intro										
41 Emergency Management	RK	Lead logistics and communications responsibilities; Continue to review, discuss, and practice											
42 Community Involvement and Leadership	RK												
43 Leadership and Direction to the Organization	RK												
44 Council Support	NM												
45 Records Archiving & Destruction	TM					Records Inventory			State Archives Appraisal of Records				Records Destruction

LEGEND	
= Highest Peak Workload	
= Substantial Workload	
= Less But Steady Workload	

City of Kenmore  
2020 Work Plan

Department: City Manager's Office

Team Lead		January	February	March	April	May	June	July	August	September	October	November	December
1	Town Square/Hangar Programming	SK	Ongoing events, programs, etc.				#WhyILoveKenmore Summer Party	Movies in the Square	Movies in the Square				Tree Lighting Festival
2	Financial Sustainability Plan Finalization and Implementation												
3	Lakepointe Project	RK	See Development Services Work Plan										
4	Lodge at Saint Edward Project	NKO				event planning	Lodge Opens						
5	Saint Edward Ballfield	RK/DB											
6	Business Incubator	NKO	Advisory Group Meeting	Council Briefing	Advisory Group Meeting	Open House at KBI				Potential Transition to non profit			
7	Business Registration	NKO	Update Council	KBA monthly meetings	Marketing (ongoing)	Online Directory Updates (ongoing)	Reminder Communication	Home Based Business Check in		Marketing Push		Business Recognition	Report to Council
8	Business Events	NKO			Business After Hours					Business After Hours		Sector Breakfast	
9	Natural Health Hub/Bastyr Relations	NKO											
10	Business Recruitment	RK/NKO	Ongoing Outreach and Meetings			ongoing contacts and promotion							
11	Marketing and Media Relations	NKO/BR	Media Relations planning	Launch media strategy on key projects		Continue Media Relations & Marketing							
12	ED Strategy Implementation	NKO											
13	Port of Seattle ED Grant	NKO	Business Series prep/banner design	Business Training Series	Business Training Series					complete other projects		Draft Proposal	Grant Final Report
14	Walkways & Waterways	RK	Ballot measure oversight and communications										
15	Front Desk Reception	NAM	Walk-ins, phone calls, pet licensing, police services support, and more										
16	Target Zero - Education & Outreach	BR		Daylight Savings Time	New Trail Safety Video	Summer Safety Messaging	Northshore Fire Booth	July 4th, Concert, Movies Booths	Back to School Safety, NSD Booth, NNO booth, KMS Booth		Walk to School Day/Halloween Safety	Daylight Savings Time	Holiday Safety
17	Website	BR	City website/annual messaging calendar	Explore online engagement tools		Select online engagement tool/prep for budgeting							
18	Digital Communications	BR	Gov Delivery, Facebook, Twitter, Instagram, Nextdoor; Monitor new trends and tools										
19	Newsletters	BR	Hard Copy / E-News	E-News	Hard Copy / E-News	E-News	E-News	Hard Copy / E-News	E-News	E-News	E-News	Hard Copy / E-News	E-News
20	2021-2022 Biennium Budget Prep												
21	City Organized Events	SK	Secure Event Sponsorship		Event Planning & Prep		#WhyILoveKenmore Summer Party	Fireworks/Concerts/Movies	Concerts/Movies				Tree Lighting
22	Other Event Support	SK		Hydroplane Race Prep		Hydroplane Race	Kenmore Air Seaplane Fly-In? KWAC Waterfront Activities Fair	Northshore Fire Open House & Safety Fair; Bastyr Herb & Food Fair	Back to School Events/Requests				
23	Summer Recreation Programs	SK	Contract development with Skate Like a Girl and Skyhawks		Promote summer programs			Camps	Camps		Evaluate staffing needs		Evaluate programs
24	Volunteer Program	SK	Adopt-A Program; Admin	Vol Appreciation Event				Event Volunteers and continued AAS and AAP clean-ups			Jack Crawford Day		
25	Animal Services		Quarterly JC4/Marketing mtgs	PAWS agreement oversight				Update to Council					
26	Sound Transit 3 Project Engagement	RK/NKO		Sound Transit meetings	522/523 Corridor Cities		ongoing TOD /garage planning						
27	KWAC Agreement	RK	Monitor agreement	KWAC Annual Report Due									
28	State Legislative Agenda	NKO	Leg Sendoff	Meet with Legislators/Staff in Olympia		Post Session Event		Interim Meetings		Develop 2021Agenda			
29	Federal Legislative Agenda	NKO	Delegation District Staff meetings		DC Meetings			Invite Delegation to Kenmore		Develop 2021 Agenda			
30	King County Legislative Agenda	NKO		Priorities Adopted by Council									
31	Utility Franchise Agreement(s)	NKO	Agreement Monitoring				Vegetation Management Scope			Reliability Reporting		Storm Season Briefings	
32	Cable and Telecom Franchise Agreements	NKO	Frontier	Comcast	Frontier		Frontier						
33	Kenmore Navigation Channel	NKO	USACE Contact		Check in with King County, USACE					Federal Contacts			
34	Brew Row Promotion	NKO				Brewfest Promotion							
35	Historic Preservation	NKO			Identify potential nomination(s)			Info to property owners re preservation					
36	Public Records Requests (PRR)	TM					PRR Data Report to JLARC	Mid-Year PRR Report					Year End PRR Report
37	Inter Gov Organizations	NKO/RK											
38	Arts of Kenmore Gallery	NKO											
39	Management Intern Policy Projects	RK				Recruitment	Internship Begins						
40	King County Water Taxi Project	NKO		Meet with County Council, staff		TBD							
41	Emergency Management	RK	Lead logistics and communications responsibilities; Continue to review, discuss, and practice										
42	Community Involvement and Leadership	RK											
43	Leadership and Direction to the Organization	RK											
44	Council Support	NM											
45	Records Archiving & Destruction	TM				Records Inventory			State Archives Appraisal of Records				Records Destruction

LEGEND	
= Highest Peak Workload	
= Substantial Workload	
= Less But Steady Workload	





City of Kenmore  
2020 Work Plan

2020			Less Steady Workload											
			Substantial Workload											
Department: Finance & Administration			Highest Peak Workload											
	Team Lead	January	February	March	April	May	June	July	August	September	October	November	December	
Close 2019 Fiscal Year	BR	close out Dec	budget and year end entries											
Payroll W-2s/1099s	CS	w-2s and reconciliations												
Monitor 2019-2020 Budget	JMG	*****ongoing effort*****												
Update Cost Allocation/Overhead Plan	JMG/KC/BR	update	data gathering ongoing *****										update	
Update Admin, Personnel, Purchasing Policies	JMG/BR		ongoing effort -substantial updates to be done *****											
6 Year Forecast and Plan	JMG	finish budget input and forecast, update 2019 actual				Quarterly Update		Quarterly Update		Quarterly Update				
CIP Management and Update	JMG	ongoing effort					Begin 6 year Update and Amendment							
Ongoing Payroll & Benefit Admin	CS	*****ongoing effort*****												
Invoices /Accts Rec /Grant Reimbursements	CS/BR	*****ongoing effort*****												
Quarterly financial reports to Council	JMG	4th quarter 2019			1st quarter			2nd quarter			3rd quarter			
Financial Strategic Plan Finalization	JMG													
2020 Annual Risk Management Audit	JMG					WCIA								
2019 Annual Report Preparation (file with State	BR		year end entries	report prep	review	due 5/30								
2019 Audit	JMG/BR				audit prep, account analysis, federal grant review, financial review									
IT Support, Governance Committee	BR/JMG	*****ongoing effort*****												
Cash and Investment Management	BR/JMG	*****ongoing effort*****												
Agenda Preparation and Agenda Bill Review	PS/JMG	*****ongoing effort*****												
Wellness Activities	CS/JMG	wrap up 2019	plan 2020	awc spring campaign		wellness effort			wellness effort		fall campaign and wrap up			
Wellness Discount	CS/JMG	2% discount application												
Council Meeting Setup and Support, Minutes	KC	*****ongoing effort*****												
Contract, Ordinance, Resolution Management	KC	*****ongoing effort*****												
Hotel Motel Tax	JMG	Council Action and Implementation												
Records Management	KC	*****ongoing effort*****												
Update of archiving and destruction schedule	KC	update departmental archives and indentify records for destruction					maintain							
File Clean up and organization	KC	*****ongoing effort*****												
2020 Budget Amendment	JMG				Review need for amendment					review, meet with depts, public hearing, prepare documents				
2021-2022 Budget Preparation and PBB Update	JMG													
Council Reconfirm PBB Results	JMG	Reconfirm Results												
Update Program Inventories	JMG/ALL													
Update Program Costs	JMG/ALL													
Department Scoring of Programs	JMG/ALL													
Peer Review Scoring of Programs	JMG/ALL													
Resource Alignment Diagnostic Tool	JMG/PBB													
Budget Kickoff	JMG													
Budget Training in Incode	JMG													
Dept Program Budget Prep	JMG/ALL						Depts write budget narratives, input financial data							
City Manager Review of Dept Budgets	JMG/RK													
City Council Budget Study and Presentations	JMG/ALL									finalize & compile prelim 2021-2022 budget document				
Budget Adoption	JMG/ALL											25-Nov-20		
Salary Plan Update	JMG						Market Research and Recommend for Council approval							
Property Tax Levy Ordinance for 2021	JMG										public hearing, ordinance for levy			
Proposition 1 Compliance and Reporting	JMG									Reporting				

Community Development  
2019 Work Plan

Project	Team	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Comp Plan/Development Regs (docket)													
Mobile Home Park Regulations (2018 docket item)	LA	council review/ordinance adoption											
Critical Area Regulations (2018 docket item)	LA	planning commision review		council review/ordinance adoption									
Shoreline Master Program, comp plan and regulations (2018 docket item)	LA	planning commision review		council review/ordinance adoption									
Implementing Housing strategy Plan Priorities: ADU's (2019 docket item**)	LA	council approves docket		planning commission review (recommend)				PC hearing		council adopts ordinance			
Update PROS Plan & Park Element of the Comp Plan (2019 docket item**)	MC/AS/DB	council approves docket		planning commission review (required)				PC hearing		council adopts ordinance			
Update Park Impact Fees: interim pre PROS plan (2019 docket item**)	DB/BY	council approves docket		data review			Council adopts ordinance						
Consider School Impact Fee Adjustments	LA	council approves docket		council review				ordinance adoption					
Amend Comp Plan Capital Facilities Plan (2019 docket item**)	LA	council approves docket		planning commission review (required)						council adopts ordinance			
Implementing Econ. Dev. Strategy: office incentives (2019 docket item**)	LA	council approves docket		planning commission review (recommend)								council adopts ordinance	
Rent Notification Increase (2019 docket item**)	LA	council approves docket		council review/ordinance adoption									
Policy and Strategy													
Identify opportunities and bring forward when identified	LA/DB	bring forward opportunities when identified											
Downtown Development													
Lakepointe	LA/DB	part of internal strategy team											
Sound Transit 3 (ST#3): Parking garage, stop location	DB	part of internal strategy team											
Park Capital Projects													
Rhododendron Park Walkway (park signage, monitoring/maintenance plantings)	AS	coordinate with NUD sewer project				sign permitting/installation		plant mitigation/monitoring					
Rhododendron Park Dock (monitoring/maintenance mitigation plantings)	AS	plant mitigation/monitoring											
Rhododendron Park Boathouse (40 x 70 building)	AS	council direction		design/permitting		bid/construction				NSD Tenant Improvement			
Squires Landing Dock (monitoring/maintenance mitigation plantings)	AS	plant mitigation/monitoring											
Squires Landing Waterfront (design/permits)	MC	30% design/land use permit submittal				council input		60% design/continue permit r€ t review					
Squires Landing RCO Land Conversion (property acquisition)	MC	RCO approval process/property acquisition											
Log Boom Park Waterfront (design/permitting)	MC	continue permit review				council input		60% design		continue permit review			
Log Boom Park Safety Buoys (marking extent of underwater pilings)	MC	permitting							installation		project closeout		
St. Edward Ballfield (EIS process)	DB	EIS process: schedule to be determined											
Twin Springs Phase 1 (drainage plan)	MC/DB	options/cost estimate		grant application and/or design, permitting, construction (depends on available resources)									
Moorlands Park (storm drain repair,crosswalk, field net/poles, warning track)	AS	permits/construction		project closeout									
Grants													
2014 RCO grants for Moorlands Park (\$750k)	AS	grant closeout											
2014 RCO grant for Rhododendron Park Walkway (\$400k)	AS	grant admin											
2016 RCO grants for St. Edward State Park ballfield (\$750k)	DB	grant admin											
2016 King County grant St. Ed Ballfield (\$611k)/alt project Rhody boatshed	AS/DB	project eligibility			contract prep/approval			contract admin					
2017 State Capital Budget Request Moorlands Park (\$250k)	AS	grant closeout											
2017 State Capital Budget Request Rhododendron Park Boatshed (\$250k)	AS	contract approval		contract admin									
2018 RCO grant Squires Landing (\$500k?)	MC	funding decision by legislature						contract prep/approval??					
2018 RCO grant Log Boom Park (\$500k?)	MC	funding decision by legislature										contract prep/approval??	
2018 King County Conservation Futures Grant (acquisition Swamp Creek area)	MC	contract approval			contract admin								
2018 State Capital Budget Request Twin Springs (\$150k?)	DB	contract approval?			contract admin								
2019 Other grant opportunities	?/DB	grant applications											
Working with Outside Agencies													
Other agencies e.g. PSRC, Metro, ARCH, King County	LA/DB	staff support, collaboration, review/comment on plans etc											
** Staff recommended docket items, Council approves Jan/Feb 2019													
Highest peak workload													
Substantial workload													
Less steady workload													
DB: Debbie Bent, Community Development Director													
LA: Lauri Anderson, Senior Planner													
AS: Ann Stanton, Parks Project Manager													
MC: Maureen Colaizzi, Parks Project Manager													
BY: Ben Yazigi, (consultant)													

Community Development  
2020 Work Plan

Project	Team	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
Comp Plan/Development Regs														
identify opportunities and bring forward when identified	LA	council approves docket		planning commission review						PC hearing		council adopts ordinance		
Development Regulation Amendments (planning commission or council)	LA	council approves docket		planning commission or council review								council adopts ordinance		
Policy and Strategy														
Identify opportunities and bring forward when identified	LA/DB	bring forward opportunities when identified												
Downtown Development														
Lakepointe	LA/DB	part of internal strategy team												
Sound Transit 3 (ST#3): Parking garage, stop location	DB	part of internal staff team												
Park Capital Projects														
Rhododendron Park Waterfront (boardwalk/waterwalk)	AS	mitigation/monitoring plantings												
Rhododendron Park Dock	AS	mitigation/monitoring plantings												
Rhododendron Park Boathouse/Pavilion	AS	project closeout				mitigation/monitoring plantings								
Squires Landing Dock Replacement	AS	mitigation/monitoring plantings												
Squires Landing Waterfront	MC	final design/engineering submittal				permit review								
Log Boom Park Waterfront	MC	building permit submittal				permit review				construction?				
St. Edward Ballfield	DB	EIS Process/Permit decision?						lease decision?						
Grants														
2016 RCO grants for St. Edward State Park ballfield (\$750k)	DB							contract admin						
2016 King County grant Rhododendron Boathouse (\$611k)	AS							contract admin						
2017 State Capital Budget Request Rhododendron Park Boatshed (\$250k)	AS							contract admin						
2018 RCO grant Squires Landing (\$500k?)	MC							contract admin						
2018 RCO grant Log Boom Park (\$500k?)	MC							contract admin						
2018 King County Conservation Grant (acquisition Swamp Creek)	MC							contract admin						
2020 RCO grant applications (projects to be determined)	MC/DB	grant applications/presentations to RCO												
Other grant opportunities	?/DB	grant applications												
Working with Outside Agencies														
Other agencies e.g. PSRC, Metro, ARCH, King County	LA/DB	staff support, collaboration, review/comment on plans etc												
Highest peak workload														
Substantial workload														
Less steady workload														
DB: Debbie Bent, Community Development Director														
LA: Lauri Anderson, Senior Planner														
AS: Ann Stanton, Parks Project Manager														
MC: Maureen Colaizzi, Parks Project Manager														

City of Kenmore  
2019-20 Work Plan

Department: **Development Services**  
2019 Work Plan - updated 12/2018

	Team Lead	January	February	March	April	May	June	July	August	September	October	November	December
<b>Day-to-day Permitting:</b>													
Front Counter Inquiries	Team												
Intake/Management	TW	on-going permitting											
Development Review Team Meetings (pre-apps, pre-cons, review, and pre-CofO meetings)	TW	on-going permitting											
Reviews	TW	on-going permitting											
Inspections	RM	on-going permitting											
Financial Guarantee Monitoring	BB	on-going monitoring and management of permit time-frames and financial guarantees											
Day-to-day Code Enforcement	-												
Cooperative Odor Complaints	-												
Service Requests (CARS)	BB												
<b>Projects</b>													
Tree Canopy Inventory w/King County	SL									Report complete		Present to Council	
Next LEAN Project	TBD									TBD			
<b>Code Updates</b>													
MFTE in TOD	BH	Council Adopt first Qtr											
Tree Penalties (alignment Titles 15&18)	SL												
CAO, SMP, and Floodplain Code Updates	SL	support/coordinate with CD											
Change of Use / Impact Fee	BH												
2018 Building Code Adoption	RM												
Fee Schedule	TW												
LiDAR	BH	Consultant Assessment	Review										
Permit Tracking Software	RM	Update to new version											
Update Handouts/ Resource Guide	SL/TW												
Records Mngt/ Files	BB												
MyBuildingPermit.com	RM												
City Committees	Team												
Economic Development Strategy Program													
Emergency Mgmt/NEMCo	BH		Exercise							Exercise			
Ballfields at State Park	BH			EIS									
Kenmore Village Commercial	RM	Flyway	Inspections										
Saint Edward Seminary Bldg	RM	Parking Lot review	Inspections										
Lakepointe Project Management	BH												

**Legend:**

	= Highest Peak Workload
	= Substantial Workload
	= Less Steady Workload

City of Kenmore  
2019-2020 Work Plan

Department: **Development Services**  
2020 Work Plan - updated 12/2018

	Team Lead	January	February	March	April	May	June	July	August	September	October	November	December
Day-to-day Permitting:													
Front Counter Inquiries	Team												
Intake/Management	TW	on-going permitting		on-going permitting									
Development Review Team Meetings (pre-apps, pre-cons, review, and pre-CofO meetings)	TW	on-going permitting				on-going permitting							
Reviews	TW	on-going permitting		on-going permitting									
Inspections	RM	on-going permitting		on-going permitting									
Financial Guarantee Monitoring	BB	on-going monitoring and management of permit time-frames and financial guarantees									sensitive area annual reports		
Day-to-day Code Enforcement	=												
Cooperative Odor Complaints	=												
Service Requests (CARS)	BB												
Projects													
	TBD												
Code Updates													
TBD	BH												
Sign Code Update (Reed v Gilbert)	BH												
Permit Tracking Software	RM	Annual Update			Integrate with City Works								
Records Mngt/ Files	BB	scanning, retention and destruction											
MyBuildingPermit.com	RM	Committee meetings and annual forums											
City Committees	Team												
Economic Development Strategy Program													
Emergency Mgmt/NEMCo	BH			Exercise						Exercise			
Ballfields at State Park	BH	Processing Variance and SEPA											
Kenmore Village Commercial	RM	Inspections and Financial		Guarantees									
Saint Edward Seminary Bldg	RM	Inspections			TCofO			Inspections				final CofO	
Lakepointe Project Management	BH												

Legend:

