



City of Kenmore - 18120 68th Avenue NE - Kenmore, WA 98028
Phone: 425-398-8900 - E-mail: cityhall@kenmorewa.gov

City of Kenmore
Kenmore City Council Retreat
Friday, January 10 & Saturday, January 11, 2020
107 South 2nd Street
LaConner, 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.

10:00 a.m. - Welcome and Introductions

- Ground Rules and Agenda Review
[Retreat Ground Rules](#)

10:15 a.m. Workplans Overview and City Council Goals

20 Year Vision, Council Goals and 2019 Accomplishments

[2019 Accomplishments](#)

[Council Goals](#)

[20-Year Vision](#)

2020 Department Workplans

[Development Services](#)

[Community Development](#)

[City Manager](#)

[Engineering](#)

[Finance Admin Clerk](#)

[Police](#)

[PW Operations](#)

[Surface Water Management](#)

Progress on City Council Goals

[Progress on Council Goals Memo by Rob Karlinsey](#)

[PW In House Transition Memo](#)

[Target Zero Memo](#)

[Transportation Projects Status Memo](#)

[Parks Walkways and Waterways Memo](#)

[W&W 68th-Juanita Status Memo](#)

[Affordable Housing Memo](#)

[Attachment to Affordable Housing Memo Housing Strategy Plan](#)

[Bus Rapid Transit Memo](#)

[Lakepointe Update](#)

[Economic Development Plan Memo](#)

[Attachment to Economic Dev. Plan Memo](#)

[Parks Improvement Plan](#)

[Recreation Coordinator Memo](#)

[Recreation Spreadsheet to Go with Rec Coordinator Memo](#)

[Event Theme Memo](#)

[Environment Status Council Memo](#)

2020 Docket/Work Program Prioritization

[Draft 2020 Code Amendment Docket](#)

10:45 a.m. - St. Edward Ballfield Renovation

11:15 a.m. - Break

11:30 a.m. - Fiscal Topics

- Financial Sustainability Plan Process
 - Resident Survey Results
 - Priority Based Budgeting Recap
 - Updated 6-Year Forecast and Recommendations
 - Next Steps
- 80/20 Rule
- Cut down on contracts
- Just say "No"

[Staff Report](#)

[EMC Survey Report](#)

[Management Partners Executive Summary Memo](#)

[Management Partners 6-Year Forecast](#)

[Priority Based Budgeting](#)

12:30 p.m. - Working Lunch (Continuation of above)

1:30 p.m. - West Sammamish Bridge Update

- Budget Adjustment
- Gearing up for Construction
- Public Outreach

[West Samm Bridge Update](#)

2:00 p.m. - Break

2:15 p.m. - Environment

- Climate Action Plan

- Watershed and Salmon
- Green Initiatives
- Tree Planting
- Storm Runoff
- Tour of Adopt a Stream Foundation
- Parks and Recreation Survey
- Other

[Climate Action Proposal](#)

[Tree Canopy Assessment](#)

[Parks & Rec Survey](#)

2:45 p.m. - Affordable Housing

- Accessory Dwelling Units

3:15 p.m. - Lakepointe

3:30 p.m. - Break

This is an opportunity to express your views on issues that are important to you and to the community. Please limit your comments to three (3) minutes.

3:45 p.m. - Transportation and Downtown

- Mixed use front 181st Street
- Hangar bulletin board
- Walkable city
- Connected Neighborhoods – “station 54”
- Up Lake in and outs
- Sidewalks
- E-ferry
- Small Business Development Opportunities-South 68th
- Community Upkeep—weeds and tall grass on arterials

4:30 p.m. - Adjourn

SATURDAY, JANUARY 11, 2020

8:00 a.m. - Breakfast

9:00 a.m. - Aquatic Center

9:30 a.m. - City Council Rules and Procedures

- Review of Council Rules and Procedures
- "2 Touch" Public Rule
- Other

[City Council Rules and Procedures](#)

10:15 a.m. - Break

10:30 a.m. - Goals for 2020-2021

- The "goal story": background and update
- New goals and formal process or discussion goal setting process?
- CM Performance Evaluation Goals
- Other

12:00 p.m. - Lunch

1:00 p.m. - General City Issues

- Website
- Open Data Portals-Public Records
- Rename Squire's Landing Park
- Memorial Plaque
- Food trucks
- Arts and Human Services
- Grade Separation Study - Update
- Parks and School Partnership
- 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.

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
City Council Retreat
January 10-11, 2020

2019 Accomplishments

City Manager's Office

- Council adopted new PSE Franchise Agreement with detailed reliability goals
- Business Acceleration Training (6 week series) completed for 16 businesses (Port of Seattle grant funded—54 businesses have completed this training since 2016)
- Hired Recreation Coordinator (new position) who has enhanced existing and added new recreation programs---over 2000 participants in summer recreation programs
- Produced the first Recreation Programs brochure (being finalized)
- Assigned Hangar scheduling duties to ReceptionTeam
- Hired Volunteer and Events Supervisor
- Instituted new expectation for staff to volunteer for event assistance—great team building
- Impressive growth later this year in community volunteers
- Successful park/street cleanup volunteer program growth
- Produced very successful Fourth of July event
- Successful Summer Concert Series and Summer Movies
- Awards: Vision 2040, NAIOP
- Media Coverage: Puget Sound Business Journal
- Presentations to business and professional organizations and graduate programs
- Processed approximately 400 Public Records Requests consistent with requirements
- Target Zero promotion and education
- Tree Lighting Event attended by over 1000 people
- Total event attendance in 2019=12,000
- Lodge at Saint Edward construction proceeds
- Organizational Health initiative
- Effective advocacy and collaboration on Sound Transit BRT project
- Launched new Website development project
- Launched 2020 Census Complete Count initiative
- Effective communications through e-news, Quarterly Newsletter, social media
- February Snow Storm Communications kept community informed
- Represented the City on ARCH and ECityGov Executive Boards, hiring new Executive Directors for both organizations
- Hosted Legislative Sendoff and Post Session Events, in addition to Congressional Town Hall (Representative DelBene)

