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THE
KENMORE CITY COUNCIL
ANNUAL RETREAT

June 30th and July 1st, 2023

Summary Report

Introduction

The Kenmore City Council held their annual retreat on June 30th and July 1st, 2023 at the La Conner Country Inn in La Conner, WA. The purpose of this retreat was to discuss, in depth, key projects, and policy issues identified by the participants during a pre-retreat interview to establish the agenda. The following agenda guided the discussions during this council retreat:

1. Council Team Building
2. City Managers Internal Framework for the organization
3. Context for the retreat
4. City Finances
5. Progress on Council Priorities
6. Looking Ahead at Priorities and Sustaining the organization
7. Council Potpourri: Existing Workplan Items
8. Council Potpourri: Items that will require additional resources
9. Council Potpourri: Other Discussion Items
10. Council Priorities for 2024

The following report is a summary of the discussions and outcomes of the retreat (a complete recording of this retreat was made and is retained by City officials as well as a copy of the retreat workbook):

Council Team Building

The first discussion module focused on two key presentations of contemporary models of ways to "think" that could facilitate team and group growth and success. Following presentations by the City Manager the participants discussed numerous aspects of each model.

Mindsets and Vertical Development. The concept of mindsets as expanded upon by author Ryan Gottfredson was presented and discussed. The distinction between types of mindsets were discussed as ways to improve oneself and specifically how one can view and then improve or change the way they think. The difference between horizontal and vertical development was presented. For vertical development, Ryan Gottfredson proposes three levels: Mind 1.0: Focus on comfort and avoiding problems, 2.0: Focus on success and recognition and 3.0: Focus on contributing and lifting others. Various aspects of

how to think and factors determining our mindsets were discussed by the participants.

Polarity Thinking: The next model presented by the City Manager for discussion was “Polarity Thinking” developed by Barry Johnson. The essence of this model is the recognition and understanding of how two “good things” seemingly exist and compete with each other over time, forcing choices that are difficult and often at the heart of conflict. Participants discussed the nature and impacts of polarity thinking and the role of compromise to avoid false dichotomies and polarizing “good vs. evil” rhetoric.

City Managers Internal Framework for the Organization

The City Manager next presented the Internal Framework that has been crafted to guide behavior in and articulate the values of the city organization. The first component is the Service Vision or why does the organization exist? A second component comprised the core and foundational values of the organization. Along with the service vision and values, we can answer the question “What business are we in?” to make the service vision a reality. We are in the business of:

1. Building a sense of community and sense of place
2. Saving lives
3. Reducing human suffering
4. Facilitating Democracy
5. Protecting the Environment
6. Beautifying the City
7. Planning for a better future
8. Helping local businesses succeed
9. Asking “where is the fun?”

Participants discussed examples of the service vision in action within the city.

Context for the Retreat

The next discussion module focused on several Social and Economic trends that provide important context for the retreat and facing leaders moving into the future.

Participants identified and discussed numerous trends. These trends included: aging population, child care needs, declining birth rates, climate change, divisive speech, homelessness, fentanyl, tech “boom and bust” cycles, artificial intelligence, electrification, and numerous other trends.

City Finances

The next discussion was initiated by a brief presentation of the current expense and revenue to date and projected through 2026. Several aspects of the current fiscal assessment were discussed including the observation that forecasts indicate that reserves will drop below the required 20% threshold in the next biennium. The pros and cons of revisiting past Financial Sustainability Task Force reports vs. convening a new Task Force were discussed. The participants agreed to the following:

Agreement One: Convene a new Financial Sustainability Task Force with a consultant and utilize the Service Level Budgeting Tool. As part of the new task force work plan a review of the last task force plan and other recommendations that did not make it into the initial plan should occur.

Progress on current City Council Priorities

The City Manager gave a brief update and overview of progress on the City Council current top priorities (see retreat workbook). Participants raised questions for clarification on selected priorities such as Multi-Modal Transportation to include progress on 61st street, timing of selected projects and the staffing on others. In addition clarification was requested and provided on DEIA to include the planned adoption of the DEIA strategic plan and 5 year roadmap set for September 2023.

Looking Ahead: The Road Map for the Top Priorities and Sustaining the Organization

The City Manager and Department Directors reviewed each of the top 5 City Council Priorities providing updates and anticipated future action towards realizing each priority.

Climate Action Plan. A full update is set for the July 10th City Council meeting. A comprehensive presentation is expected in the fall. Regional programs and possible partnerships are being reviewed along with a search for outside funding for special projects (culverts). It was noted that there is a new version of the NPDES regulations requiring outreach to many business in the city to aid in education and source control of pollutants/discharge. It is hoped that the King Conservation District will be able to provide a tree canopy report by the end of August.

Housing and Human Services. A City Council update is scheduled for July. Regarding the Plymouth project on the Shell property, waiting for a final update on funding from the Department of Commerce. The Holt Property RFP is coming in the next few weeks. ARCH continues to be a strong partner as an adjunct department of the City.