= Highest Peak Workload

= Substantial Workload

= Less Steady Workload

Public Works Engineering  
Capital Projects

Date: December 30, 2018

Study

Design

ROW

Construction

Closeout

Permitting

+

City Council Review/Action

KV Kent Vaughan  
JV John Vicente  
TBD To be determined

2019 Workplan

Project	Phase	Project #	Lead	2019												2020				2021				2022				2023			
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SR 522 West B	Design ROW Const/Closeout	T-8	KV																												
*Juanita Drive Ped & Bike (170th - 143rd) * Assumes project fully funded in 2019	Design ROW Const.	T-41	KV																												
68th Ped & Bike (182nd to 61st)	Design ROW Const	T-42	KV																												
West Sammamish R Bridge	Design Permitting ROW Const Closeout/Mitigation Establishment	T-37	JV																												
NE 181st St Sidewalk (65th-67th)	Design ROW Const Closeout	T-46	KV																												
NE 153rd Place SRTS	Design Construct Closeout	T-45 T-45 T-45	KV																												
SR 522 Crossing	Study	T-43	JV																												
190th Culvert @ 61st	Design Permit Construct Closeout	SW-8 SW-8	TBD																												
Sidewalk Repair/Gap Annual Program	Design Construct Closeout	T-27 T-27 T-27	TBD																												

PROJECTS IN CLOSE OUT

Public Works Engineering	Ongoing	JQ	Janet Quinn	TBG	Tobin Benett-Gold
	Study	JV	John Vicente	TLB	Terri Bielenberg
	Design	KV	Kent Vaughan	JS	Jarrett Smith
	Implementation / Construction				

[illegible]

Operations and Maintenance of Streets, Parks, Facilities and Fleet

Less Steady Workload

Substantial Workload

Highest Peak Workload

2019 Workplan													
		2019											
Project	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Public Works Temporary Office Improvements Project	JeG												
Public Works Temporary Shop Site Set-up	JeG												
Public Works Permanent Shop Site/Space Planning	JeG												
Public Works Equipment Procurement	JeG												
Division Administration and Support	JeG												
Asset Management	JeG												
Employee Evaluations	JeG/CC/QP												
Standard Operating Procedures	JeG												
Annual Workplan Management	JeG												
Budget Preparation and Management	JeG												
Capital Project Operations and Maintenance Input and Support for Parks, Streets, Facilities and Surface Water Projects	JeG												
KC Community Work Program Contract Mangement (ROW Vegetation and landscape maintenance)	CC	New Contract 2019											2020 Contract prep
Lanndscape Maintenance Contract Management	QP					Develop Scope of Work for new contract	Advertise RFP	Contract Expires	New Contract Executed				
ROW Landscape Maintenance Contract Management	CC										Develop Scope of Work for new contract	Advertise RFP	Contract Expires
King County Roads Services Contract (street sign installation and maintenance of sign inventory, signal operations and maintneance, banner installation/removal, thermoplastic markings & striping, and coordination with traffic engineering)	JeG												
Lake Forest Park Public Works Services Contract	JeG			Reconciliation									
Janitorial Services Contract (CH and Hangar)	BG												
Summer Seasonal Positions (advertising, hiring and managing)	CC/QP												
CARs/Service Request Management	NW												
Work Order Management	NW												
Staff Administrative Support	NW												
Division Website Management	NW												
Division PRR Management	NW												
City property damage claims reimbursements	NW												
Moorlands Park Athletic Reservations/Scheduling	NW												
Senior Center Lease/Picnic Shelter Reservations	JeG/NW												
Parks Maintenance (Park opening, restroom cleaning, playground inspections & audits, contract management, landscape maintenance, managing landscape maintenance contract, small project management done internally or by small works contracts, intergrated pest management, irrigation, parks signs, parks amenities, trail maintennace, hardscape maintenance, Senior Center building maintenance, parks/facilities snow & ice control, management & oversight to part time Maintenance Worker, special events support, volunteer parks project support, coordination with Moorlands Athletic Field users, and safety officer)	QP												



Project	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Facility Maintenance (Contract management, HVAC, elevator maintenance, access control, generator, fire panel and sprinkler maintenance, furniture repair, janitorial, plumbing, electrical/lighting, small project management done internally or by small works contracts, routine building maintenance/support, special events support, facilities snow & ice control, plans/schedules/implements weekly & monthly workplans, and safety officer)	BG												
The Hangar and Town Square Facility Maintenance	BG												
The Hangar Reservation Support	BG												
City Hall Facility Rental Support	BG												
Streets Maintneance (Contract management, ROW Vegetation, integrated pest management, roads maintenance and repair, temporary traffic control, snow and ice control, bridge cleaning and repair, bullseye maintenance, street sweeping, SW facility repairs, sidewalk repair, small project management done internally or by small works contracts, management and oversight to Maintenance Workers, plans/schedules/implements weekly & monthly workplans, and safety officer)	CC												
Pavement Management Support to Engineering	JeG												
Street Banners	JeG												
Holiday Lighting	JeG												
Beautification (Hanging Baskets)	CC												
Fleet/Equipment Acquisition and Maintenance	JeG												
Community Recycling Events	JeG												
Community Events and Volunteer Program Support	QP/CC												
Emergency Operations - Operations Section	JeG												
Kenmore Business Incubator Support	BG												
Property Management: Post Office & Diva Espresso	JeG												
CIP Support/Transition to Maintenance Projects	JeG												
Moorlands Park Improvements	AS												
Walkways and Waterways Parks Project: Squire's Landing	MC												
Walkways and Waterways Parks Project: Log Boom Park	MC												
Rhododendron Park Boathouse	AS												
Walkways and Waterways Sidewalk Project: 68th Ave NE	KV												
Walkways and Waterways Sidewalk Project: Juanita Drive	KV												
153rd PL/Juanita Sidewalk Project	KV												
West Samm Bridge	JV												

Jennifer Gordon - JeG  
Nicki Walsh - NW  
Curtis Clifton - CC  
Quinn Proffitt - QP  
Bill Garza - BG  
James (Jim) Garrity - JaG

Operations and Maintenance of Streets, Parks, Facilities and Fleet

Less Steady Workload

Substantial Workload

Highest Peak Workload

2020 Workplan		2020											
Project	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Public Works Temporary Office Maintenance	JeG												
Public Works Temporary Shop Site Maintenance	JeG												
Public Works Permanent Shop Site/Space Planning	JeG												
Public Works Equipmetn Procurement	JeG												
Division Administration and Support	JeG												
Asset Management	JeG												
Employee Evaluations	JeG/CC/QP												
Standard Operating Procedures	JeG												
Annual Workplan Management	JeG												
Budget Preparation and Management	JeG						2021-2020 Budget Prep/Planning				Budget Presentations		
Capital Project Operations and Maintenance Input and Support for Parks, Streets, Facilities and Surface Water Projects	JeG												
KC Community Work Program Contract Mangement (ROW Vegetation and landscape maintenance)	CC	New Contract 2020											2021 Contract prep
Lanndscape Maintenance Contract Management	QP												
ROW Landscape Maintenance Contract Management	CC												
King County Roads Services Contract (street sign installation and maintenance of sign inventory, signal operations and maintneance, banner installation/removal, thermoplastic markings & striping, and coordination with traffic engineering)	JeG												
Janitorial Services Contract (CH and Hangar)	BG												
Summer Seasonal Positions (advertising, hiring and managing)	CC/QP												
CARs/Service Request Management	NW												
Work Order Management	NW												
Staff Administrative Support	NW												
Division Website Management	NW												
Division PRR Management	NW												
City property damage claims reimbursements	NW												
Moorlands Park Athletic Reservations/Scheduling	NW												
Senior Center Lease/Picnic Shelter Reservations	JeG/NW												
Parks Maintenance (Park opening, restroom cleaning, playground inspections & audits, contract management, landscape maintenance, managing landscape maintenance contract, small project management done internally or by small works contracts, intergrated pest management, irrigation, parks signs, parks amenities, trail maintennace, hardscape maintenance, Senior Center building maintenance, parks/facilities snow & ice control, management & oversight to part time Maintenance Worker, special events support, volunteer parks project support, coordination with Moorlands Athletic Field users, and safety officer)	QP												

Project	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Facility Maintenance (Contract management, HVAC, elevator maintenance, access control, generator, fire panel and sprinkler maintenance, furniture repair, janitorial, plumbing, electrical/lighting, small project management done internally or by small works contracts, routine building maintenance/support, special events support, facilities snow & ice control, plans/schedules/implements weekly & monthly workplans, and safety officer)	BG												
The Hangar and Town Square Facility Maintenance	BG												
The Hangar Reservation Support	BG												
City Hall Facility Rental Support	BG												
Streets Maintneance (Contract management, ROW Vegetation, integrated pest management, roads maintenance and repair, temporary traffic control, snow and ice control, bridge cleaning and repair, bullseye maintenance, street sweeping, SW facility repairs, sidewalk repair, small project management done internally or by small works contracts, management and oversight to Maintenance Workers, plans/schedules/implements weekly & monthly workplans, and safety officer)	CC												
Pavement Management Support to Engineering	JeG												
Street Banners	JeG												
Holiday Lighting	JeG												
Beautification (Hanging Baskets)	CC												
Fleet/Equipment Acquisition and Maintenance	JeG												
Community Recycling Events	JeG												
Community Events and Volunteer Program Support	QP/CC												
Emergency Operations - Operations Section	JeG												
Kenmore Business Incubator Support	BG												
Property Management: Post Office & Diva Espresso	JeG												
CIP Support/Transition to Maintenance Projects	JeG												
Moorlands Park Improvements	AS												
Walkways and Waterways Parks Project: Squire's Landing	MC												
Walkways and Waterways Parks Project: Log Boom Park	MC												
Rhododendron Park Boathouse	AS												
Walkways and Waterways Sidewalk Project: 68th Ave NE	KV												
Walkways and Waterways Sidewalk Project: Juanita Drive	KV												
153rd PL/Juanita Sidewalk Project	KV												
West Samm Bridge	JV												

Jennifer Gordon - JeG  
Nicki Walsh - NW  
Curtis Clifton - CC  
Quinn Proffitt - QP  
Bill Garza - BG  
Ronald Boyd - RB  
James (Jim) Garrity - JaG

Public Works  
Environmental Services Division  
2019 Workplan

Less Steady Workload

Substantial Workload

Highest Peak Workload

		2018	2019												2020
Project	Lead	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Surface Water Service Requests (admin, investigation, response, follow-up, Close)															
Cityworks															
Administration	RS														
Public Interface	RS														
PW Work Order, Inspection, Service Request Updates	RS														
PW Temp Shop Setup	RS														
PW Permanent Shop (Selection,Planning, Design, etc)	RS														
Utility Locates	AA, AS														
Aquatic Weed Program	RS														
NPDES Permit															
Permit Administration/Management	RS														
Permit Reporting	RS														
Total Max Daily Load (TMDL) Sampling	AA														
(Ed & Outreach) Regional Coord	AA														
(Ed & Outreach) Summer Activities	AA														
(Ed & Outreach) Survey	RS														
(Ed & Outreach) Web Updates	RS														
Public Involvement and Participation	RS														
Illicit Discharge Detection & Elimination (IDDE) Manual Update	RS														
Illicit Discharge Detection & Elimination (IDDE) Field Screening	AA														
Illicit Discharge Detection & Elimination (IDDE) Investigation/Response	RS														
Mapping/GIS Updates	AS														
(Development/Const) Training	RS														
(Development/Const) Plan Review	TB														
(Development/Const) Inspection	TB														
(Development/Const) Performance Bond Inspections	AA, AS														
(Development/Const) M/D Bond Inspections	AA, AS														
(Development/Const) Ongoing Inspections (i.e. ESC)	AA, AS														
(Development/Const) Completed Private Facility Inspections	AS														
(Development/Const) Completed Private Faciltiy Enforcement	AS														
(O&M) Public Facility Inspections	AA														
(O&M) Public Faciltiy Maintenance Work Orders	AA														
(O&M) Seasonal Hiring/Training	RS														
(O&M) Conveyance Inspections	RS,AA														
(O&M) ROW Maintenance	RS														
(O&M) Property Maintenance	RS														
(O&M) Facility Vegetation Maintenance Contract	RS														
(O&M) Facility Mowing/Inspections	AA														
(O&M) Sweeping Contract (Streets, Curb & Gutter)	RS														
(O&M) Routine Sweeping Work	RS														
(O&M) Vactor Contract	RS														
(O&M) Conveyance System Vactor Maintenance	AA														
(O&M) Maintenance Support Contract	RS														
(O&M) Contracted Maintenance Support Work	RS														
(O&M) Manual Update	RS														
Budget/SWM Service Charge															
Annual Budget Review/Update	RS														
SWM Fee Update - Send To King County	RS														
SWM Fee Impervious Area Update - Property updates	AS														
SWM General Facilities Charge	RS														

Public Works  
Environmental Services Division  
2019 Workplan

Less Steady Workload  
Substantial Workload  
Highest Peak Workload

		2018	2019												2020
Project	Lead	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Stream Monitoring															
Swamp Creek	RS,AA														
Trib 0056	RS,AA														
SWM Legal Issues															
Public Record Requests	RS														
Claims/Case Review/Coordination	RS														
Small Works Projects	RS														
Arrowhead Drainage Improvement	RS														
184th/61st Drainage Improvement	RS														
Capital Projects															
SW-8 190th/61st Culvert Replacement	RS														
SW-29 Kenmore Lane Facility Retrofit	RS														
Reports/Studies															
Private Property Drainage Analysis	RS														
Tributary 0057 Study	RS														
Drairage Project Grant Program	RS														
Regional Coordination (WRIA 8, Watershed Restoration, APWA, Upstream Jurisdictions)	RS														
King County-Cities Climate Collaboration (K4C) Representation	RS														
SWM On-Call Contract (Engineering Support)	RS														

RS Richard Sawyer  
AA Ashley Adelman  
AS Art Simpson

Public Works  
Environmental Services Division  
2020 Workplan



		2019	2020												2021
Project	Lead	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Surface Water Service Requests (admin, investigation, response, follow-up, Close)	RS														
Cityworks															
Administration	RS														
PW Permanent Shop (Selection,Planning, Design, etc)	RS														
Utility Locates	AA, AS														
Aquatic Weed Program	RS														
NPDES Permit															
Permit Administration/Management	RS														
Permit Reporting	RS														
Total Max Daily Load (TMDL) Sampling	AA														
(Ed & Outreach) Regional Coord	AA														
(Ed & Outreach) Summer Activities	AA														
(Ed & Outreach) Survey	RS														
(Ed & Outreach) Web Updates	RS														
Public Involvement and Participation	RS														
Illicit Discharge Detection & Elimination (IDDE) Field Screening	AA														
Illicit Discharge Detection & Elimination (IDDE) Investigation/Response	RS														
Mapping/GIS Updates	AS														
(Development/Const) Training	RS														
(Development/Const) Plan Review	TB														
(Development/Const) Inspection	TB														
(Development/Const) Performance Bond Inspections	AA, AS														
(Development/Const) M/D Bond Inspections	AA, AS														
(Development/Const) Ongoing Inspections (i.e. ESC)	AA, AS														
(Development/Const) Completed Private Facility Inspections	AS														
(Development/Const) Completed Private Facilty Enforcement	AS														
(O&M) Public Facility Inspections	AA														
(O&M) Public Faciltiy Maintenance Work Orders	AA														
(O&M) Seasonal Hiring/Training	RS														
(O&M) Conveyance Inspections	RS,AA														
(O&M) ROW Maintenance	RS														
(O&M) Property Maintenance	RS														
(O&M) Facility Vegetation Maintenance Contract	RS														
(O&M) Facility Mowing/Inspections	AA														
(O&M) Sweeping Contract (Streets, Curb & Gutter)	RS														
(O&M) Routine Sweeping Work	RS														
(O&M) Vactor Contract	RS														
(O&M) Conveyance System Vactor Maintenance	AA														
(O&M) Maintenance Support Contract	RS														
(O&M) Contracted Maintenance Support Work	RS														
Budget/SWM Service Charge															
Annual Budget Review/Update	RS														
SWM Fee Update - Send To King County	RS														
SWM Fee Impervious Area Update - Property updates	AS														
SWM General Facilities Charge Updates	RS														
Stream Monitoring															
Swamp Creek	RS,AA														
Trib 0056	RS,AA														
SWM Legal															
Public Record Requests	RS														
Claims/Case Review/Coordination	RS														
Small Works Projects	RS														
66th/196th Drainage Improvement Project	RS														
Capital Projects															

Public Works  
Environmental Services Division  
2020 Workplan

Less Steady Workload  
Substantial Workload  
Highest Peak Workload

		2019	2020												2021
Project	Lead	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
SW-8 190th/61st Culvert Replacement	RS														
SW-33 Facility Retrofit	RS														
Reports/Studies															
Drairage Project Grant Program	RS														
Regional Coordination (WRIA 8, Watershed Restoration, APWA, Upstream Jurisdictions)	RS														
King County-Cities Climate Collaboration (K4C) Representation	RS														
SWM On-Call Contract	RS														

RS Richard Sawyer  
AA Ashley Adelman  
AS Art Simpson

City of Kenmore  
2019 Work Plan

Department: **Police**

2019 work plan

	Team Lead	January	February	March	April	May	June	July	August	September	October	November	December	
Police Administration	Chief	WTSC & KC Distracted Driver Emphasis				WTSC Seatbelt Emphasis		WTSC DUI Emphasis				WTSC DUI Emphasis		
Patrol	Chief													
Investigations	RW													
Crime Prevention Programs	Chief	Block watch presentations and business consultations year-round					4th of July	NNO Prep.	NNO Aug. 7					
Home & Business Security Checks	Chief													
School Resource Officer Program	Chief		7th-9th grade drug and alcohol awareness class (Feb.)				Sr. DUI Presentation		(1 week)		SRO conference		7th-9th grade drug & alcohol awareness (Oct/Nov)	
Youth Dances	Chief		Teen Dance		Tolo Dance		Prom Dance				Teen Dance			
Marine Services	Sgt. R.		(PD-sponsored)										(PD-Sponsored)	
Prescription Drug Dropoff Box	Chief													

**Legend:**  = Highest Peak Workload  
 = Substantial Workload  
 = Less but Steady Workload

WTSC = Washington Traffic Safety Commission  
KC Zero Dis Driver = King County Zero Distracted Driver  
NNO = National Night Out  
SRO = School Resource Officer



City of Kenmore  
2020 Work Plan

Department: **Police**

2020 Work Plan

	Team Lead	January	February	March	April	May	June	July	August	September	October	November	December
Police Administratoin	Chief	WTSC & KC Distracted Driver Emphasis				WTSC Seatbelt Emphasis		WTSC DUI Emphasis				WTSC DUI Emphasis	
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			(PD-sponsored)									(PD-Sponsored)	
Marine Services	Sgt. R.												
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**Legend:**  = Highest Peak Workload  
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WTSC = Washington Traffic Safety Commission  
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NNO - National Night Out  
SRO = School Resource Officer



*City of Kenmore  
Washington*

**2018 - 2019  
City Council Goals**

1. To focus and emphasize multimodal transportation safety in the City of Kenmore with a specific focus on pedestrian, bicycle, and other means of travel.
  - Implement the Sidewalk Plan
2. To implement the Walkways and Waterways projects.
3. To continue to seek opportunities to complete a successful Lakepointe project.
4. To actively ensure the implementation of Sound Transit 3 Projects for SR 522.
5. To update and continue to implement the Economic Development Plan, with an emphasis on the following key points:
  - Advance public access to water
  - Create a vibrant, walkable downtown
  - Attract new businesses and support existing businesses
  - Promote the image of Kenmore
6. To continue to implement a Parks Improvement Plan.
7. To increase the affordable housing stock.
8. To protect and enhance the water, air and forest environment.
9. To build community and create fun.
10. To continue to seek funds to mitigate State impacts on the City's transportation System.