Pedestrian and Bicycle Safety. Staff advised that several grants had been awarded to support new sidewalks and other key projects. Other programs such as the photo enforcement program were reviewed along with site and traffic count studies. Bus rapid transit milestones will occur in July. It was noted that people in Lake Forest Park are supportive of Bus Rapid Transit and there may be an opportunity to combine support. Crosswalk flags have been ordered. It was noted that bus lane camaras should be a legislative goal for the city.

Diversity, Equity, Inclusion and Accessibility. The DEIA Strategic Plan and 5-year roadmap have been reviewed by staff. The comments from the DEIA Advisory Committee are being reviewed and incorporated. The 5-year roadmap will identify department leads on each sub-objective along with timing and the city resources needed to implement the plan.

Walkways and Waterways. Staff reviewed several projects which are completed or near completion (Juanita Drive, 68th Avenue, Log Boom Park, and

Tl'awh-dees Park). It was noted that it would be good to emphasize the adopt a park program. Other sources of support, volunteer staffing and volunteer programs were noted.

Sustaining The Organization: Financial Sustainability and Service Delivery. Staff recommended the following:

1. Convene a new Financial Sustainability Task Force in late 2023.
2. Bring back a consultant to support the Task Force
3. Utilize the Service Level Budgeting Tool created in 2022.

Council Potpourri: Existing Work Plan Items

The participants next discussed several topics that are currently within the existing city work plan.

Public Works Operations Center. Staff advised that a more formal and complete update on this project is set for July 24th. It was noted that and requested that staff provide break-even points with past contract with Lake Forest Park going into the future on the Public Works Center. It was noted that going in-house may have been the best operational decision ever made in the last decade in the city. Cost and other possible funding sources were noted.

Aquatic Center. See memo and summary in the retreat packet. Various features of the project were discussed such as involvement of the school district, various property sites, the possibility of a Metropolitan Parks District in the city, siting study, etc. It was noted that the siting study was being funded by the King County Parks and Trails Levy.

YMCA Youth Swimming Pilot Program. The status of the YMCA pilot program was reviewed. It was noted that there currently are no funds for a summer or fall program this year and that the program last year was a pilot and not carried over into this year's budget. It was noted that 28 families were served by the program but if the program is to continue then the Council needs to determine come to a funding decision. After a discussion participants agreed to the following:

Agreement Two: Once the vacant Recreation Supervisor position is filled, the new person will provide the City Council with an update sometime in 2024

and then the Council can consider a funding decision if the program is to continue.

Missing Middle Housing. The next discussion module focused on Missing Middle Housing within the context of recent state legislation on this issue. It was noted that the Department of Commerce must provide additional guidance on the new legislation before the city can move forward. It was noted that the issue is will be discussed in 2024. It was noted that that it might be wise to utilize the 25,000 population baseline requirement to plan action realizing that the city will soon pass that threshold.

Swamp Creek Assessment Update. Participants briefly noted the memorandum in the retreat notebook on the Swamp Creek Channel Assessment.

The Bench and Downtown. Participants discussed both current property issues and the future vision for the Downtown area. It was noted that the 2024 Comprehensive Plan docket will include a downtown element to include renderings of the 181st area. Plans for demolition of the Cozy Inn building were noted along with the existing vision for the downtown area. Comparisons with other cities and their downtown areas were discussed. Factors that impact downtown development such as parking requirements, density, and zoning laws were noted.

Fire Station 54. The disposition of the Fire Station 54 property was discussed. While it is yet unclear if there are plans for the Fire District to surplus the property, it was noted that the city may need to have a ready proposal to present to the Fire District. Formal meeting with the Fire Chief will be forthcoming.

Small houses on small lots. Small houses on small lots is listed as a potential docket item. Staff noted that corner retail will be added to the list of potential 2024docket items as well.

E-Ferry. Participants next discussed the on-going plans for an E-Ferry that might connect the City to other areas on Lake Washington. Various considerations were discussed, including public/private partnerships, ridership, links to bus rapid transit and other features of this project. The City Manager reported that he has invited representatives from King County come to the City

Council on September 18th to discuss the topic. It was noted that if there is a desire to have people come to the city via ferry, it would be important to have places/activities and other reason for people to do so.

Council Potpourri: Items that will Require Additional Resources

The next set of discussion module focused on topic/projects the currently are not funded and therefore would require additional resources to address.

Bicycle Parking. It was noted that it might be important to provide bicycle parking in various areas in the downtown area. The nature and requirements of such parking were briefly noted. It was noted that such parking needs to center on functionality rather than aesthetics. After a discussion the participants agreed to the following:

Agreement Three: Staff will come back to the Council with a proposal for bike parking within the downtown area.