## KENMORE 20-YEAR VISION

**As we look into the future, we see Kenmore as a place that residents, businesses and visitors find welcoming, with courteous people, and that offers a high quality of life to live, raise children, shop, work, recreate, and socialize. In 2035, we see Kenmore as a fun, vibrant waterfront community that**

- is connected both visually and physically to its waterfront, recognizing it as a significant local and regional asset;
- supports recreation and health through well-maintained parks, trails, and open spaces;
- protects natural and environmentally sensitive areas, significant open space, trees, and air and water quality;
- provides a safe, reliable and effective system of streets, sidewalks, bike ways, trails, and transit routes, linking significant local and regional destinations;
- has its own sense of place and an identifiable, walkable downtown offering commercial, civic, cultural and park spaces, integrated with multifamily housing;
- has an economic base that provides a range of goods and services, offers quality employment opportunities, and supports local businesses;
- has clear design standards creating attractive, functional, and enduring buildings and places;
- supports the character of its single family residential neighborhoods;
- offers a diversity of housing types to provide a choice of attractive living accommodations for all residents;
- encourages volunteerism and public involvement and works as a good partner with citizens and governments throughout the region;
- supports the safety, health, and welfare of all of its citizens;
- supports and encourages education and quality schools;
- is inclusive and family friendly, with a small town feeling, that fosters a sense of belonging and pride;
- supports local arts, culture and history.

**To achieve this vision, responsible commitments in planning and resources will be made. We share and support this vision for Kenmore.**

## City of Kenmore Service Vision



### Service Vision

Propelling Kenmore Upward

- We create a thriving community
- We help people love where they live

### Service Values & Behaviors

#### Safety

- I emphasize safety in all we do
- I seek out safety opportunities in our community
- I proactively identify, report, and follow up on safety concerns
- I protect the natural and physical assets of our community
- I speak up to ensure the safety of others

#### Integrity

- I walk the talk, modeling what I expect of others
- I care about the quality and accuracy of my work
- I strive to be fair and honest
- I assume good intent in my interactions with others

#### Courteous

- I am friendly and cordial
- I exercise patience
- I treat others the way they want to be treated (the Platinum rule)
- I go out of my way to help

#### Proactive

- I seek to know, understand, and anticipate the needs of the community and individuals I serve
- I exceed expectations others have of me
- I model an aspirational, "can do" attitude
- I find ways to make it easier for people to do business with us
- I seek continuous improvement and innovation

#### Collaborative

- I invest the time to build relationships of trust with others
- I build on the strengths and diversity of our community
- I share the information others need, making it easy to access
- I pitch in to support others, providing resources needed for success
- I pull down silos and bring people together



# chapter 3

## Goals, Strategies & Actions

# Navigating this Document

The following section presents the **Goals, Strategies, and Actions** aimed at diversifying, growing, and sustaining Kenmore's economy for the next ten years and beyond. The strategies and actions aimed at achieving each goal benefit Kenmore's economic foundations, but also focus on specific areas of focus that hold particular promise for Kenmore. The section also presents supporting information to facilitate implementation, including illustrations, case studies, and Kenmore successes to date.

The plan contains **6 Goals** around which the strategies and actions are organized. Color-coded titles distinguish each Goal section.

Individual **Strategies** correspond to each goal with like colors. Strategies represent a cohesive approach to achieving a goal and consist of a number of specific, inter-related Actions.

**Actions** are where the rubber hits the road in this plan. Specific, implementable tactical measures are highlighted and organized numerically.

To help prioritize implementation of plan Strategies & Actions, anticipated **Timing** is denoted by:

- § (Short Term) ~ 1-2 years
- M (Mid Term) ~ 3-5 years
- L (Long Term) ~ 5 + years

On selected pages, **Examples** are included to support or further illustrate recommended Actions.

**Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity**

Action 1B.1

Align City communications efforts with local business organization efforts and engage an outside consultant to spearhead a multi-channel marketing effort §

Action 1B.2

Develop a strong, unique and recognizable brand for Kenmore and its assets and / or subareas, such as: Bastyr / Health & Wellness; The Lodge at Saint Edward / Outdoor Rec; Lakefront; Brewery District / Burke Gilman; Downtown / Civic Center §

Action 1B.3

Create a suite of materials, signage, and print and digital advertising aimed at directing Kenmore visitor traffic to its assets / subareas §

Action 1B.4

Generate a suite of development opportunity maps & infill / redevelopment / adaptive reuse visualizations based on CAI's 2018 commercial buildable lands analysis / update (See Also Strategy 3) §

1A.3 EXAMPLES: Façade Lighting, Pedestrian Underpass Lighting, Public Art, Crosswalk Treatments, Downtown Entrance Gateways, Curbless Streets

See Kent, WA downtown gateways effort - Willis Street Gateway

See Seattle, WA Bell Street corridor

See San Jose, CA downtown underpass lighting



## Summary of Goals...

**goal 1** Promote & Differentiate  
Kenmore's Image

**goal 2** Grow New & Existing Businesses  
& Target Sectors

**goal 3** Enable High-Quality Retail, Office  
& Mixed-Use Development

**goal 4** Leverage Placemaking & Livability  
for Economic Development

**goal 5** Expand Connectivity, Access to the Waterfront  
& Multi-Modal Transportation

**goal 6** Highlight Kenmore's  
Welcoming Business Climate

## ... and Strategies

Strategy 1A: Beautify & Activate Kenmore's Front Door (the 522 Corridor)

Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity

Strategy 1C: Continue to Expand and Strengthen Events & Activities Programming to Attract Visitors to Kenmore

Strategy 2A: Grow Community Scale Retail & Services Base in Kenmore in Conjunction with Larger Scale Recruitment Efforts

Strategy 2B: Leverage Outdoor Recreation and Other Assets to Grow Tourism in Kenmore

Strategy 2C: Leverage Bastyr University's Health & Wellness Programs to Attract Synergistic Businesses & Retain Graduates

Strategy 2D: Actively Engage With and Recruit Regional Employers to Kenmore

Strategy 3A: Maximize Local Feasibility for a Kenmore Business Incubator, Shared Office or Coworking Facilities, & Maker Space

Strategy 3B: Evaluate Modifications to the City's Zoning to Enhance the Environment for New & Speculative Office  
& Commercial Development

Strategy 3C: Promote Infill Development & the Reuse & Redevelopment of Kenmore's Underutilized Properties

Strategy 3D: Update Plans & Regulations to Extend Kenmore Village Success to Other Zones

Strategy 4A: Continue to Leverage Kenmore's Parks & Open Space Amenities as an Economic Asset for Residents and Visitors Alike

Strategy 4B: Elevate & Leverage Placemaking and the Design of the Public Realm as a Primary Driver of Economic Development

Strategy 5A: Aggressively Pursue Improved Linkages to the Lake Washington and Sammamish River Waterfronts

Strategy 5B: Leverage Forthcoming Park n' Ride, BRT Transit Expansions, and Potential New Passenger Ferry Investments to Explore New Modes  
of Connectivity Between Kenmore & Surrounding Region


Strategy 6A: Continue to Review and Improve Transparency, Efficiency & Consistency in City Permitting and Code Compliance


Strategy 6B: Continue to Empower & Partner with KBA to Broaden & Improve Business Development Initiatives & Climate in Kenmore




# goal **1** Promote & Differentiate Kenmore's Image

## Strategy 1A: Beautify & Activate Kenmore's Front Door (the 522 Corridor)


**Action 1A.1** Continue to upgrade urban design in the corridor, including billboard removal / consolidation, upgrading of pedestrian amenities and overall streetscape design and aesthetics (See Also 3D.4) 

**Action 1A.2** Leverage upcoming park n' ride and BRT improvements by incentivizing dense, walkable, and mixed-use Transit-Oriented Development (TOD) and redevelopment along the corridor and within the City's TOD Overlay District 

**Action 1A.3** Design and install urban design features at key intersections and gateways 

**Action 1A.4** Market infill & redevelopment opportunities along the corridor and illustrate potential connections with the Lakepointe property and its potential 

**Action 1A.5** Consider reduced speed limits along the corridor and other potential traffic calming measures 

**Action 1A.6** Continue to pursue planning and implementation of a signature under- or over-pass to provide pedestrian and bike traffic a north-south route across the busy 522 corridor and pursue improvements at the 68th Ave NE intersection with Highway 522 (See Also 5A.1) 

## Strategy 1B: Develop a Signature Marketing Campaign for Kenmore Rooted in its Unique Assets & Identity

- Action 1B.1** Align City communications efforts with local business organization efforts and engage an outside consultant to spearhead a multi-channel marketing effort §
- Action 1B.2** Develop a strong, unique and recognizable brand for Kenmore and its assets and / or subareas, such as: Bastyr / Health & Wellness; The Lodge at Saint Edward / Outdoor Rec; Lakefront; Brewery District / Burke Gilman; Downtown / Civic Center §
- Action 1B.3** Create a suite of materials, signage, and print and digital advertising aimed at directing Kenmore visitor traffic to its assets / subareas §
- Action 1B.4** Generate a suite of development opportunity maps & infill / redevelopment / adaptive reuse visualizations based on CAI's 2018 commercial buildable lands analysis / update **(See Also Strategy 3)** §

**1A.3 EXAMPLES: Façade Lighting, Pedestrian Underpass Lighting, Public Art, Crosswalk Treatments, Downtown Entrance Gateways, Curbless Streets**

See Kent, WA downtown gateways effort - Willis Street Gateway  
See Seattle, WA Bell Street corridor  
See San Jose, CA downtown underpass lighting

## Strategy 1C: Continue to Expand and Strengthen Events & Activities Programming to Attract Visitors to Kenmore

- Action 1C.1** Leverage the new Town Square for performances and events in the summer and promote it as a unique venue for special events §
- Action 1C.2** Explore the feasibility of a weekly or permanent farmer's market in downtown Kenmore §
- Action 1C.3** Engage partners to bring talks and presentations of interest to the community and local businesses at The Hangar §
- Action 1C.4** Explore the potential for organized sporting events at Saint Edward Park and boating events from Log Boom Park on Lake Washington and the Sammamish River [\(See Also 2B.2\)](#) §
- Action 1C.5** Explore partnerships with regional art and theatre schools to bring performance and interactive art installations to downtown Kenmore §
- Action 1C.6** Explore partnership with Bastyr to host wellness, naturopathic and nutrition based conferences, presentations, and other events in Kenmore § [\(See Also 2C.2\)](#)



## goal **2** Grow New & Existing Businesses & Target Sectors

### Strategy 2A: Grow Community Scale Retail & Services Base in Kenmore in Conjunction with Larger Scale Recruitment Efforts

- Action 2A.1** Inventory and analyze community-scale and home-based businesses in Kenmore to identify service and facility needs; leverage business registration / licensing; other tools to identify and track needs **S**
- Action 2A.2** Assist local businesses and entrepreneurs with physical businesses expansion and improvements needs through site and permitting identification and evaluation **S-L**
- Action 2A.3** Support Local Businesses by advocating for reliable and efficient services from power and communications providers in franchise agreements **S-L**
- Action 2A.4** Monitor trends in urban scale retail development to consider recruiting retail/commercial user(s) that enhance the retail base and local collection of distinctive independent businesses **M**
- Action 2A.5** Develop a rotating façade improvement fund for small businesses in the Downtown Kenmore area **M**
- Action 2A.6** Continue to facilitate small business development seminars at the Hangar or Kenmore breweries **S**

**Action 2A.7** Consider facilitating the creation of a Business Improvement Area for the 522 Corridor and / or Downtown Kenmore 


**Action 2A.8** Explore the potential for a storefront or visitor information presence within the City 

**Action 2A.9** Support the fiscal sustainability of Kenmore by attracting and supporting diversity in retail services & offerings 


## Strategy 2B: Leverage Outdoor Recreation and Other Assets to Grow Tourism in Kenmore


**Action 2B.1** Partner with breweries along the Burke-Gilman trail on outdoor seating and events to attract trail users 

**Action 2B.2** Explore the potential for organized biking clinics/races at Saint Edward Park and boating events from Log Boom Park on Lake Washington and the Sammamish River **(See Also 1C.4)** 


**Action 2B.3** Pursue biking, running, boating, swimming and other recreation businesses to locate in the Downtown Kenmore Area 

**Action 2B.4** Working with King County, identify and prioritize funding streams for lighting, planting, and other design improvements along the Burke-Gilman Trail 


**Action 2B.5** Pursue new outdoor recreation and food/beverage vendors and pop-up opportunities for the City's key outdoor venues such as the Burke-Gilman Trail and waterfront locations **(See Also 4A.3)** 

**Action 2B.6** Partner with the new Lodge at Saint Edward to offer Kenmore business discounts, a walking map, or other local shopping and hospitality incentives 


**Action 2B.7** Partner with Kenmore Air to explore providing visitor tours 


**Action 2B.8** Explore the feasibility of partnering with the Northshore School District, Kenmore Waterfront Activities Center, University of Washington and others to host boating events on the Sammamish River 

**Action 2B.9** Promote boating, aircraft and swimming safety in Lake Washington and the Sammamish River 

**Action 2B.10** Promote the City's "Water Trail" - the chain of parks, boat launches and access points along Lake Washington and Sammamish River - and the potential to link the City from Log Boom Park to Saint Edward Park 

## Strategy 2C: Leverage Bastyr University's Health and Wellness Programs to Attract Synergistic Businesses and Retain Graduates

**Action 2C.1** Work with listing services and websites to develop a "cool space finder" for Bastyr graduates, aspiring health & wellness practitioners, and others 

**Action 2C.2** Explore partnership with Bastyr to host wellness, naturopathy and nutrition -based conferences, presentations, and other events in Kenmore **(See Also 1C.6)** 

**Action 2C.3** Partner with local schools, including Bastyr, UW Bothell, or Cascadia Community College to house a pilot program for Shared Office / Coworking, or Maker Space **(See Also 3A.2)** 

**Action 2C.4** Work with local office commercial building owners and managers to develop and offer incentives to Bastyr graduates & aspiring health & wellness practitioners **M**

**Action 2C.5** Explore feasibility of commercial kitchen and other amenities for Coworking Space or other location in Kenmore **(See Also 3A.5)** **M**

**Action 2C.6** Explore co-sponsorship of career fairs hosting area employers in health and wellness industry for Bastyr students and graduates **M**

**Action 2C.7** Contact organizations to host Yoga in the Park at Log Boom or Rhododendron Parks, and / or weekly community run events along the Burke-Gilman trail **S**

## Strategy 2D: Actively Engage With and Recruit Regional Employers to Kenmore

**Action 2D.1** Identify and conduct outreach to firms with an existing regional presence and engage with site selectors to promote Kenmore as a location for growth and expansion **S-L**

**Action 2D.2** Conduct City tours with site selectors and regionally based companies and highlight the City's available land and key amenities **S-M**




## goal 3 Enable High-Quality Retail, Office & Mixed-Use Development


### Strategy 3A: Maximize Local Feasibility for a Kenmore Business Incubator, Shared Office or Coworking Facilities, and Maker Space

- Action 3A.1** Facilitate a study session on best practices for City support of Shared /Office / Coworking Space and Maker Spaces §
- Action 3A.2** Partner with local schools, including Bastyr, UW Bothell, or Cascadia Community College to house a pilot program for Shared Office / Coworking, or Maker Space (See Also 2C.3) M
- Action 3A.3** Identify Shared Office / Coworking, or Maker Space development opportunities and outreach to national or regional chains regarding local opportunities or guidance M
- Action 3A.4** Consider expanding the existing business incubator program in terms of programming and/or available workspace §
- Action 3A.5** Explore feasibility of commercial kitchen and other amenities for Coworking Space or other location in Kenmore (See Also 2C.5) M

## Strategy 3B: Evaluate Modifications to the City's Zoning Code to Enhance the Environment for New and Speculative Office and Commercial Development

**Action 3B.1** Evaluate the utility of a Graduated-Density Zoning scheme (higher densities for larger, assembled sites) to incentivize private-party land assembly in key development zones in Kenmore 

**Action 3B.2** Consider office density bonuses in the City's commercial zones 

**Action 3B.3** Consider new provisions of height and density bonuses in new locations to further incentivize new development **(See Also 3D.2)** 

**Action 3B.4** Evaluate further changes to the RB Zone that allow greater flexibility for commercial uses while maintaining the ability of legacy businesses to operate and grow 

**Action 3B.5** Consider expansion of allowable uses Downtown, and an overlay for local production in an appropriate area to support craft, artisanal, and maker businesses 

## Strategy 3C: Promote Infill Development and the Reuse and Redevelopment of Kenmore's Underutilized Properties

- Action 3C.1** Consider the feasibility of expanding the City Change of Use Pilot Project for impact fee relief to a broader area of the 522 Corridor and Downtown (See Also 6B.1) M
- Action 3C.2** Establish a strategy or policy statements in the Kenmore Comprehensive Plan directed at encouraging both short-term and long-term reuse of existing surface parking lots for other commercial / economic activities and investments L
- Action 3C.3** Work with local business owners to develop pop-up retail and events in local underutilized spaces and parking lots M
- Action 3C.4** Consider measures and strategies to increase the inventory of on-street parking as well as long-term and short-term parking in the Downtown area and consider an update to the City's parking standards L
- Action 3C.5** Work with property owners downtown to facilitate the installation of temporary / ad hoc and DIY pocket parks to drive additional visitation and investment downtown (See Also 4A.5) S



## Strategy 3D: Update Plans and Regulations to Extend Kenmore Village Success to Other Zones

- Action 3D.1** Consider evaluating Downtown Kenmore's zoning districts and the potential for expanded incentive programs through a comprehensive planning process such as a master plan update or subarea plan [L]
- Action 3D.2** Explore the feasibility and methodology for implementation of new or expanded development incentives via an updated Downtown Plan [L]
- Action 3D.3** Renew attention to distinctive, cohesive, and graphic design guidelines and standards that reflect Kenmore Village and other changes downtown, aiming to extend and enhance Downtown's growing sense of place [M]
- Action 3D.4** Continue to upgrade urban design of the public realm in the corridor, including billboard reduction / removal, street trees and furniture, vegetated medians, parkways & bioswales, signature lighting & utility poles, textured crosswalks, improved sidewalks & bike lanes (See Also 1A.1) [M]
- Action 3D.5** Consider the utility of a form-based or hybrid form-based code to guide the "look and feel" of further desired development in the rest of the Downtown zone (a form-based code is a method of regulating development to achieve a specific urban form, with a lesser focus on land use) [L]







3D.2 Examples: Height and density bonuses (eg, 65 ft to 75 ft for developments with office), parking requirement exemptions (see the City's existing TOD reduction), streamlined permitting measures, building envelope allowances

See Bellevue, WA - Bel Red corridor development incentive program (greater building densities in exchange for public amenities)

See Sammamish, WA - TDR, affordable housing and amenity incentive program (allocation of maximum densities through incentive provisions)





## goal **4** Leverage Placemaking & Livability for Economic Development

### Strategy 4A: Continue to Leverage Kenmore's Parks & Open Space Amenities as an Economic Asset for Residents and Visitors Alike

- Action 4A.1** Continue to strongly advocate for ample public amenities and waterfront access in the planning and pre-development negotiations for the Lakepointe development site **(See Also 5A.4)** 
- Action 4A.2** Develop a specific "View Strategy" within the City's Parks, Recreation, and Open Space Plan framework focused on public intervention in exceptional view areas, potentially including property acquisition, pocket parks, and the creation / maintenance of viewshed corridors 
- Action 4A.3** Pursue new outdoor rec and food/beverage vendors and pop-up opportunities for the City's key outdoor venues such as the Burke-Gilman Trail and waterfront locations **(See Also 2B.5)** 
- Action 4A.4** Support the continued implementation of Kenmore's visionary 2013 Parks, Recreation and Open Space Plan to expand active and passive recreation amenities and waterfront access 
- Action 4A.5** Work with property owners downtown to facilitate the installation of temporary / ad hoc and DIY pocket parks to drive longer term property development downtown **(See Also 3C.5)** 
- Action 4A.6** Support the City's PROS Plan update and leverage to address recreational programs, staffing levels and parks facilities development including consideration of a public pool project 



## Strategy 4B: Elevate & Leverage Placemaking and the Design of the Public Realm as a Primary Driver of Economic Development

- Action 4B.1** Draft and adopt Comprehensive Plan policy statements recognizing and reinforcing the role of placemaking in economic development 
- Action 4B.2** Take advantage of opportunities for low-cost, high visibility temporary design interventions that can signal the City's intentions around placemaking for economic development 
- Action 4B.3** Consider partnerships with artists to design and create art celebrating Kenmore's history, community, and landmarks and coordinate placement/implementation on streets & buildings in the Downtown area 
- Action 4B.4** Consider renaming NE 181st to help establish a coherent identity for the Downtown area as the heart of Kenmore 