Transit Oriented Development (TOD) and zoning regulations. Participants next discussed the need for a vision/imagery of what the TOD and downtown might look like. Various aspects of the possible vision were discussed. The pros and cons of developing schemata were discussed including the projected costs ($60,000). It was agreed instead that staff would put existing images of TOD examples on the City's web page.

Green Job Center. Participants next discussed the possibility of developing a Green Job Center in the city. Various aspects of such a center were discussed including apprenticeships in Public Works capital projects, partnerships with other organizations within the city, how to use policy to drive innovation, etc. Staff will report back to the City Council on requiring apprenticeships in capital projects.

Clean air and burning. Participants next discussed the problem of burning within the city and its impacts on clean air. Various ways to enforce burning bans were discussed. After a discussion the participants agreed to the following:

Agreement Four: Staff will look into what authority the city might have to create a city ordinance that addresses burning and come back to the City Council with options.

Phasing out gas powered tools. The participants discussed the problems with using gas powered blowers as part of the city tool kit. Such issues as pollution, noise, etc. were noted. The possibility of participating in such programs as Envirostars was noted. Staff advised that they are currently testing various electric tools. The pros and cons of electric tools were noted. It was indicated that the staff will put this idea (abandoning use of power blowers/tools) in the Climate Action Plan brainstorm bucket or what Rob calls "the CAP basket."

Human Rights Campaign Municipal Equality Index. The nature and process of using an index to rate the cities activities and commitment to human rights was discussed. It was noted that this idea is currently part of the DEIA discussion and is included in the DEIA draft Strategic Plan. If the City Council approves the DEIA Strategic Plan as drafted, staff will then proceed with participating in the index.

Trailways and Off-Street Paths. Participants next discussed ways to use GIS capabilities to identify safe routes throughout the city for pedestrian travel. It was noted that, depending of the GIS staff workload, it might be possible to create a map of such routes.

Activities for youth in the "tween years". Participants next discussed the need for activities in the city for youth who are not old enough to drive and the importance of gathering places. It was noted that it might be important to simply ask teens their view/needs in this area. Ideas such as movies in the park, concerts etc. were discussed. Ways to solicit teen input were discussed. The person who fills the Recreation Supervisor position will examine gaps in recreational opportunities for adolescents.

Council Potpourri: Other Discussion Items

The final set of discussions focused on other topics identified by various City Council members.

Council On-boarding process. The need and nature of developing a more robust on-boarding program for new City Council members was noted and discussed. It was noted that the learning curve for new members is very steep and could be aided by a more robust orientation program. After a discussion the participants agreed to the following:

Agreement Five. Councilmembers Pfeil and Kugler agreed to participate as an ad hoc committee to develop a new onboarding program for new City Councilmembers.

Involving "on-ground users" in formation of city policy. It was noted that it might be very useful to involve experts and citizen users in the process to set city policy in selected areas (e.g., bicycle riders). Participants noted the value of such involvement and agreed to continue to solicit input from those impacted by various city policies.

City Council Priorities

During the next portion of the retreat the City Council set their priorities for 2024. The participants reviewed the major initiatives that are currently in progress within the city. The participants were reminded of the fiscal forecast and other budget issues presented at the beginning of this retreat. The participants next reviewed current City Council priorities established at last year's retreat. The participants then revised the existing priorities based upon completion and desired for revised wording. Finally, the participants used a Paired Comparison Methodology to select the order of their priorities for 24.

The top five priorities will comprise a portion of the City Manager's annual performance review. Priorities will be addressed to generally reflect their ranking; however, opportunity and/or necessity may require an emphasis on selected priorities outside the priority ranking listed in this report.

2024 City Council Priorities

1. **Increase and preserve the options for affordable housing (49 points).**

2. **Implement the adopted Climate Action Plan and promote environmental stewardship, including water, air, forest, and habitat restoration and preservation (48 points).**

3. **Enhance multimodal transportation, including pedestrian and bicycle safety (44 points).**
   - **Pedestrian Facilities Plan**
   - **Target Zero**
   - **Bus Rapid Transit**
   - **Passenger Ferry**
   - **KAPE (Photo Enforcement) Program**

4. **Update the Financial Sustainability Plan (36).**

5. **Implement the Diversity, Equity, Inclusion and Accessibility Strategic Plan (34 points).**

6. **Continue to seek opportunities to activate the Lakepointe property (31 points).**

7. **Support public safety and social justice reform (27 points).**

8. **Promote sustainable economic development (26 points).**

9. **Foster community engagement, participation and fun (16 points).**

10. **Support the post-pandemic recovery process (3 points).**

Appendix One
Retreat Participants

Mayor
Nigel Herbig

Deputy Mayor
Melanie O'Cain

Council Member
David Baker

Councilmember
Angela Kugler

Councilmember
Joe Marshall

Councilmember
Corina Pfeil

Councilmember
Debra Srebnik

City Manager
Rob Karlinsey

Department Directors Participated During Specific Conversations

Facilitator
Michael Pendleton