**4B.2 EXAMPLES:** Public murals and sculptures, interactive programming/art, vacant groundfloor commercial space activation/art, parklets






See Bellevue, WA Public Art streetspace plans for 130th Street and the Bel-Red Corridor

See the Hwy 522 Beautification Projects Campaign

See Kirkland, WA downtown art tour and Arts and Culture Commission






## goal 5 Expand Connectivity, Access to the Waterfront & Multi-Modal Transportation

### Strategy 5A: Aggressively Pursue Improved Linkages to the Lake Washington and Sammamish River Waterfronts

- Action 5A.1** Continue to pursue planning and implementation of a signature under- or over-pass to provide pedestrian and bike traffic a north-south route across the busy 522 corridor and pursue improvements at the 68th Ave NE intersection with Highway 522 [\(See Also 1A.6\)](#) 
- Action 5A.2** Explore the feasibility of improvements to signalized pedestrian crossings of SR-522 in conjunction with the Washington Department of Transportation, such as improved signage and textured pavement, and potential new crossings, including near the planned Park n' Ride and BRT transit improvement projects 
- Action 5A.3** Negotiate easements on transacting properties positioned to provide access to Lake Washington waterfront, or adjacent new / future development, such as the "water-walk" identified in the City's PROS plan 
- Action 5A.4** Continue to strongly advocate for ample public amenities and waterfront access in the planning and pre-development negotiations for the Lakepointe development site [\(See Also 4A.1\)](#) 
- Action 5A.5** Prioritize non-motorized connections between the Burke-Gilman trail to the new West Sammamish Bridge bike / ped lane, Kenmore Boat Launch, Rhododendron Park and connect to the Kenmore Water Walk, Downtown area, and other City parks 









## Strategy 5B: Leverage Forthcoming Park n' Ride and BRT Transit Expansions and Potential New Passenger Ferry Investments to Explore New Modes of Connectivity Between Kenmore and the Surrounding Region


- Action 5B.1** In partnership with other King County agencies, continue to explore the feasibility of a new public water ferry route connecting Kenmore to the U District / UW and/or Downtown Seattle 
- Action 5B.2** Explore options for a Kenmore parking shuttle to connect the City's park n' ride lot and future ST3 parking structure to the Downtown area, and to double as a Downtown circulator 
- Action 5B.3** Alternatively, explore the feasibility of a private, contracted seasonal/tourism-focused water taxi service connecting Kenmore with Seattle or Bellevue during the summer months 
- Action 5B.4** Continue to advocate for a shared parking facility in the Lakepointe development, collocated with passenger ferry services and BRT if ultimately approved and funded 
- Action 5B.5** Pursue planning and funding of a Burke-Gilman trail connector to the planned ST3 parking structure and / or BRT stations via an under-, or over-pass, or signalized 522 surface crossing 

## goal 6 Highlight Kenmore's Welcoming Business Climate

### Strategy 6A: Continue to Review and Improve Transparency, Efficiency & Consistency in City Permitting and Code Compliance


- Action 6A.1** Build on "single point of contact" efforts and continue to streamline permitting and project review across all project scales 
- Action 6A.2** Expand online permitting materials and processing for by-right (permitted under existing zoning) projects from project application to routine administrative decisions 
- Action 6A.3** Review and amend existing zoning code language and develop graphic building envelope guidance (such as reference diagrams/imagery) for ease of development, enforcement, and understanding 
- Action 6A.4** Continue to establish customer satisfaction as a strategic objective to improve customer outcomes and reduce inefficiencies. -
- Action 6A.5** Survey recently (re)located or expanded businesses and developers working in Kenmore to set customer satisfaction benchmarks & identify top permitting and compliance issues for users 

## Strategy 6B: Continue to Empower & Partner with KBA to Broaden & Improve Business Development Initiatives & Climate in Kenmore

**Action 6B.1** Consider the feasibility of expanding the City Change of Use Pilot Project for impact fee relief to a broader area of the 522 Corridor and Downtown for underutilized site redevelopment **(See Also 3C1)** 

**Action 6B.2** Develop fact sheets and outreach highlighting Kenmore's proactive approach to business development, regulatory simplicity, and strategic location 

**Action 6B.3** Develop a mechanism via the Kenmore Business Alliance (KBA) for a systematic business climate feedback and improvement loop for firms and entrepreneurs doing business in Kenmore 

**Action 6B.4** Continue to cultivate a physical and online presence in Kenmore's business community in conjunction with KBA with periodic check-ins, advocacy, and attendance at events, openings, etc. 

## **Retreat Ground Rules**

- **Empower The Facilitator**
- **Be On Time**
- **Respect For Others And Their Views**
- **Speak Only For Yourself And Not Others**
- **Seek Facilitator Acknowledgment Before Speaking**
- **Share Air Time**
- **One conversation at a time**
- **Listening is Sign of Respect**
- **Move On-Avoid Saying the Same Thing Twice**
- **Seek Positive Outcomes and a Positive Experience**



## City of Kenmore, Washington

January 4, 2019

To: Mayor and City Council

From: Rob Karlinsey, City Manager *rbk*

Re: Financial Sustainability Plan

In the city manager's message for the 2019-2020 budget, I discussed the need for a community conversation about long-term financial sustainability for the city.

In the city manager's budget message, I described the problem as follows:

### *The Challenge*

All General Fund revenues for the next biennium are substantial and provide much needed resources for the City to provide important services such as police, criminal justice, parks and road maintenance, land use planning, development permitting, traffic safety, and more. However, as I mentioned earlier in this budget message, we need to be funding pavement preservation at a much higher level, we need to be looking ahead to the maintenance costs of the Walkways & Waterways projects, and we have a structural financial challenge that Kenmore and other bedroom communities in Washington State are facing.

The structural financial challenge is simple: Even with no increase in staffing or new programs, operating revenues are not keeping pace with operating expenditures. There are several reasons for this phenomenon:

#### Revenue:

- The State imposes limits on local government revenue growth. The most significant example of revenue growth limits is Kenmore's largest revenue source: property tax. The state does not allow cities to increase property tax collections by more than one percent per year (with the exception of property tax from new construction). When the cost of doing business is rising with inflation, placing a one percent growth limit on the City's largest revenue source is not sustainable.
- We are experiencing flat or declining revenues in some categories. Utility taxes, for example, are not keeping up with inflation and are even declining in some cases. Telephone and cell utility taxes have been on the decline as consumers discontinue their land lines and move towards using more data instead of voice on their phones.

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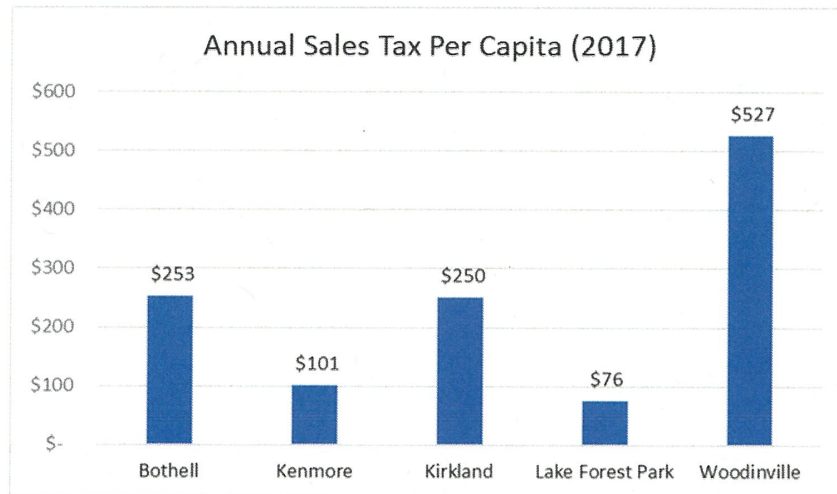
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- The State's rules on revenue distribution penalize bedroom communities like Kenmore. To illustrate this point, the following graph shows how the local share of sales tax is distributed to Kenmore and our neighboring cities:



For cities like Kenmore and Lake Forest Park, the above phenomenon is known as “sales tax leakage.” For example, Kenmore residents travel to Woodinville to shop and pay sales tax, but the reverse doesn’t happen at nearly the same rate. In fact, Woodinville collects more than five times the local sales tax that Kenmore does (per capita). Up until approximately twenty years ago, the State recognized this disparity between sales tax rich and poor cities and provided the sales-tax poor cities (like Kenmore) with “sales tax equalization” funds to make up for the leakage of sales tax from bedroom communities to cities with more retail. This practice ended with the passage of Initiative 695 in the late 1990s, leaving a big hole in the budgets of bedroom communities across the state.

#### Expenditures:

- Costs beyond our control continue to rise, including the cost of unfunded mandates. For example, cities are required to take on a share of voter registration costs incurred by the King County Elections Division. Kenmore’s share of this cost has seen a 76% increase since 2011. Kenmore has no control over this cost and does not see a corresponding revenue increase to go with it.
- Costs of labor, materials, and contracts continue to be on the rise. Earlier this year, the Washington State Department of Labor & Industries notified us that the prevailing wage rate for landscape workers went from \$17 per hour to \$37 per hour. Landscaping contractors who maintain Kenmore’s vegetation in parks and streets are required by state law to pay prevailing wage—L&I’s increase in the wage rate will likely double what Kenmore pays for these services.

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Another example of rising costs is our public safety services. We contract for police services with King County, and while King County labor negotiators do their best to negotiate on behalf contract cities and the County, an independent arbitrator ultimately decides how much police officers should be paid. These arbitrator decisions almost always (if not always) result in increases, regardless of economic conditions or the cities' ability to afford those increases. With no increase in service and no new programs, Kenmore's police costs are projected to rise by about \$150,0000 per year.

One more example of rising costs is construction costs, including asphalt overlays to maintain the integrity of our roads. The price per ton of hot mix asphalt has nearly doubled since the mid 2000s, rising at clip of about 5-6% per year (WSDOT unit bid prices). In 2007, our installed cost for new asphalt on our SR522 projects ranged between \$65 and \$85 per ton. For 2017, the per ton price for installed asphalt ranged between \$185 and \$195 per ton (62<sup>nd</sup> Avenue and 202<sup>nd</sup> Street improvements).

Asphalt is just one contributor. Overall construction costs are up 38% since 2010, according to the Mortenson Construction Cost Index for the Seattle area (2<sup>nd</sup> quarter 2018).

To summarize our key budget challenges, we need to address the following three issues:

- Operating costs (status quo, no new programs) rising faster than operating revenue.
- Fully funding pavement preservation.
- Planning for additional maintenance resources when the Walkways & Waterways projects are complete in the early- to mid-2020s.

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I recommend that we develop a path forward for long-term financial sustainability, and we can begin that conversation by having nearby cities come and talk to you about plans they've implemented for long-term financial sustainability. We can also look to research and models developed elsewhere (examples attached).

Based on what we learn from the experience from other cities and other established models, we can move forward with a community conversation about long-term financial sustainability.

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# City of Shoreline

## Ten Year Financial Sustainability Plan

# City of Shoreline

## Ten Year Financial Sustainability Project

### Overview & History

As a result of past actions on the part of the State Legislature and Washington's voters, Washington's governments share a common problem: revenues grow slower than the costs of providing services. Shoreline's City Council is concerned that existing revenues may not grow enough to maintain current service levels.

To address this problem, the City Council adopted a goal and formed a Subcommittee to develop a 10-Year Financial Sustainability Plan (10 YFSP). The purpose of the 10 YFSP is to strengthen Shoreline's economic base by identifying options to balance revenues with costs.

Staff developed a financial model for revenues. They also developed a model for Shoreline's core and quality-of-life services (costs). The model confirmed that costs for existing services could exceed revenues within the next 10 years. Over six meetings during the first quarter of 2014, the Subcommittee has:

- Discussed the challenges to sustainability;
- Analyzed the City's financial forecast, base scenario, and various economic development, revenue and expenditure strategies;
- Reviewed the City's core and quality-of-life-services;
- Developed preferred alternative strategies; and,
- Finalized recommended alternative strategies for the City Council to consider.

The alternatives developed by the Subcommittee balance revenues with costs. City staff presented the 10 YFSP to the Council of Neighborhoods and also held a 10 YFSP Open House to receive public input in May 2014. The 10 YFSP was presented to and accepted by the full City Council at its June 16, 2014 meeting.

### Staff Reports and Presentations



# 10 YEAR FINANCIAL SUSTAINABILITY PLAN

## UPDATE

*for the 2019-2020 Budget*

### **10 Year Financial Sustainability Plan 2019-2020 Update**

As noted above, the preliminary 2019-2020 Operating Budget and updated ten year forecast was previewed by Council in the September 17, 2018 staff report. The update incorporates the 2019-2020 proposed budget with the updated results of the revenue and expenditure strategies that comprise the 10 YFSP into the 10 YFSM. Based on audited 2017 results, 2018 estimates, and 2018 projections, the 10 YFSM shows a potential gap is likely to occur in 2023. At that time, the forecast indicates that growth in expenditures may begin to outpace the growth in revenues.

Since the 10 YFSP was accepted by Council in June 2014, staff has begun implementing some of the strategies, including:

- Increasing investment returns by 100 basis points;
- The Parks, Recreation and Cultural Services Department conducted a study to evaluate cost recovery percentages for an appropriate combination of fee based programs with targeted implementation beginning with the 2016 budget;
- The City completed a Cost of Service and Cost Recovery evaluation of the Permitting and Inspection fee revenues in 2016. Staff presented recommendations on proposed permitting cost recovery objectives on April 26, 2016 and those recommendations were incorporated in the 2017 Fee Schedule;
- As the Levy Lid Lift approved by voters in 2010 was set to expire at the end of 2016, Council exercised its authority on July 25, 2016 by adopting Resolution No. 389, which placed a measure on the November general election ballot to renew the Levy Lid Lift. This action was taken after a significant stakeholder outreach effort was conducted, including publishing several articles in Currents and engaging a Financial Sustainability Citizen Advisory Committee (FSCAC). The City Manager engaged the FSCAC through the months of February through May 2016. The outcome of the FSCAC work was reported in detail in the 10 YFSP Update provided to Council on June 13, 2016. The committee learned about City services, engaged in a budget exercise to help identify service priorities, and learned about the 10 YFSP with a focus on the potential renewal of the Levy Lid Lift. Staff recommended a renewal of the 2010 Levy Lid Lift, an option supported by 11 of 13 members of the FSCAC. Proposition 1, Basic Public Safety, Parks & Recreation, and Community Services Maintenance and Operations Levy passed with a 66.5% (19,272 votes) approval and set the new tax rate for 2017 at \$1.39 with the lid for the ensuing years to be "lifted" each year by a percentage increase tied to CPI; and,
- During the City Council's 2017 Strategic Planning Workshop, the City Council directed staff to provide an update of Strategy 6 in the summer. Staff procured the support of BERK, a local consulting firm, to engage the business community in the discussion about the potential implementation of a B&O Tax in Shoreline. BERK worked with City staff to develop an online survey focused on soliciting input from businesses about the various options available to a city when implementing a B&O Tax. BERK also facilitated two, two-hour Business Outreach Workshops (held June 21 at 5:00 p.m. and June 22 at 11:00 a.m.). The City's Economic Development Manager, Dan Eernisse, and Administrative Services Director, Sara Lane, made a presentation on the proposed work plan to the Shoreline Chamber of Commerce, Economic Development Committee. Staff provided the City Council an update on staff's progress related to implementation of Strategy 6 of the 10 YFSP during the August 14, 2017 meeting. The City Council directed staff to continue to pursue implementation of a B&O Tax. Proposed Ordinance No. 808 providing for a B&OL Tax and creating two new Chapters in the Shoreline Municipal Code was adopted by the City Council on December 4, 2017.

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**Council Meeting Date:** June 16, 2014

**Agenda Item:** 8(a)

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## CITY COUNCIL AGENDA ITEM

### CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Acceptance of the 10-Year Financial Sustainability Plan		
<b>DEPARTMENT:</b>	Administrative Services		
<b>PRESENTED BY:</b>	Robert Hartwig, Administrative Services Director		
<b>ACTION:</b>	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input checked="" type="checkbox"/> Motion
	<input type="checkbox"/> Public Hearing	<input type="checkbox"/> Discussion	

**PROBLEM/ISSUE STATEMENT:**

In 2012, the City Council adopted their 2012-14 Goals. Goal #1 is to “Strengthen Shoreline’s economic base”, and Action Step #3 under this goal is to “Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure”. Tonight the City Council is being asked to accept the 10-year Financial Sustainability Plan, the end result of a two-year process (see Attachment A).

The plan establishes a Base Financial Model and includes seven strategies (or tools) for the City to use to maintain financial resiliency and sustain existing services. The model allows the City to store historical financial data, update projections with actual results, use the information to inform the City’s annual budget process, and model the effects of changing conditions.

Changing conditions can include economic events, unexpected cost increases, the results of implementing one or a combination of the sustainability strategies, etc. The City will also be able to model new strategies and revise projections as additional historical data becomes available.

The Plan has been reviewed by a subcommittee of the City Council, which consisted of Mayor Winstead, Deputy Mayor Eggen, and Councilmember Salomon. Tonight’s discussion will focus on answering any Council questions related to the final recommendations and accepting the Plan.

**RESOURCE/FINANCIAL IMPACT:**

There is no immediate financial impact associated with tonight’s action. The ultimate financial impact will be measured as part of the annual budget process, with the results reported to the Council during the budget presentations. If various strategies in the Sustainability Plan are used, they will cause a financial impact that can be both estimated and measured against initial estimates.

**RECOMMENDATION**

Staff recommends that Council move to accept the proposed 10-year Financial Sustainability Plan (Attachment A).

Approved By:      City Manager ***DT***      City Attorney ***IS***



## **BACKGROUND**

In 2012, the City Council adopted their 2012-14 Goals. Goal #1 is to “Strengthen Shoreline’s economic base”, and Action Step #3 under this goal is to “Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure”. To implement this Goal and Action Step, over the past two years, the City has gone through a comprehensive 10-year financial sustainability process, which included staff review and analysis and Council oversight and direction.

To begin, a 10-year Financial Sustainability staff team was formed that planned the project and reviewed past community processes. The team introduced the project to all employees and then worked with the staff to identify all of the thousands of tasks they perform to provide service to Shoreline residents. These tasks were then grouped into hundreds of activities, and then finally, the activities were grouped into 127 unique City services. The Administrative Services Department (ASD) then calculated the cost for every service, and finally, the City’s Leadership Team prioritized each service as either a Core Service or a Quality of Life Service.

Using these services, ASD then spent several months working with MuniCast, a financial modeling company, to develop a Base Financial Model that was used in the 10-year Financial Sustainability Project. The Base Model became the key component to all of the subsequent modeling work as scenarios were developed.

Staff next spent several more months identifying over 20 economic development, revenue, and expenditure strategies and developed scenarios for each strategy. Beginning in January 2014, a Council subcommittee (Mayor Winstead, Deputy Mayor Eggen, and Councilmember Salomon) held six subcommittee meetings to look at the financial model and the scenarios. More specifically, the committee reviewed assumptions, approved the process, reviewed the scenarios and models, decided which scenarios to pursue, and added an interest revenue strategy.

Ultimately the subcommittee narrowed the strategies down to one economic development, two expenditure, and four revenue strategies. The subcommittee then prioritized these seven strategies, developing a resilient financial sustainability plan. The City Council received two project updates during the subcommittee’s work.

The subcommittee completed its meetings on March 31<sup>st</sup>, finalizing its recommendations in April (see Attachment A).

## **PUBLIC INPUT**

During its work, the subcommittee established a public process in order to provide information and seek input from the public on the draft Financial Sustainability Plan. This public process began with an article published in April for the May issue of the *Currents* newsletter. The article discussed the project and invited the public to an open house on May 14<sup>th</sup>. In addition, the Plan recommendations were presented to the Council of Neighborhoods on May 7<sup>th</sup>.

A webpage about the project was also created on the City's website. All of the presentations, staff reports, memos, etc., regarding the project are readily available on this webpage. The webpage can be accessed at the following link: <http://www.shorelinewa.gov/government/departments/administrative-services/ten-year-sustainability-plan>. The page also includes a form for public comments. Public feedback from the website and other means is included as Attachment B.

At the public open house held on May 14<sup>th</sup>, seven (7) members of the public attended along with Councilmember Salomon. Although attendance was light, a lively discussion took place. Feedback from that discussion is included in this staff report as Attachment C.

### **ALTERNATIVES**

The final step in developing the 10-Year Financial Sustainability Plan is for the City Council to accept the subcommittee's recommendations. If accepted, staff will be preparing a final report on the project and will also be submitting articles on the project to major governmental publications. Given that there were few examples of other cities involved in financial sustainability projects, and in each case the work was not nearly as extensive as Shoreline's project and was not structured to help inform future budget processes, staff believes that it is very important to educate the government sector about this project and the tool that was ultimately developed as a result.

Staff also intends to incorporate the Plan and the financial model into the City's annual budget process. The model allows staff to project the effect of any major budget decision to the General Fund budget, both in that budget year and into the future. Staff believes that it will help both City staff and the City Council to make better informed budget decisions.

The Council can also choose not to accept the 10-Year Financial Sustainability Plan. However, given all of the staff, Council subcommittee and Council time and effort into the process and given the direction provided by the Council to date, staff believes that not accepting the Plan would be unfortunate. Regardless of whether the Plan is accepted or not, staff does plan to use the developed financial model as part of the annual budget process.

### **RESOURCE/FINANCIAL IMPACT**

There is no immediate financial impact associated with tonight's action. The ultimate financial impact will be measured as part of the annual budget process, with the results reported to City Council during the budget presentations. If various strategies in the Sustainability Plan are used, they will cause a financial impact that can be both estimated and measured against initial estimates.

### **RECOMMENDATION**

Staff recommends that Council move to accept the proposed 10-year Financial Sustainability Plan (Attachment A).

**ATTACHMENTS**

Attachment A: 10-Year Financial Sustainability Plan

Attachment B: Public Comments Received From Financial Sustainability Website

Attachment C: Summary of Feedback from Public Open House – May 14, 2014

### **10-YEAR FINANCIAL SUSTAINABILITY PLAN**

The Shoreline City Council has evaluated the City's history of financial sustainability. Based on existing circumstances it appears that existing revenue sources may not be sufficient to maintain financial sustainability into the future.

The City Council believes that Shoreline's citizens have repeatedly emphasized that it is important to the community that the City maintain existing service levels whenever possible. In addition, the City Council states its intent to fulfill its obligations to the citizens, maintain public safety, and maintain existing City infrastructure. The City Council also intends to fulfill its regional obligations.

As such, the City Council intends to emphasize the priorities identified by our citizens in Vision 2029, the community's long-term vision for Shoreline. The City should invest in economic development necessary to improve its tax base. In its efforts to accomplish these things the City Council also needs to minimize the effects of new and existing taxes on its citizens and businesses.

#### *A. FINANCIAL SUSTAINABILITY*

In order to preserve the City's financial sustainability, and taking into account the obligations listed above, the City Council believes that it is necessary to establish various economic development, revenue, and expenditure targets over the 2014-2024 timeframe. These targets are listed below in priority order.

- 1) Achieve the development of an additional 160 units of multi-family residential housing and 7,500 square feet of retail redevelopment annually, beginning in 2014.
- 2) Reduce the expenditure growth rate to 0.2% below the average projected ten year growth rate and attempt to maintain existing service levels, beginning in 2015. Continue to seek out efficiencies and cost-saving strategies.
- 3) During 2014, research ways to increase investment returns by 100 basis points (1%) per year, and implement strategies to accomplish this.
- 4) During 2015, perform a study that will evaluate higher cost recovery percentages for an appropriate combination of fee based programs. The results will be reviewed, with target implementation beginning with the 2016 budget.
- 5) In 2014, begin to identify ways to replace the \$290,000 transfer from the General Fund to the Roads Capital Fund with another dedicated source of funding.
- 6) In 2016 or later, engage the business community in a discussion regarding the possible future implementation of a Business and Occupation (B&O) Tax.
- 7) Monitor the City's progress in relation to the Financial Sustainability Model. In 2016 or later, engage Shoreline residents in a discussion regarding the possibility of renewing the property tax levy lid lift.

The targets outlined above are over and above pre-existing revenue, growth, and expenditure assumptions for the City of Shoreline. The City intends to use this information to inform future budget processes.

## **10-Year Financial Sustainability Plan Comment Summary**

1. Commenter: Jeanne Monger  
Received through website

I was one of the Echo Lake Neighborhood Association reps to the CON meeting on May 7<sup>th</sup>. I appreciated Mr. Hartwig's and Mr. Kirkwood's presentation. I'm very glad that they are working with the financial stability plan under the Council's goal. I like the idea of fostering economic development and continuing that effort. While running an efficient government should be an ongoing effort too, there is only so much cost cutting that can be done and still provide the excellent services the City provides and citizens expect. I feel increasing fees should be avoided until or unless it becomes a necessity. Thanks for accepting comments on this subject.

2. Commenter: Gretchen Atkinson  
Received by phone

Ms. Atkinson believes that the 10-year Financial Sustainability Plan should include money for parking garages. She believes that parking garages are needed in North City, at Gateway Plaza, and at Aurora Square. "In order to make economic development programs fly, we need to put these in." She knows that these are expensive, but they should be included in the 10 year plan. It is very difficult to find parking in North City already.

She very much appreciates the effort we took to share this information with the Council of Neighborhoods and the efforts that were put in to developing both the plan and the CON presentation.





## City of Kenmore, Washington

January 4, 2019

To: Mayor and City Council

From: Rob Karlinsey, City Manager *pk*

Re: Financial Sustainability Plan

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The structural financial challenge is simple: Even with no increase in staffing or new programs, operating revenues are not keeping pace with operating expenditures. There are several reasons for this phenomenon:

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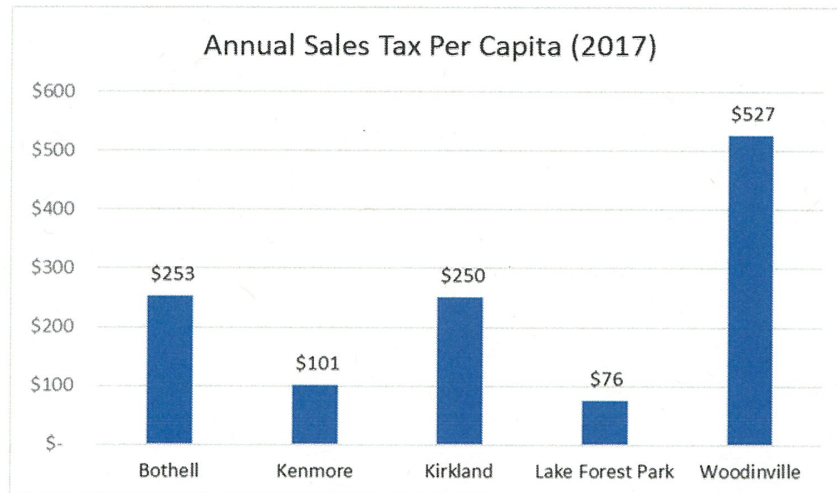
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Another example of rising costs is our public safety services. We contract for police services with King County, and while King County labor negotiators do their best to negotiate on behalf contract cities and the County, an independent arbitrator ultimately decides how much police officers should be paid. These arbitrator decisions almost always (if not always) result in increases, regardless of economic conditions or the cities' ability to afford those increases. With no increase in service and no new programs, Kenmore's police costs are projected to rise by about \$150,000 per year.

One more example of rising costs is construction costs, including asphalt overlays to maintain the integrity of our roads. The price per ton of hot mix asphalt has nearly doubled since the mid 2000s, rising at clip of about 5-6% per year (WSDOT unit bid prices). In 2007, our installed cost for new asphalt on our SR522 projects ranged between \$65 and \$85 per ton. For 2017, the per ton price for installed asphalt ranged between \$185 and \$195 per ton (62<sup>nd</sup> Avenue and 202<sup>nd</sup> Street improvements).

Asphalt is just one contributor. Overall construction costs are up 38% since 2010, according to the Mortenson Construction Cost Index for the Seattle area (2<sup>nd</sup> quarter 2018).

To summarize our key budget challenges, we need to address the following three issues:

- Operating costs (status quo, no new programs) rising faster than operating revenue.
- Fully funding pavement preservation.
- Planning for additional maintenance resources when the Walkways & Waterways projects are complete in the early- to mid-2020s.

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I recommend that we develop a path forward for long-term financial sustainability, and we can begin that conversation by having nearby cities come and talk to you about plans they've implemented for long-term financial sustainability. We can also look to research and models developed elsewhere (examples attached).

Based on what we learn from the experience from other cities and other established models, we can move forward with a community conversation about long-term financial sustainability.

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# City of Shoreline

## Ten Year Financial Sustainability Plan



# City of Shoreline

## Ten Year Financial Sustainability Project

### Overview & History

As a result of past actions on the part of the State Legislature and Washington's voters, Washington's governments share a common problem: revenues grow slower than the costs of providing services. Shoreline's City Council is concerned that existing revenues may not grow enough to maintain current service levels.

To address this problem, the City Council adopted a goal and formed a Subcommittee to develop a 10-Year Financial Sustainability Plan (10 YFSP). The purpose of the 10 YFSP is to strengthen Shoreline's economic base by identifying options to balance revenues with costs.

Staff developed a financial model for revenues. They also developed a model for Shoreline's core and quality-of-life services (costs). The model confirmed that costs for existing services could exceed revenues within the next 10 years. Over six meetings during the first quarter of 2014, the Subcommittee has:

- Discussed the challenges to sustainability;
- Analyzed the City's financial forecast, base scenario, and various economic development, revenue and expenditure strategies;
- Reviewed the City's core and quality-of-life-services;
- Developed preferred alternative strategies; and,
- Finalized recommended alternative strategies for the City Council to consider.

The alternatives developed by the Subcommittee balance revenues with costs. City staff presented the 10 YFSP to the Council of Neighborhoods and also held a 10 YFSP Open House to receive public input in May 2014. The 10 YFSP was presented to and accepted by the full City Council at its June 16, 2014 meeting.

### Staff Reports and Presentations





# 10 YEAR FINANCIAL SUSTAINABILITY PLAN

## UPDATE

*for the 2019-2020 budget*

### **10 Year Financial Sustainability Plan 2019-2020 Update**

As noted above, the preliminary 2019-2020 Operating Budget and updated ten year forecast was previewed by Council in the September 17, 2018 staff report. The update incorporates the 2019-2020 proposed budget with the updated results of the revenue and expenditure strategies that comprise the 10 YFSP into the 10 YFSM. Based on audited 2017 results, 2018 estimates, and 2018 projections, the 10 YFSM shows a potential gap is likely to occur in 2023. At that time, the forecast indicates that growth in expenditures may begin to outpace the growth in revenues.

Since the 10 YFSP was accepted by Council in June 2014, staff has begun implementing some of the strategies, including:

- Increasing investment returns by 100 basis points;
- The Parks, Recreation and Cultural Services Department conducted a study to evaluate cost recovery percentages for an appropriate combination of fee based programs with targeted implementation beginning with the 2016 budget;
- The City completed a Cost of Service and Cost Recovery evaluation of the Permitting and Inspection fee revenues in 2016. Staff presented recommendations on proposed permitting cost recovery objectives on April 26, 2016 and those recommendations were incorporated in the 2017 Fee Schedule;
- As the Levy Lid Lift approved by voters in 2010 was set to expire at the end of 2016, Council exercised its authority on July 25, 2016 by adopting Resolution No. 389, which placed a measure on the November general election ballot to renew the Levy Lid Lift. This action was taken after a significant stakeholder outreach effort was conducted, including publishing several articles in Currents and engaging a Financial Sustainability Citizen Advisory Committee (FSCAC). The City Manager engaged the FSCAC through the months of February through May 2016. The outcome of the FSCAC work was reported in detail in the 10 YFSP Update provided to Council on June 13, 2016. The committee learned about City services, engaged in a budget exercise to help identify service priorities, and learned about the 10 YFSP with a focus on the potential renewal of the Levy Lid Lift. Staff recommended a renewal of the 2010 Levy Lid Lift, an option supported by 11 of 13 members of the FSCAC. Proposition 1, Basic Public Safety, Parks & Recreation, and Community Services Maintenance and Operations Levy passed with a 66.5% (19,272 votes) approval and set the new tax rate for 2017 at \$1.39 with the lid for the ensuing years to be "lifted" each year by a percentage increase tied to CPI; and,
- During the City Council's 2017 Strategic Planning Workshop, the City Council directed staff to provide an update of Strategy 6 in the summer. Staff procured the support of BERK, a local consulting firm, to engage the business community in the discussion about the potential implementation of a B&O Tax in Shoreline. BERK worked with City staff to develop an online survey focused on soliciting input from businesses about the various options available to a city when implementing a B&O Tax. BERK also facilitated two, two-hour Business Outreach Workshops (held June 21 at 5:00 p.m. and June 22 at 11:00 a.m.). The City's Economic Development Manager, Dan Eernisse, and Administrative Services Director, Sara Lane, made a presentation on the proposed work plan to the Shoreline Chamber of Commerce, Economic Development Committee. Staff provided the City Council an update on staff's progress related to implementation of Strategy 6 of the 10 YFSP during the August 14, 2017 meeting. The City Council directed staff to continue to pursue implementation of a B&O Tax. Proposed Ordinance No. 808 providing for a B&OL Tax and creating two new Chapters in the Shoreline Municipal Code was adopted by the City Council on December 4, 2017.

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**Council Meeting Date:** June 16, 2014

**Agenda Item:** 8(a)

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## CITY COUNCIL AGENDA ITEM

### CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Acceptance of the 10-Year Financial Sustainability Plan		
<b>DEPARTMENT:</b>	Administrative Services		
<b>PRESENTED BY:</b>	Robert Hartwig, Administrative Services Director		
<b>ACTION:</b>	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input checked="" type="checkbox"/> Motion
	<input type="checkbox"/> Public Hearing	<input type="checkbox"/> Discussion	

**PROBLEM/ISSUE STATEMENT:**

In 2012, the City Council adopted their 2012-14 Goals. Goal #1 is to “Strengthen Shoreline’s economic base”, and Action Step #3 under this goal is to “Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure”. Tonight the City Council is being asked to accept the 10-year Financial Sustainability Plan, the end result of a two-year process (see Attachment A).

The plan establishes a Base Financial Model and includes seven strategies (or tools) for the City to use to maintain financial resiliency and sustain existing services. The model allows the City to store historical financial data, update projections with actual results, use the information to inform the City’s annual budget process, and model the effects of changing conditions.

Changing conditions can include economic events, unexpected cost increases, the results of implementing one or a combination of the sustainability strategies, etc. The City will also be able to model new strategies and revise projections as additional historical data becomes available.

The Plan has been reviewed by a subcommittee of the City Council, which consisted of Mayor Winstead, Deputy Mayor Eggen, and Councilmember Salomon. Tonight’s discussion will focus on answering any Council questions related to the final recommendations and accepting the Plan.

**RESOURCE/FINANCIAL IMPACT:**

There is no immediate financial impact associated with tonight’s action. The ultimate financial impact will be measured as part of the annual budget process, with the results reported to the Council during the budget presentations. If various strategies in the Sustainability Plan are used, they will cause a financial impact that can be both estimated and measured against initial estimates.

**RECOMMENDATION**

Staff recommends that Council move to accept the proposed 10-year Financial Sustainability Plan (Attachment A).

Approved By:      City Manager ***DT***    City Attorney ***IS***

## **BACKGROUND**

In 2012, the City Council adopted their 2012-14 Goals. Goal #1 is to “Strengthen Shoreline’s economic base”, and Action Step #3 under this goal is to “Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure”. To implement this Goal and Action Step, over the past two years, the City has gone through a comprehensive 10-year financial sustainability process, which included staff review and analysis and Council oversight and direction.

To begin, a 10-year Financial Sustainability staff team was formed that planned the project and reviewed past community processes. The team introduced the project to all employees and then worked with the staff to identify all of the thousands of tasks they perform to provide service to Shoreline residents. These tasks were then grouped into hundreds of activities, and then finally, the activities were grouped into 127 unique City services. The Administrative Services Department (ASD) then calculated the cost for every service, and finally, the City’s Leadership Team prioritized each service as either a Core Service or a Quality of Life Service.

Using these services, ASD then spent several months working with MuniCast, a financial modeling company, to develop a Base Financial Model that was used in the 10-year Financial Sustainability Project. The Base Model became the key component to all of the subsequent modeling work as scenarios were developed.

Staff next spent several more months identifying over 20 economic development, revenue, and expenditure strategies and developed scenarios for each strategy. Beginning in January 2014, a Council subcommittee (Mayor Winstead, Deputy Mayor Eggen, and Councilmember Salomon) held six subcommittee meetings to look at the financial model and the scenarios. More specifically, the committee reviewed assumptions, approved the process, reviewed the scenarios and models, decided which scenarios to pursue, and added an interest revenue strategy.

Ultimately the subcommittee narrowed the strategies down to one economic development, two expenditure, and four revenue strategies. The subcommittee then prioritized these seven strategies, developing a resilient financial sustainability plan. The City Council received two project updates during the subcommittee’s work.

The subcommittee completed its meetings on March 31<sup>st</sup>, finalizing its recommendations in April (see Attachment A).

## **PUBLIC INPUT**

During its work, the subcommittee established a public process in order to provide information and seek input from the public on the draft Financial Sustainability Plan. This public process began with an article published in April for the May issue of the *Currents* newsletter. The article discussed the project and invited the public to an open house on May 14<sup>th</sup>. In addition, the Plan recommendations were presented to the Council of Neighborhoods on May 7<sup>th</sup>.



A webpage about the project was also created on the City's website. All of the presentations, staff reports, memos, etc., regarding the project are readily available on this webpage. The webpage can be accessed at the following link: <http://www.shorelinewa.gov/government/departments/administrative-services/ten-year-sustainability-plan>. The page also includes a form for public comments. Public feedback from the website and other means is included as Attachment B.

At the public open house held on May 14<sup>th</sup>, seven (7) members of the public attended along with Councilmember Salomon. Although attendance was light, a lively discussion took place. Feedback from that discussion is included in this staff report as Attachment C.

### **ALTERNATIVES**

The final step in developing the 10-Year Financial Sustainability Plan is for the City Council to accept the subcommittee's recommendations. If accepted, staff will be preparing a final report on the project and will also be submitting articles on the project to major governmental publications. Given that there were few examples of other cities involved in financial sustainability projects, and in each case the work was not nearly as extensive as Shoreline's project and was not structured to help inform future budget processes, staff believes that it is very important to educate the government sector about this project and the tool that was ultimately developed as a result.

Staff also intends to incorporate the Plan and the financial model into the City's annual budget process. The model allows staff to project the effect of any major budget decision to the General Fund budget, both in that budget year and into the future. Staff believes that it will help both City staff and the City Council to make better informed budget decisions.

The Council can also choose not to accept the 10-Year Financial Sustainability Plan. However, given all of the staff, Council subcommittee and Council time and effort into the process and given the direction provided by the Council to date, staff believes that not accepting the Plan would be unfortunate. Regardless of whether the Plan is accepted or not, staff does plan to use the developed financial model as part of the annual budget process.

### **RESOURCE/FINANCIAL IMPACT**

There is no immediate financial impact associated with tonight's action. The ultimate financial impact will be measured as part of the annual budget process, with the results reported to City Council during the budget presentations. If various strategies in the Sustainability Plan are used, they will cause a financial impact that can be both estimated and measured against initial estimates.

### **RECOMMENDATION**

Staff recommends that Council move to accept the proposed 10-year Financial Sustainability Plan (Attachment A).

**ATTACHMENTS**

Attachment A: 10-Year Financial Sustainability Plan

Attachment B: Public Comments Received From Financial Sustainability Website

Attachment C: Summary of Feedback from Public Open House – May 14, 2014

### **10-YEAR FINANCIAL SUSTAINABILITY PLAN**

The Shoreline City Council has evaluated the City's history of financial sustainability. Based on existing circumstances it appears that existing revenue sources may not be sufficient to maintain financial sustainability into the future.

The City Council believes that Shoreline's citizens have repeatedly emphasized that it is important to the community that the City maintain existing service levels whenever possible. In addition, the City Council states its intent to fulfill its obligations to the citizens, maintain public safety, and maintain existing City infrastructure. The City Council also intends to fulfill its regional obligations.

As such, the City Council intends to emphasize the priorities identified by our citizens in Vision 2029, the community's long-term vision for Shoreline. The City should invest in economic development necessary to improve its tax base. In its efforts to accomplish these things the City Council also needs to minimize the effects of new and existing taxes on its citizens and businesses.

#### *A. FINANCIAL SUSTAINABILITY*

In order to preserve the City's financial sustainability, and taking into account the obligations listed above, the City Council believes that it is necessary to establish various economic development, revenue, and expenditure targets over the 2014-2024 timeframe. These targets are listed below in priority order.

- 1) Achieve the development of an additional 160 units of multi-family residential housing and 7,500 square feet of retail redevelopment annually, beginning in 2014.
- 2) Reduce the expenditure growth rate to 0.2% below the average projected ten year growth rate and attempt to maintain existing service levels, beginning in 2015. Continue to seek out efficiencies and cost-saving strategies.
- 3) During 2014, research ways to increase investment returns by 100 basis points (1%) per year, and implement strategies to accomplish this.
- 4) During 2015, perform a study that will evaluate higher cost recovery percentages for an appropriate combination of fee based programs. The results will be reviewed, with target implementation beginning with the 2016 budget.
- 5) In 2014, begin to identify ways to replace the \$290,000 transfer from the General Fund to the Roads Capital Fund with another dedicated source of funding.
- 6) In 2016 or later, engage the business community in a discussion regarding the possible future implementation of a Business and Occupation (B&O) Tax.
- 7) Monitor the City's progress in relation to the Financial Sustainability Model. In 2016 or later, engage Shoreline residents in a discussion regarding the possibility of renewing the property tax levy lid lift.

The targets outlined above are over and above pre-existing revenue, growth, and expenditure assumptions for the City of Shoreline. The City intends to use this information to inform future budget processes.

*B. COMMUNICATIONS*

In addition to communications and public processes conducted to date, the Council directs staff to communicate the Financial Sustainability Project and Model to Shoreline's residents through *Currents* articles. This discussion should include the final recommendation considered and ultimately approved by the City Council.

*C. POTENTIAL SURPLUSES AND UNANTICIPATED SAVINGS*

The City Council states that the City's first priority is to ensure adequate reserves. If reserves are below policy levels then surpluses should be used to restore reserves to mandated levels. If reserves meet or exceed policy requirements the surpluses should be used to fund economic development investment in Shoreline, fund infrastructure improvements, fund other high priority one-time needs or be held to fund future deficits if they are forecast in the Financial Sustainability Model. If it appears that surpluses are sustainable on a recurring basis, the City Council will review and consider funding for new on-going operational needs.

## **10-Year Financial Sustainability Plan Comment Summary**

1. Commenter: Jeanne Monger  
Received through website

I was one of the Echo Lake Neighborhood Association reps to the CON meeting on May 7<sup>th</sup>. I appreciated Mr. Hartwig's and Mr. Kirkwood's presentation. I'm very glad that they are working with the financial stability plan under the Council's goal. I like the idea of fostering economic development and continuing that effort. While running an efficient government should be an ongoing effort too, there is only so much cost cutting that can be done and still provide the excellent services the City provides and citizens expect. I feel increasing fees should be avoided until or unless it becomes a necessity. Thanks for accepting comments on this subject.

2. Commenter: Gretchen Atkinson  
Received by phone

Ms. Atkinson believes that the 10-year Financial Sustainability Plan should include money for parking garages. She believes that parking garages are needed in North City, at Gateway Plaza, and at Aurora Square. "In order to make economic development programs fly, we need to put these in." She knows that these are expensive, but they should be included in the 10 year plan. It is very difficult to find parking in North City already.

She very much appreciates the effort we took to share this information with the Council of Neighborhoods and the efforts that were put in to developing both the plan and the CON presentation.

**10-Year Financial Sustainability Plan  
Open House  
Public Comment Summary  
May 14, 2014**

Attachment C

**Staff:** Debbie Tarry, John Norris, Robert Hartwig, Patti Rader, Rick Kirkwood, Grant Raupp

**Number of members of the public present:** 7

**CITY SERVICES**

- **What City services do you use?**
- **What City services do you most value?**
  1. Police
  2. Parks (Richmond Beach Saltwater Park, Pool)
  3. Library (Staff explained that the libraries in Shoreline are operated by King County)
- **What services would you maintain and what services would you change?**
  1. Crime Issues
    - a. Increase level of policing
    - b. Increase community involvement
  2. Sidewalks (multiple members of the audience); along 185<sup>th</sup> and 195<sup>th</sup>
  3. Street maintenance: Potholes and right-of-way maintenance
  4. Aurora Improvements upkeep going forward
  5. General City streetscape upkeep – maintenance of 15<sup>th</sup> & 175<sup>th</sup>, entrance to City from Freeway

**HOUSING**

- **Do you think Shoreline should offer more housing options?**
  1. Multi-Family on Aurora is a good location for that type of development
    - a. Look at transit corridors for Multi-Family development
  2. Put Multi-Family near light-rail development
  3. Additional housing will provide the customer base necessary to support businesses looking to locate in Shoreline

**10YFSP SUBCOMMITTEE EXPECTATIONS**

1. We have to do something to address the "blue wedge"
2. May have to raise money (i.e. taxes)
3. Need to prioritize maintenance of current assets (road maintenance, park maintenance, park development).



10-Year Financial Sustainability Plan  
Open House  
Public Comment Summary  
May 14, 2014

5. School District concerns with development of multi-family units. (185<sup>th</sup> Light-rail station)
  - a. Have we been talking to School District?
    - i. Staff explained that we have been discussing the potential for MFR zoning near the light rail stations and on Aurora. The District understands that this could impact school capacity.
6. Will there be any development occurring around light rail station areas prior to station opening?
  - a. The station will likely be the draw for MFR, so development ahead of time may very well be limited.
7. The Subcommittee's economic development targets seem like modest goals that are attainable.

**REVENUES**

1. Member of the public asked why property tax levy lid lift renewal was so low on considerations because it passed easily last time it was up for vote.
2. Member of the public asked if other cities had B&O taxes.
  - a. Staff explained that some neighboring jurisdictions do and others do not have City-level B&O taxes. Refer to the memo regarding general Business and Occupation Taxes included as Attachment E (pages 14-16) in the [Subcommittee's March 31, 2014 packet](#) for more information.
3. Member of the public asked about pool costs and how much it is supported by user fees.
  - a. Approximately 42.0% of the staffing and operation of the pool is covered by user fees. It costs approximately \$930,000 to staff and operate the pool. The City receives approximately \$387,000 in revenues from services such as water safety, adult programs, community public recreation swims, facility rentals, and sales of merchandise. Refer to the Operating Budget Quality of Life Services Cost Matrix included as Attachment E (page 15) in the [Subcommittee's February 24, 2014 packet](#) for more information. This information was provided as a response to the members of the public that provided an email address on the Open House sign-in sheet.
4. What is the process for fee review?
  - a. Staff explained the Council's budget review process. The current fee schedule review process is based on Shoreline Municipal Code Chapter 3.01.820, which states:

*The fee schedules in this chapter shall be automatically updated on an annual basis on January 1<sup>st</sup> of each year by the Seattle Consumer Price Index for all urban consumers (CPI-U). The adjustment shall be calculated each year and included in the city manager's proposed budget. The annual adjustment shall be based on the CPI-U average for the period that includes the last six months of the previous budget year and the first six months of the current budget year. The city manager may choose to not include annual CPI-U adjustments in the city manager's proposed budget and the city council may choose to not include annual CPI-U adjustments in the adopted budget for select user fees in any individual budget year without impacting the full force of this section for subsequent budget years. The annual adjustments to the fees in this chapter shall be rounded to the nearest quarter-dollar.*

10-Year Financial Sustainability Plan  
Open House  
Public Comment Summary  
May 14, 2014

At the present time Shoreline will not receive any portion of the excise tax and it is unclear whether Shoreline will be able to receive any sales tax (at 0.85%) on the sale of marijuana. It appears that Shoreline is able to receive sales tax (at 0.85%) on marijuana-related paraphernalia and food products sold in licensed establishments, but this revenue source is expected to be very small.

7. Question about impact fees paid by developers for projects. Were Council's concurrency discussions and impact fees discussed by Subcommittee?
  - a. Staff explained that the fees do not support operations budgeted in the General Fund, rather they pay for improvements, such as roads, that are impacted by the new trips created by the development itself. These fees would be received into Capital Projects funds unrelated to the General Fund.

**EXPENDITURES**

1. Would not like to see the Police Department reduced/cut.
2. We get great service for what we pay employees. Would not want to see a reduction in quality of employees.
3. School District doesn't pay its share of Surface Water.

**BASE SCENARIO**

1. What are the forecast assumptions built in the model's base scenario for Point Wells, SPU (water utility) assumption, Ronald Wastewater District assumption, and the Aurora Square Community Renewal Area. In addition, what will the impact be if these developments or assumptions do not transpire?
  - a. Staff explained that the model does not include any assumptions tied specifically to these four items; therefore, there will be no change to the base scenario regardless of the end result for any of these four items.



Government Finance Officers Association

## BEST PRACTICE

# Establishment of Strategic Plans

### BACKGROUND:

Strategic planning is a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organizations mission and achieve consensus on strategies and objectives for achieving that mission. Strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future. While it is important to balance the vision of community with available resources, the resources available should not inhibit the vision. The organizations objectives for a strategic plan will help determine how the resources available can be tied to the future goals. An important complement to the strategic planning process is the preparation of a long-term financial plan, prepared concurrently with the strategic plan. A government should have a financial planning process that assesses the long-term financial implications of current and proposed policies, programs, and assumptions. A financial plan illustrates the likely financial outcomes of particular courses of actions.

Strategic planning for public organizations is based on the premise that leaders must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years head. Effective strategies are needed to cope with changed and changing circumstances, and leaders need to develop a coherent and defensible context for their decisions. National Advisory Committee on State and Local Budgeting (NACSLB) Recommended Practices provide a framework for financial management, which includes strategic planning.

### RECOMMENDATION:

GFOA recommends that all governmental entities use some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

*(1) Initiate the Strategic Planning Process.* It is essential that the strategic plan be initiated and conducted under the authorization of the organizations chief executive (CEO), either appointed or elected. Inclusion of other stakeholders is critical, but a strategic plan that is not supported by the CEO has little chance of influencing an organizations future.

*(2) Prepare a Mission Statement.* The mission statement should be a broad but clear statement of purpose for the entire organization. One of the critical uses of a mission statement is to help an organization decide what it should do and, importantly, what it should not be doing. The

(10) *Obtain Approval of the Plan.* Policymakers should formally approve the strategic plan so it can provide the context for policy decisions and budget decisions.

(11) *Implement the Plan.* Organization stakeholders should work together to implement the plan. Moreover, the strategic plan should drive the operating budget, the capital plan, and the governments other financial planning efforts.

(12) *Monitor Progress.* Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met.

(13) *Reassess the Strategic Plan.* Many external factors, such as the national or regional economy, demographic changes, statutory changes, legislation, mandates, and climate/environmental changes, may affect the environment and thus achievement of stated goals. To the extent that external events have long-range impacts, goals, strategies and actions may need to be adjusted to reflect these changes. New information about stakeholder needs or results may also require changes to the plan. It is desirable to minimize the number of adjustments to longer-term goals in order to maintain credibility. However, governments should conduct interim reviews every one to three years, and more comprehensive strategic planning processes every five to ten years, depending on how quickly conditions change. Performance measure results need to be reviewed more frequently than the strategic plan.

**Notes:**

Key elements of this recommended practice are drawn from *Recommended Budget Practices: A Framework for Improved State and Local Governmental Budgeting* of the National Advisory Council on State and Local Budgeting and from GFOAs recommended practice on Performance Measurement: Using Performance Measurement for Decision Making Updated Performance Measures

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# Financial Sustainability: Mutual Trust for Communitywide Benefit



Government Finance Officers Association

Maintaining the financial capacity to provide quality services is a concern for all local governments. This is especially true in a time of immediate cost pressures, like pension and infrastructure, and resource constraints, like reduced financial support from state and federal governments and public aversion to higher taxes. Further, an aging population uses more in public services and pays less in taxes, which means local governments will be facing fiscal pressures for years to come. Failure to take on these challenges in a systematic and thoughtful way could endanger the financial sustainability of our communities and, with it, their health, safety, and welfare.

A promising approach to financial sustainability has its roots a phenomenon called “the tragedy of the commons.” In this hypothetical scenario, a group of farmers has common ownership of a grazing area. An individual farmer has an incentive to send his herd to the common grazing area as much as possible because there is no additional cost for using it, and if he doesn’t send his animals, the other farmers’ animals will still graze, thus depriving the farmer’s herd of potential food. As a result, the common area is overgrazed and becomes barren. The tragedy of the commons inspired a line of Nobel Prize-winning economic research called “common pool resource theory,” which is concerned with how to create sustainable management of commonly owned resources such as grazing lands, fishing stocks, or forests.

### The Tragedy of the Commons

**BEFORE**



**AFTER**



When individuals within a shared resource system act independently, they work against the common good of all users, thereby depleting that resource through their individual actions.

A local government budget has important similarities to the “commons.” A government and its financial resources are commonly owned by all citizens. Each government stakeholder has an incentive to extract resources from the public budget. Stakeholders often find themselves in “competition” with others to get resources and therefore try to get as much as possible, lest they lose the resources to others. The long-term result could look very much like the commonly owned grazing area.

Over the last few years, GFOA, the National Civic League, researchers at the University of Southern California and University of San Francisco, and the Lincoln Institute of Land Policy have worked together to translate the lessons from common pool resource theory to public finance. We believe the potential of the framework is great for several reasons.

### The Tragedy of Local Government?

Local governments face problems that require cooperation. The “tragedy of the commons” could occur, for example, if infrastructure maintenance is deferred in favor of meeting the demands for compensation increases from labor unions. However, the tragedy can be avoided by creating a decision system that promotes trust and mutual gain for all parties.





- **A holistic perspective.** Common pool resource theory goes beyond budget numbers. It addresses the decision making behaviors and processes that lead to financial sustainability.
- **Forward looking.** Because this framework addresses the underlying causes of financial sustainability, it should be indicative of future financial health.
- **Makes finance everyone's business.** Because everyone is involved in using resources, everyone needs to be involved in sustaining them. This includes elected officials, staff, and citizens.
- **It works!** The framework has been proven to work in a variety of natural settings, and we have found similar proof in local government by examining case studies from across the United States. (See the example below and a more detailed example in Appendix 1.)

### The Journey toward Financial Sustainability in San Bernardino County, California

San Bernardino County was facing massive long-term fiscal deficits. To improve financial sustainability, the county pursued three major strategies: 1) increase coherence of county government; 2) strengthen budgeting and financial planning; and 3) develop a countywide strategic plan with the close collaboration of the community. This would reduce fragmentation of county government which had contributed to wasteful duplication of services and competing directions for county staff. It would also help the county take a long-term view of its resources. For example, the county developed 10-year forecasts, prompting a change to employee compensation policies. Finally, the strategic plan highlighted the shared interest of all stakeholders in having a financially sustainable county government and made it clear why financial sustainability matters. It also highlighted opportunities for county government to work with private firms, non-profits, and other local governments to address community problems jointly and more efficiently.

### Two Ingredients for Sustainability: Leadership and Institutional Design

The financial sustainability framework has two major ingredients. First are "Leadership Strategies." Local government leaders cannot order people to behave in a sustainable way. Instead, they must inspire pride, loyalty, and enthusiasm so followers will want to help make the organization financially sustainable. The six leadership strategies contained in the framework do just that.

1. **Help participants build trustworthy reputations.** Trust is essential if people are going to risk suffering a loss to their individual well-being in order to advance the group's well-being.
2. **Create open communication among all participants.** Open, especially face-to-face, communication increases the probability of reaching sustainable outcomes.
3. **Convince participants that collective efforts yield important benefits.** If people see that they can gain from cooperation, they are more likely to engage in it.
4. **Ensure that key stakeholders remain engaged.** People must remain constructive participants in decision making for the system to last.

5. **Build long-time horizons into fiscal planning.** Short-term perspectives produce short-term decisions.
6. **Maintain capabilities to reinforce cooperative behavior.** If people are allowed to subvert the collective good for individual gain, the system will fall apart.

The second ingredient is institutional design principles. These are the rules of the game for how local government and other related organizations work together for a sustainable financial future. The eight Institutional design principles provide the context in which the leadership strategies operate.

1. **Well-defined boundaries.** The default boundary of financial decision making is the single fiscal year. A sustainable institution considers the impact of decisions beyond just one year.
2. **Proportional equivalence between benefits and costs.** When constituents can better appreciate the value they receive for their taxes and fees, they will more willing to financially support government.
3. **Collective choice arrangements.** Government must have the capacity to regularly engage a diverse group of citizens in making choices about their community.
4. **Monitoring.** Effective monitoring discourages people from breaking the rules.
5. **Graduated sanctions and credible rewards.** Sanctions deter participants from breaking the rules. Rewards can be given to those who contribute sustainable resource use.
6. **Conflict-resolution mechanisms.** Decisions regarding a government's fiscal resources are subject to dispute. Rapid and low-cost conflict-resolution helps prevent escalation of destructive conflicts.
7. **Minimal recognition of rights.** Local governments need to preserve enough independence from state and federal government to make choices that best fit local conditions.
8. **Networked enterprises.** Local government often can't solve complex community challenges by itself. It must join with others to form a network of enterprises committed to addressing the challenges for a sustainable cost.

## How You Can Use This New Framework for Financial Sustainability

GFOA has developed two documents to help local government leaders use this framework. [The first document](#) describes the framework in detail, and address the following for each leadership strategy and institutional design principle:

- **Basis in evidence.** The hard proof that the strategy or design principle works. The evidence comes from scientific studies of how common pool resource systems can be sustainable.
- **Implications for decision making.** The evidence is translated into guidelines for making sustainable decisions in local government public finance.
- **Research-proven tactics for public officials/managers.** These are specific actions that public officials or managers can take to make more financially sustainable decisions.



[The second document](#) is a self-assessment tool that invites governments to evaluate the extent to which they exhibit the leadership strategies and institutional design principles. This starts a conversation about what it means to be financially sustainable and how everyone can work better together protect long-term financial health and, with it, the health, safety, and welfare of the community.

## Where to Next?

GFOA is convening a group of local governments from across North America to be the first apply this framework and to form the core of a new movement within GFOA to advance financial sustainability. The members of this group will conduct the financial sustainability self-assessment, and then they will take action to improve their financial sustainability. To learn how to join this group, visit [gfoa.org/financial-sustainability-resource-center](http://gfoa.org/financial-sustainability-resource-center).

### ***Appendix 1 — The Journey to Financial Sustainability in the City of Baltimore, Maryland***

Beginning in 2011, Baltimore, Maryland found itself facing annual multi-million dollar financial shortfalls equal to about 17% of its discretionary resources. After trying budget reductions to close the gaps — including eliminating 240 positions; increasing hotel, energy, and telecom taxes; and reducing capital projects, maintenance, and recreational programs — the city's mayor and budget director decided there had to be a better way to solve the crisis. Since one of the causes of Baltimore's woes was a shrinking population, the city embarked on a long-term financial planning process christened "Change to Grow," with the intent of adding 10,000 new families to Baltimore over a period of 10 years.

The process used to develop long-term fiscal strategies required that city departments and members of the public work together. The city formed three "guidance committees" were formed, the membership of which crossed many stakeholder groups. The committees had substantive roles in decision making. Two committees were charged with providing direction on two of the city's most important challenges, the cost of employee health benefits and pensions. The third committee provided direction on the ten-year plan as a whole.

When municipalities develop a long-term financial plan, they often focus on a three-year or five-year time horizon. However, the mayor and the finance team knew that the city's biggest challenges, like declining population, a stagnating tax base, deteriorating capital infrastructure, and growing liabilities for employee pensions could not be adequately addressed over five years. A ten-year horizon was needed to effect meaningful change. Further, a longer time horizon would allow the city to better assess the potential of strategies that might not make a big difference within a few years, but could have major positive impacts down the road. A ten-year window would also de-emphasize the long-term plan as a response to the city's recent severe financial crises and emphasize the plan as a means of long-term transformation of the city's fiscal fortunes.

The city developed long-term forecasts that made the best use of technical methods and the on-the-ground knowledge of city staff and other knowledgeable parties. Baseline, pessimistic, and optimistic scenarios were created with an eye toward understanding what plausible versions of the future might look like, based on different forecast outcomes. A combination of public, nonprofit, and private sector participants were asked to use this information as the basis for answering various "what if" questions about the city's financial future. This helped broaden people's perspective of what was possible, leading to more imaginative financial strategies.

The city's approach allowed all stakeholders to understand how factors such as pension and health-care costs and a declining tax base would impact Baltimore over the long term and under different economic conditions. Providing this data to the collective decision making body — elected officials, union leaders,

city employees, the larger community, media, and special interest groups — created the foundation for the tough conversations needed to change the city's financial trajectory. For example, the cost of employee and retiree health benefits was a serious concern because of both its overall size and its high rate of growth. The city's previous efforts to contain these costs mostly involved making marginal changes to cost-sharing ratios with plan participants, or changes that affected only retirees, such as dividing potential pharmaceutical purchases into pricing tiers in order to steer participants toward generic and preferred brands. After the scenario analysis, the participants in "Change to Grow" were willing to consider changes that affected active employees and that required negotiations with employee unions due to the scale of the change proposed. For instance, a 20% co-pay for drugs was proposed for all plan participants — double the co-pay for retirees and an entirely new cost for active employees. They also approved a variety of other strategies to make Baltimore more economically dynamic and to improve city government, such as infrastructure investments, tax reform, and making city services more efficient.

This case illustrates how Baltimore officials were able to use their new-found financial knowledge to build community confidence and trust in their leadership. As a result, collective public support was generated to reduce costs and expand the general municipal tax base.

### ***Connections to the Financial Sustainability Framework***

#### **Leadership Strategies**

- 1** Help participants to build trustworthy reputations. The mayor and finance department were candid about the city's financial position and used scenarios to help make financial information more accessible to people. Face-to-face collaboration on the guidance committees also helped build trust between participants.
- 2** Create open communication among all participants. Baltimore's mayor led the financial planning process and used a variety of methods to communicate the city's financial condition to stakeholders. For example, long-term forecasts were made publicly available, and Baltimore actively engaged with the local media to distribute financial information.
- 3** Convince stakeholders that collective efforts can yield benefits. The "Change to Grow" goal of adding 10,000 families to Baltimore in 10 years would revitalize the city and cast planning in a positive light, not just as a way to survive the latest crisis.
- 4** Ensure that key participant remain engaged. "Change to Grow" was a highly collaborative endeavor. The city council, dozens of city department and division managers and professionals, and members of the public were all engaged. At the center of this engagement strategy were the guidance committees, which were substantive participants in decision making.
- 5** Build long-term horizons into fiscal planning. The city took a 10-year perspective on its plan so that it could adequately address the city's biggest challenges, like declining population, a stagnating tax base, deteriorating capital infrastructure, and growing liabilities for employee pensions.

**Institutional Design Principle (IDP)**

- 2** Ensure proportional equivalence between benefits and costs. Baltimore took a balanced approach improving its revenue income and controlling its costs. It did not over-burden the public or any particular stakeholder group.
- 3** Make collective choice arrangements. A broad cross-section of stakeholders participated in making the hard financial decisions. Also, pursuing a broad range of strategies to improve financial health broadened the relevance of the financial planning process.
- 4** Focus on monitoring and decision making. Scenario analysis helped stakeholders who were not financial experts get a better sense of Baltimore's financial situation and, therefore, be informed participants in decision making.
- 8** Network enterprises. Building a financial plan incorporated representatives from academia and the nonprofit and private sectors. This resulted in a higher quality plan with a larger base of support.





## City Of Kenmore, Washington

### Memorandum

**Date:** December 28, 2018  
**To:** Rob Karlinsey, City Manager  
**From:** John Vicente, City Engineer   
**Subject:** Capital Project Updates – Walkways & Waterways (Transportation Projects)

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Below is an update on the Walkways & Waterways pedestrian and bicycle safety improvement projects planned for 68<sup>th</sup> Avenue NE and Juanita Drive NE:

**68<sup>th</sup> Ave NE Pedestrian & Bicycle Improvements Project:**

**Scope:** This project will improve approximately 1.5 miles of 68<sup>th</sup> Avenue NE with new sidewalk on one side and bike lanes on both sides of the roadway from NE 185<sup>th</sup> Street to northern city limits (61<sup>st</sup> Place NE). Existing gaps in sidewalk will also be filled from NE 182<sup>nd</sup> Street to NE 185<sup>th</sup> Street (west side) and NE 185<sup>th</sup> Street to existing sidewalk (east side).

**Design Status:** The design is currently progressing towards 90% completion. The City's consultant KPFF is scheduled to submit 90% plans, specifications and estimate for review in January 2019. Ad-ready contract documents are scheduled for October 2019.

**Permitting:** The project requires SEPA approval, a critical area variance for wetland / stream buffer impacts along the corridor and U.S. Corps of Engineers (COE) authorization to fill a potential jurisdictional ditch with intermittent ground water flow. The permit applications have been submitted to the City and COE for review and the project team has received and responded to the City's first round of comments. A field meeting with a COE's representative is scheduled for December 2018.

**Budget:** The current project cost at 60% design is estimated at \$9.5 Million. Current funding includes Walkways & Waterways bond measure (\$5.1M), Department of Ecology (\$1.05M), City REET (\$2.85M) and City Traffic Impact Fees (\$500k).

City Council recently approved a Surface Water rate increase in November 2018 which included \$1.34M dedicated to the surface water elements of the 68<sup>th</sup> Avenue NE project. This additional revenue source may be used to supplant City REET funds once final share of the project's surface water costs are known.

**Schedule:** The current schedule is to advertise the 68<sup>th</sup> Avenue NE project for bids in November 2019 and construct the project in 2020-21. The previous schedule to

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advertise in March 2019 was extended to allow time for utilities to plan and conduct relocations in advance of construction.

**Utility Coordination:** On-going project activities include meeting and coordinating with utilities (PSE, Frontier, Comcast, Northshore Utility District) on relocations. Approximately 1 mile of water main and gas main will require relocation due to stormwater improvements. Due to the scope of water relocation, Northshore Utility District has requested that their work be incorporated into the City's contract documents for construction. The District has also retained the services of the City's project engineer (KPFF) to evaluate if adding another detention vault west of 68<sup>th</sup> Avenue NE at NE 185<sup>th</sup> Street would help alleviate the frequent flooding issues experienced at the District Headquarters property. Any District improvements included in the project will be reimbursed through an interlocal agreement approved by City Council. Approximately 40 poles owned by PSE and Frontier with associated overhead wires have been identified for relocation due to sidewalk conflicts. PSE and Frontier relocation work will be performed in the summer of 2019 in advance of construction.

**Right-of-way:** Project improvements have been designed within existing right-of-way. No formal right-of-way acquisition phase is anticipated.

**Property Owner Coordination:** To date, staff held an open house meeting in January 2018 and met individually with several property owners along the corridor who are concerned about driveway impacts due to the planned road widening. One property owner has requested that a segment of sidewalk and bike lane located along their frontage (approximately 200 feet in length between NE 195<sup>th</sup> Street and NE 198<sup>th</sup> Street) be eliminated because the widening will make their driveway steeper and will remove existing on-street parking. Staff has agreed to bring the property owner's issue to Council for consideration in early 2019. Property owner meetings will continue in 2019 to obtain roughly 20 temporary construction permits for driveway transitions and private property restoration.

#### **Juanita Drive NE Pedestrian & Bicycle Improvements Project:**

**Scope:** This project will improve approximately 1.5 miles of Juanita Drive NE with new sidewalk on one side and buffered bike lanes on both sides of the roadway from south city limits (NE 143<sup>rd</sup> Street) to NE 170<sup>th</sup> Street.

**Design Status:** The design is currently at 60% completion. Post 60% design progress had slowed due to re-design work of the stormwater improvements necessary to reduce project costs. The revised stormwater design concept has been completed and was presented to the Department of Ecology with favorable response in October 2018. The City's consultant HDR is scheduled to submit 90% plans, specifications and estimate for review in May 2019. Ad-ready contracts documents are scheduled for November 2019.

**Permitting:** The project requires SEPA approval and a critical area variance for wetland buffer impacts along the corridor. NEPA documents have also been prepared to maintain eligibility for federal grants. The permit applications will be revised to reflect

stormwater design revisions and applications will be submitted in the first quarter of 2019.

Budget: This project is grant dependent. The current project cost at 60% design is estimated at \$16.3 Million. Current project funding includes Walkways & Waterways bond measure (\$5.0M), Department of Ecology (\$1.45M) and WSDOT Pedestrian & Bicycle Program-design only (\$525k).

City Council recently approved a Surface Water rate increase in November 2018 which included \$916k earmarked for the surface water element of the Juanita Drive NE project. Additionally, the City recently learned that \$2M in WSDOT Pedestrian & Bicycle Program funds were awarded to the project for the construction phase. Unfortunately, grant applications with TIB and WSDOT HSIP were unsuccessful this grant cycle. The estimated project funding gap is \$6.4 M. Staff will re-apply with TIB in August 2019 with a request to fully fund the project. TIB announces their annual project awards in mid-November. Because of the funding gap, staff is considering options, including other funding options, as well as phasing the project.

Schedule: The current schedule is to advertise the project for bids in January 2020 and construct the project is 2020-21. This schedule is dependent on the project being fully funded.

Utility Coordination: Stormwater design revisions have temporarily paused coordination with utilities PSE, Frontier, Comcast and Northshore Utility District. Utility coordination will resume in early 2019. PSE and Frontier relocation work is anticipated for the fall of 2019 in advance of construction. Northshore Utility District plans will be incorporated into the City's contract documents. The District will reimburse the City for their costs through an interlocal agreement which will be brought to Council for approval.

Right-of-Way: A contract amendment to add right-of-way services was approved by City Council in November 2018. Property impacts involving up to 28 parcels are estimated (subject to change): 8 permanent fee title acquisitions (staff is pursuing a donation of the 8<sup>th</sup> parcel which is owned by King County via a tax foreclosure); 2 permanent slope easements; 15 temporary construction easements and 7 temporary construction permits (mutual benefit, non-compensable). The right-of-way phase has begun and will continue through 2019. Since there are no federal funds in the project, the right-of-way process does not require WSDOT certification. However, the City will be following approved ROW procedures in the event federal funding is secured, which would require WSDOT certification.

Property Owner Coordination: To date, staff held an open house meeting in January 2018 and met individually with a few property owners along the corridor who are concerned about driveway impacts. Property owner meetings will continue in 2019 to obtain roughly 7 temporary construction permits for driveway transitions and private property restorations that are not addressed with temporary construction easements.






## City Of Kenmore, Washington

### Memorandum

**Date:** January 11-12, 2019

**To:** Rob Karlinsey, City Manager  
City Council Members

**From:** Debbie Bent, Community Development Director   
Maureen Colaizzi, Parks Project Manager

**Subject:** P-27 Squire's Landing Waterfront and Natural Open Space Access Project Update

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#### Scope of Work:

City Council and the community last reviewed the draft 30% design site plan in March 2018. The site plan has received further refinements based on additional data collection and engineering analysis for the land use and environmental permit submittals. No significant changes have been made to the project elements. Attachment A site plan includes the following design elements:

- Public plaza leading to water access facilities in the lagoon (two floats and hand launch)
- Boardwalk, bridges, viewing platforms, gravel & paved paths
- Entry parking lot, restroom and an area for washing and storing boats
- Picnic shelter and interpretive signage
- Habitat enhancement and barrier fencing (protecting wetlands and buffers).

#### Project Status Update:

##### **30% Site Design and Land Use and Environmental Permit Submittal Phase:**

Staff expects to submit the 30% design site plan for land use and environmental permits in February. Staff received pre-application comments in August 2018 that required additional data collection and analysis before finalizing land use and environmental permit applications. The permitting phase is expected to last up to two years. Staff and the consultant team will be addressing regulatory agency questions throughout this time. (February 2019-January 2021).

##### **Consultant Contract Amendment – Final Design and Engineering Assistance**

In the first to second quarter 2019, Staff will be preparing a consultant contract amendment with Mott MacDonald (Contract 17-C1657) which will include engineering and design services to prepare the project for bidding. The amendment will require approval from City Council to authorize the City Manager to enter into the agreement.

##### **60% Design Refinements and Materials Selection Phase:**

Staff and the consultant team will engage with City Council and the community about design refinements and material selections in the second to third quarter 2019. Receipt of this input will provide staff and the design team the final public feedback on design that is necessary to complete the engineering and construction documents for bidding.

**Final Design and Construction Documents Phase:**

Work to complete the construction documents will continue through 2020 to prepare the project for engineering/building permits in the third to fourth quarter 2020. If the project does not receive land use and environmental permits in 2020, final design will move into 2021 and delay submittal for the engineering/building permits and bidding.

**Project Schedule:**

The Walkways and Waterways project schedule anticipated completion of the Squire's Landing Park improvements by the end of 2023. The following schedule which anticipates a two-year construction cycle is contingent upon the timing of receipt of land use, environmental and engineering/building permits.

**2019: Land Use/Environmental Permitting - 60% Design Development**

- o Q1: Land Use/Environmental Permit Submittal/Consultant Contract Amendment
- o Q2-3: City Council and Public Information Update – Design Materials
- o Q 3-4: 60% Design Development
- o Q 2-4: Regulatory Agency Permit Support

**2020: Final Design and Construction Documents/Engineering/Building Permit Submittal**

**2021 Bidding/NTP/Construction Begins**

**2022 Construction Continues**

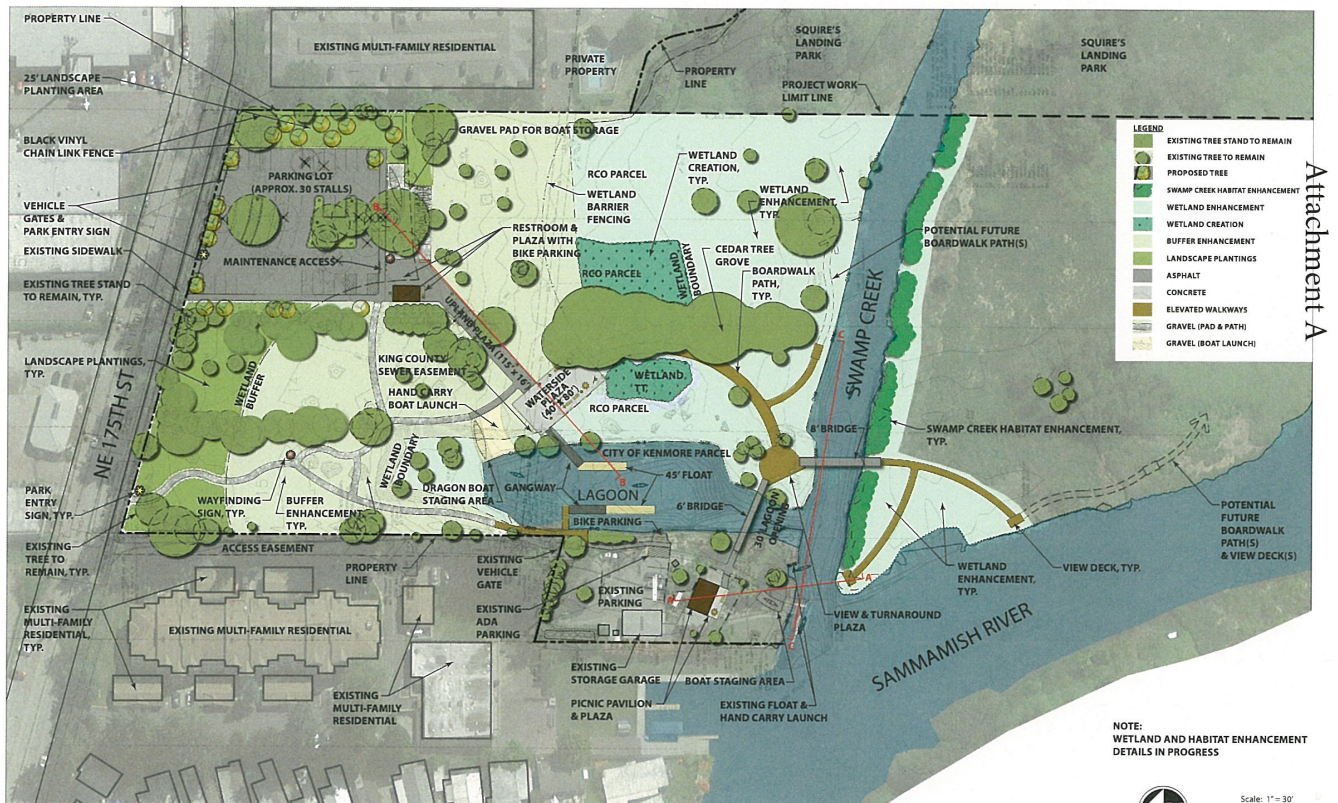
**2023 Construction Completion (Anticipate June 2023)**

**Budget:**

The 2016 Walkways and Waterways project budget was set at \$5.1 Million. In March 2018, staff presented an estimated total project cost estimate of \$6.59 Million including \$400,000 for a 10-year mitigation monitoring and maintenance program. Since that time, design refinements and a 5% construction contingency reduction create a cost decrease. Attachment B is a summary of the current total project budget of \$6.57 Million.

An additional \$1.7 Million (\$850 thousand King County Conservation Futures Grant funds and \$850 thousand City funds) is separately budgeted in 2019 for land acquisition for the RCO land conversion process.

In 2018, Staff submitted this project for two RCO grants. The Aquatic Lands Enhancement Account (ALEA) grant application ranked above the historic funding level and is likely to receive a full grant award. The Washington Wildlife and Recreation Program-Water Access grant application ranked below the historic funding level and is unlikely to receive a grant award at this funding level. Staff will learn more if this project receives funding for either grant program in 2019 after the Legislature adopts the state budget.



## Squire's Landing Park

Draft 30% Site Plan

3/22/2018





## SQUIRE'S LANDING PARK WALKWAYS WATERWAYS PROJECT BUDGET ANALYSIS

Construction Project Expenditures	
Walkways & Waterways (W&W) Squire's Landing Park Water Access Project	
Engineer's Estimate (November 5, 2018)	\$2,894,456
1% for the Arts	\$28,945
10% WSST	\$289,446
Administrative Staff Costs (.25 FTE x 4 yrs)	\$200,000
Data Collection & Analysis, Design & Permitting	\$1,049,146
Construction Management (10%)	\$289,446
<b>Project Cost Subtotal</b>	<b>\$4,751,438</b>
Inflation Contingency (6%)	\$694,669
Construction Contingency (25%)	\$723,614
<b>Contingency Subtotal</b>	<b>\$1,418,283</b>
<b>Total Estimated Project Cost w/ Contingency</b>	<b>\$6,169,721</b>

Funding Plan	
Squire's Landing Park Water Access Project	
<b>USES</b>	
Construction Cost Estimate	\$6,169,721
10-year Mitigation & Monitoring	\$400,000
<b>TOTAL FUNDS NEEDED</b>	<b>\$6,569,721</b>
<b>SOURCES</b>	
2017 Walkways & Waterways Bond	\$5,100,000
2019 Anticipated RCO Grant Award	\$500,000
2021 Future Potential RCO Grant Award	\$500,000
Other Available City Funding	\$469,721
<b>TOTAL SOURCES NEEDED</b>	<b>\$6,569,721</b>

Attachment B



## City Of Kenmore, Washington

### Memorandum

**Date:** January 11-12, 2019

**To:** Rob Karlinsey, City Manager  
City Council Members

**From:** Debbie Bent, Community Development Director  
Maureen Colaizzi, Parks Project Manager

**Subject:** P-28 Log Boom Park Waterfront Access and Viewing Project Update

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#### Scope of Work:

City Council and the community last reviewed the 30% design site plan (Attachment A) in February/March 2018. The 30% site plan includes the following design elements:

- 150 Lineal foot upland sand and gravel wading beach
- Picnic shelter, tables and bike racks
- Non-motorized watercraft boat rental building
- 40 Lineal foot gravel non-motorized watercraft launch and
- An area for washing off boats and equipment to reduce transport of aquatic weeds
- Repaved/realigned east-west path
- 20 Lineal foot west shore access point
- Shoreline/wetland barrier fencing and interpretive signage and
- Shoreline and wetland habitat enhancements.

#### Project Status Update:

##### **30% Site Design and Land Use and Environmental Permit Submittal Phase:**

Staff submitted the 30% design site plan for land use and environmental permits in August 2018. Staff received comments from regulatory agencies in October 2018. Staff prepared a corrections letter with responses to comments due in February. We are reviewing responses with agency representatives prior to submittal to the City of Kenmore Development Services. This phase is expected to last throughout 2019 and possibly into 2020. Staff and consultant team will be addressing regulatory agency questions throughout this time. (August 2018-February 2020).

##### **Consultant Contract Amendment – Final Design and Engineering Assistance:**

In the first quarter 2019, Staff will be preparing a consultant contract amendment with Mott MacDonald (Contract 17-C1656) which will include engineering and design services to prepare the project for bidding. The amendment will require approval from City Council to authorize the City Manager to enter into the agreement.

##### **60% Design Refinements and Materials Selection Phase:**

Staff and the consultant team will engage with City Council and the community about design refinements and material selections in the second quarter 2019. Receipt of this input will provide

Staff and the design team the final public feedback on design that is necessary to complete the engineering and construction documents for bidding.

**Final Design and Engineering/Building Permit Submittal Phase:**

Work to complete the construction documents will continue until the end of 2019 to prepare the project for engineering/building permit submittal in early 2020. If the project does not receive land use and environmental permits in 2019, final design will move into 2020 and delay submittal for the engineering/building permits and bidding.

**Project Schedule:**

The Walkways and Waterways project schedule anticipated completion of Log Boom Park improvements by the end of 2023. The following schedule which anticipates a two-year construction cycle is contingent upon the timing of receipt of land use, environmental and engineering/building permits.

**2019: Land Use/Environmental Permitting - 60% Design Development**

- Q1: Consultant Contract Amendment
- Q2: City Council and Public Information Update – Design Materials
- Q3: 60% Design Development
- Q2-4: Regulatory Agency Permit Support
- Q4: 90-100% Design - depends on receipt of land use and environmental permitting

**2020: Engineering/Building Permit Submittal/Bidding/NTP/Construction Begins**

**2021 Construction Continues**

Complete June 2021 (soonest completion date)

**2022 Construction Complete**

June 2022 (contingency if permitting takes longer, bidding would occur in 2021 in lieu of 2020)

**Budget**

The 2016 Walkways and Waterways project budget was set at \$3.20 Million. In February 2018, staff presented an estimated total project cost estimate of \$3.34 Million including \$400,000 for a 10-year mitigation monitoring and maintenance program. Since that time, design refinements, changes to address mitigation requirements and a 5% construction contingency reduction have created a cost increase. Attachment B is a summary of the current total project budget of \$3.47 Million.

In 2018, Staff submitted this project for two Recreation and Conservation Office (RCO) grants. The Aquatic Lands Enhancement Account (ALEA) grant application ranked near the historic funding level and may receive a partial funding award. The Washington Wildlife and Recreation Program-Water Access (WWRP-WA) grant application ranked below the historic funding level and is unlikely to receive funding at this level. Staff will learn more if this project receives funding for either grant program in 2019 after the Legislature adopts the budget.



Log Boom Park  
Draft 30% Site Plan





## LOG BOOM PARK WALKWAYS AND WATERWAYS PROJECT BUDGET ANALYSIS

EXPENDITURES	
Walkways & Waterways (W&W) Log Boom Park Water Access Project	
Engineer's Estimate (30% site plan)	\$1,314,951
1% for the Arts	\$13,150
10% WSST	\$131,495
Administrative Staff Costs (.25 FTE x 4 yrs.)	\$200,000
Design & Permitting	\$635,228
Right-of-way	\$0
Construction Management (10%)	\$131,495
<b>Project Cost Subtotal</b>	<b>\$2,426,319</b>
Inflation Contingency (6%)	\$315,588
Construction Contingency (25%)	\$328,738
<b>Contingency Subtotal</b>	<b>\$644,326</b>
<b>Total Estimated Project Cost w/ Contingency</b>	<b>\$3,070,645</b>

Funding Plan	
Log Boom Park Water Access Project	
USES	
Construction Cost Estimate	\$3,070,645
10-year Mitigation & Monitoring	\$400,000
<b>TOTAL FUNDS NEEDED</b>	<b>\$3,470,645</b>
SOURCES	
Walkways and Waterways Bond Funding	\$3,200,000
2019 Anticipated RCO Grant Award	\$270,645
<b>TOTAL SOURCES NEEDED</b>	<b>\$3,470,645</b>


Attachment B





## City Of Kenmore, Washington

### Memorandum

**Date:** December 28, 2018  
**To:** Rob Karlinsey, City Manager  
**From:** John Vicente, City Engineer   
**Subject:** Capital Project Updates – West Sammamish River Bridge

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Below is an update on the West Sammamish River Bridge Replacement project:

Scope: This project will replace the southbound bridge crossing the Sammamish River and add new sidewalk and bike path along the west side of 68th Avenue NE from NE 170th Street to NE 175th Street. Additional improvements include: new sidewalk will be installed along Rhododendron Park, utility undergrounding, new signal at NE 170th St, new street lighting, and new storm drainage. The project includes additive work in the event bids come in low and there is adequate funding. This added work will extend the northbound queue lane and add new sidewalk from NE 175th Street to the bridge.

Design Status: The design is complete and final touches are being made in preparation for advertising for a contractor.

Permitting: Permit is still on-going. Many permits and approvals have been received. Permits from the Army Corps of Engineers, the Department of Natural Resources (DNR), and the Coast Guard are still pending. It is anticipated that the Army Corps permits will be received by the end of January 2019 and the Coast Guard and the DNR permits in March 2019.

Budget: The project is currently tracking within the approved budget of \$33.2M.

Schedule: The current schedule is to advertise the project for bids in January 2019 and construct the project starting in April 2019 and completing the 4th quarter of 2021. There will also be 10 year monitoring period for mitigation plantings. This is a requirement of project permits.

Utility Coordination: Northshore Utility District (NUD) has requested that the City incorporate the water line replacement within the City's project. NUD has contracted separately for the design work and their work has been added as a separate schedule to the project documents. NUD will reimburse the City the full cost of the waterline work including a proportional share of the construction management cost.

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The design team has also been coordinating with the other utilities and agencies within the corridor to convert their aerial utilities to underground. This work will also be added to the construction documents. Each utility/agency will be paying for a portion to all of the cost to convert, depending on the City's franchise agreements.

Right-of-way: With the exception of the Kenmore Boat Launch, all property rights have been acquired. City staff and consultants are working closely with the Department of Fish and Wildlife to complete the purchase. The boat launch property is encumbered with federal park dollars which makes the process to acquire right of way very difficult and time consuming. It is anticipated all rights will be acquired in March 2019.

Property Owner/Kenmore Resident Coordination: To date, staff held two open house meetings to present the project and share potential impacts during construction. We have also met with each property owner abutting the work area to discuss the project and property needs. Once a contract is awarded, another open house will be conducted to introduce the contractor, the communications team, to share what construction will be like, and to gather feedback and listen to concerns from those participating. During construction, a 24-hour hotline will be in place as well as a project website for those with questions or just curious about the projects progress.

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## City Of Kenmore, Washington

### Memorandum

**Date:** January 2, 2019  
**To:** Rob Karlinsey, City Manager  
**From:** Tobin Bennett-Gold, Traffic Engineer TB  
**Subject:** Pedestrian and Bicycle Safety Update

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#### **Overview**

Pedestrian and bicycle safety in the 2018 calendar year has been supported through the development of the Local Road Safety Plan, funding application for Highway Safety Improvement Plan projects, coordination with King County and local schools, response to service requests made by Kenmore residents and road users, and has also benefited from synergy with the City's pavement preservation program.

#### **Local Road Safety Plan**

The City Traffic Engineer developed a Local Road Safety Plan (LRSP) in 2018, identifying risk factors for collisions and determining priority projects for the safety of all modes of travel in the City. The LRSP includes recommended treatments to address the roadway geometry and traffic environment, as well as addressing behavior patterns of road users. The LRSP was approved by the Council and was used to apply for grant funding through WSDOT's Highway Safety Improvement Plan (HSIP) program. The LRSP also serves as a major component of the work plan for the City Traffic Engineer and Public Works department, and works towards Council Goal #1 of improving the safety of transportation in the City.

In 2019, staff will seek public input on the restriping of 80th Ave NE and 73rd Ave NE. The 80th Ave NE restriping proposes adding bike lanes from SR 522 to the Kenmore City limits and remove on-street parking on both sides where present. The 73rd Ave NE restriping proposes adding bike lanes from NE 181st to NE 192nd St and remove on-street parking along the west side of the street. Once public feedback on both projects is gathered, staff will update Council and make a recommendation on next steps.

#### **Highway Safety Improvement Plan**

As of this writing, WSDOT has notified the City that several of our projects identified in the LSRP have been recommended for funding and that the final award announcement is forthcoming in early 2019. The projects recommended for funding are as follows:

- Bicycle safety improvements to the Burke-Gilman Trail intersections at NE 61<sup>st</sup> St and NE 65<sup>th</sup> St
- Walk-to-school route pedestrian crossing treatments at NE 145<sup>th</sup> St and 84<sup>th</sup> Av NE, including a push-button activated flashing beacon

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- Twelve new speed-feedback signs, to be deployed at locations which have existing or planned bike lanes, or along walk-to-school routes
- At least 25 new LED street lights, many of which are in areas with pedestrian activity or by request of City residents to support school commute or neighborhood pedestrian activity

Each of these projects has completed scoping and pre-design, and will be delivered in 2020 pending funding award.

A request was made to WSDOT to fund the 80th Ave NE and 73rd Ave NE restriping projects, however, WSDOT did not award those projects. Funding of these projects will be discussed with Council during the project update.

### **Service Requests**

Dozens of service requests relating to pedestrian and bicycle safety have been investigated and responded to in 2018. These include requests related to issues such as sight distance and signal phasing for safer pedestrian crossing, bicycle commute infrastructure, and others. These service requests have resulted in identification of solutions that serve our multimodal safety and network connectivity, helped to prioritize systemic improvements such as new street lighting, and catalyzed productive dialog with Washington DOT Signals group to increase the number of signals which incorporate early start pedestrian phasing. It has also encouraged a productive and ongoing dialog with Kenmore residents regarding safe pedestrian and bicycle practices, resources available for safe pedestrian and bicycle commute and recreation, and the underlying reasoning and considerations made when considering pedestrian and bicycle safety improvements.

### **Pavement Preservation**

Pavement preservation during 2018 included completion of crack sealing of several residential roads in the City, as well as an overlay on 84<sup>th</sup> Av NE and NE Arrowhead Dr. The planned roads for preservation were identified through the pavement assessment completed in 2017. The plan developed will continue to be executed with additional crack seal, slurry seal, and overlay projects in 2019 and 2020, and thereafter project identification will be conducted in-house, providing the City with significant cost savings. Pavement preservation is critical to the continued functioning of our capital assets, and well-maintained roads also provide numerous safety benefits. These benefits can include reduced skidding and improved stopping distance from better surface friction and reduced debris and fewer surface irregularities for cyclists, both in bike lanes and when riding in motorized vehicle travel lanes. Most significantly, pavement preservation projects which require reapplication of pavement markings provide opportunities for zero- or low-cost pavement marking improvements. These improvements, such as narrowing lanes to reduce travel speed, adding bike lanes or buffers to bike lanes, increasing shoulder width, or addressing other channelization characteristics may impact bicycle or pedestrian safety by improving sight distance or improving the safety of crossing opportunities.




## City Of Kenmore, Washington

### Memorandum

**Date:** December 28, 2018

**To:** Rob Karlinsey, City Manager

**From:** John Vicente, City Engineer 

**Subject:** Capital Project Updates – Transportation Projects

#### **NE 153<sup>rd</sup> Place Safe Routes to School Sidewalk Project:**

This project will improve approximately 800 feet of NE 153<sup>rd</sup> Place with a new 8-foot wide sidewalk on the south side of the roadway from Juanita Drive NE to 70<sup>th</sup> Avenue NE. The design is currently 100% complete. The City's consultant HDR is scheduled to submit ad-ready contract documents in January 2019. This project was SEPA exempt; permitting is complete. The current project cost at 100% design is estimated at \$748,900. Funding includes WSDOT Safe Routes to School (\$673,594) and City funds (\$74,906). The current schedule is to advertise the NE 153<sup>rd</sup> Place SRTS project for bids in January-February 2019 and construct the project in July 2019 once school is out of session.

#### **NE 181<sup>st</sup> Street (65<sup>th</sup> – 67<sup>th</sup> Avenue NE) Sidewalk Project:**

This project will improve approximately 500 feet of NE 181<sup>st</sup> Street with a new 8-foot wide sidewalk on the north side of the roadway from 65<sup>th</sup> Avenue NE to 67<sup>th</sup> Avenue NE. The design is currently 60% complete. The City's consultant KPFF is scheduled to submit 100% design plans, specifications and estimate in January 2019. This project was SEPA exempt; permitting is complete. The current project cost at 60% design is estimated at \$805,200. Funding includes TIB Sidewalk Program (\$535,132) and City funds (\$270,068). The current schedule is to advertise the NE 181<sup>st</sup> Street Sidewalk project for bids in February 2019 and begin construction in April 2019.

#### **SR 522 Crossing Study:**

Requests for Qualifications will be published in the first quarter of 2019. Once a consultant has been selected and contracts approved, data collection and analysis will begin. The study will evaluate the potential for a crossing of State Route 522 between 61st Ave NE and 68th Ave NE. The study will look at location, type of crossing (underground, at-grade, overcrossing), environmental impacts, right of way impacts, utility impacts, and cost. Once the study is complete and a preferred alternative has been selected, a conceptual design (10%-15% level) will be prepared. The design level will give the City enough information to enable the City to actively seek grant funding.

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**Sidewalk Gap/Replacement Project:**

This annual program will fill gaps in the existing sidewalk network and/or replace sidewalk and curb ramps that do not comply with the American's with Disabilities Act. The 2019/2020 program will look into replacing a small number of sidewalk panels along 61st Ave NE where sidewalk has become impassable due to uplifting of the sidewalk panes. This will involve removal of the existing sidewalk and most likely removal of the adjacent tree (and replacement with a more sidewalk-friendly tree) to prevent future damage to the new proposed sidewalk.



## City of Kenmore, Washington

### Memorandum

Date: January 3, 2019

To: Rob Karlinsey, City Manager

From: Bryan Hampson, Development Services Director 

Re: **Affordable Level for 12-Year Multi Family Tax Exemption**

In preparation of creating a Residential Target Area in our Transit Oriented Development District (TOD) for consideration a Multi-Family Tax Exemption (MFTE), we have heard Council desires to change the level of affordability for the 12-year tax exemption.

As you recall, our MFTE Ordinance provides two exemption scenarios; an 8-year or a 12-year ad valorem property tax exemption. The 8-year exemption does not require an affordable housing component. The 12-year exemption requires at least 25% of the total units to be low or moderate income affordable. Currently, with regards to MFTE, low or moderate income is equal to or less than 85% of the King County area median income (AMI).

Mike Stanger, from ARCH, put some numbers together to get a better understanding what different levels of affordability could look like (Exhibit A). Keep in mind there are countless variations possible. We asked ARCH to look at a 100-unit multi-family project with 25% of the units at low or moderate affordable using different levels of affordability. The attached analysis looked at 40%, 50%, 60%, 70%, 85%, and a TOD project at 70%. It appears, without a subsidy, levels of affordability less than 60% AMI probably will not provide enough incentives to request a 12-year tax exemption.

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**EXHIBIT A**

<b>SUMMARY</b>						
	TOD only <sup>1</sup>	12-year MFTE <sup>2</sup>				
Affordability	70% AMI	40% AMI	50% AMI	60% AMI	70% AMI	85% AMI
Total units	100	100	100	100	100	100
Affordable Units	10	25	25	25	25	25
Tax exemption per affordable unit <sup>3</sup>	\$0	\$84,138	\$84,138	\$84,138	\$84,138	\$84,138
Public value of MFTE-affordable unit <sup>4</sup>	\$0	\$283,227	\$247,032	\$194,067	\$153,725	\$77,000
Sub-total <sup>5</sup>	\$0	(\$199,089)	(\$162,894)	(\$109,929)	(\$69,587)	\$7,138
Land use benefit per affordable unit <sup>6</sup>	\$120,841	\$120,841	\$120,841	\$120,841	\$120,841	\$120,841
Public value of land use-affordable unit <sup>7</sup>	\$153,725	\$0	\$0	\$0	\$0	\$0
Grand total <sup>8</sup>	(\$32,884)	(\$78,249)	(\$42,054)	\$10,911	\$51,254	\$127,979

Positive grand totals pencil out for the developer

1. "TOD only" project: 100-unit project on 1.5-acre parcel, similar to example provided in TOD code (18.29.060.C.5 KMC). "Tier 1" would require 10% of the units to be affordable at 70% AMI and provide 28 bonus units.
2. "12-year MFTE" projects: same projects but requiring 25% of the units to be affordable, from 40% AMI to 85% AMI.
3. "Tax exemption per affordable unit" includes assumptions for the value of residential improvements that would be exempt from property taxation for 12 years, a discount rate to calculate a present value per affordable unit, and 2018 tax rate.
4. "Public value of MFTE-affordable unit" represents the weighted average gap between market rents and affordable rents for the given MFTE program. Current market rents from newer mid-rise apartments in Kenmore were used, and a capitalization rate of 5% to estimate the value of the rent gap over the life of the project.
5. "Sub-total" is the net benefit (or loss) per affordable unit to the developer. In the case of MFTE programs, this is the value to the developer if no TOD density bonus is included; i.e., if the programs are kept separate.
6. "Land use benefit per affordable unit" assumes residential land costs \$40,000 per unit, based on recent land sales across East King County. The value 28 bonus units is compared to gaining additional land at \$40,000 each, or \$112,000 for each affordable unit. \$8,841 was added for the value of impact fee waiver per affordable unit.
7. "Public value of land use-affordable unit" represents the weighted average gap between market rents and affordable rents for the TOD incentive.
8. "Grand total" is the net benefit (or loss) per affordable unit to the developer by combining the TOD and MFTE programs; that is, if the MFTE-affordable units are allowed also to count for the TOD incentive.

Note: ARCH Staff is reasonably confident that these figures represent circumstances in Kenmore of 2018-2019, but the results are subject to change if Kenmore's position in the local market changes.

Conclusions: If MFTE-affordable units are allowed to satisfy the TOD program as well, the program may work with 25% of the units affordable at 60% AMI; however, the margin is not great. The TOD incentive alone and MFTE programs requiring 25% of units affordable at 50% AMI or lower appear at this time to return losses for developers rather than incentivizing TOD development. Staff can perform selected variations on this analysis, such as different project sizes and lower affordable unit requirements (e.g., 10%, 20%) to see whether they would be likely to produce more incentive for developers to develop TOD projects with affordable housing.