Finance & Administration

- Unqualified clean 2018 Audit
- Successful risk management audit

- 15 personnel recruitments and onboarding
- Benefit fair for employees
- Roll out of Kennect
- Priority based budgeting refresh
- Initial phase of financial sustainability project
- Update to six year CIP
- Mid biennial amendment to budget
- W&W bond rating presentation and groundwork for bond issue
- Initiated P-card purchasing program
- Update to travel policy (with CM Office)
- New website coming March, 2020 – in migration phase now
- Earned wellness mini grant and discount off medical premiums
- Prepared 32 Council packets and 32 sets of minutes
- Processed 25 Ordinances, 14 Resolutions and 115 Contracts
- Checks processed through December 13, 2019 – 2,324
- Invoices processed through December 13, 2019 – 3,294
- Electronic payments processed through December 13, 2019 - 255

Environmental Services

- Acquired new engineering consulting firm for Environmental Services and Parks on-call support. Tasks include project design, construction support, technical assistance and many other supporting tasks.
- Provided City representation on committee to develop the Environmental Education and Research Center at St. Edward State Park.
- Acquired and managed new street sweeping services, vector services, and vegetation maintenance contracts.
- Acquired Conservation Future grant funding to support property acquisition for the upcoming Little Swamp Creek relocation and restoration capital project.
- Submitted the City's annual NPDES (municipal stormwater permit) report to Department of Ecology and achieved full compliance.
- Coordinated with Operations to recruit new staff, establish temporary work space and find a new permanent shop location.
- Managed the City's service request, inspection and work order system (Cityworks).
- Coordinated with Operations to expand Cityworks to include online submittal capabilities.
- Provided stormwater certification training to applicable staff (citywide).
- Established and adopted the City's Surface Water Facility Charge.
- Established and adopted new stormwater conservation loan program and stormwater side line repair program.
- Acquired Environmental Services Administrative Assistant and Permit Specialist support staff.

- Conducted aquatic weeds herbicide treatments (May and July) in Lake Washington and Sammamish River, including public notice and effectiveness monitoring.
- Provided education and outreach activities at all summer concert events and movie night at the Hangar.
- Conducted city-wide survey to gauge public knowledge about environmental issues and received 230% the expected responses.
- Collaborated with Development Services to establish an inspection program for stormwater facilities at new developments.
- Managed the City's initiation into the King County-Cities Climate Collaboration to participate in regional efforts managing climate change issues.
- Inspected and enforced maintenance on 138 private stormwater facilities.
- Inspected and managed work orders on 205 public stormwater facilities.
- Inspected over 5,400 catch basins.
- Initiated over 800 stormwater work orders.
- Responded to 118 Service Requests
- Responded to 1752 Utility Locate requests and located 470 in the field within two business days of receipt.
- Completed Arrowhead Drainage Improvement project.
- Completed small works projects at three locations replacing failed sections of pipe, catch basins and roadway.

Development Services

- Recruited a new Development Review Engineer
- Promoted Bridgit Baker to Code Enforcement Officer
- Recruited a new Administrative Assistant
- Participated with updating the City's website
- Participated with the rollout of Kennect
- Created a Resource Guide
- Established Multi-Family Tax Exemption program in the City's Transit Oriented Development District
- Revised school impact fee Ordinance related to townhouses
- Updated the 2020 fee schedule
- Minard Property Open Space Classification Attained
- Conducted an Urban Tree Canopy Assessment
- Continue to pursue a Lakepointe project; met with numerous stakeholders; contracted with O'Connor Consulting to conduct feasibility study
- Continuous discussions with Northlake Lutheran Church, ARCH, and developers regarding affordable housing
- Amended the NEMCo Interlocal Agreement – Emergency Management
- Updated the City's Hazard Mitigation Plan – Emergency Management
- Participated in the 2019 Seaplane Exercise – Emergency Management
- Conducted Emergency Operations Center (EOC) training – Emergency Management
- Pursued compliance on the Thompson code enforcement case-Arrowhead nuisance case

- Pursued compliance on the Sharawy code enforcement case-Arrowhead steep slope case
- Pursued compliance on the Perkins code enforcement case-mobile home park
- Pursued corrective action on the Ridout/ROW property- 165th land slide affecting ROW
- Reviewed Solmax; mixed-use building (41 apartments & 7,667 Sf retail/comm)
- Continued inspections on Flyway building; mixed-use building across from City Hall
- Continued inspections and compliance on Shannon Ridge project; 9 lot subdivision at end of NE 165th St
- Permitted and inspected new medical and dental building south of City Hall
- Preliminary reviews of Cedar Park Townhouse project; 80-unit project west of Cedar Park Church
- Continued environmental review process for the Ballfield project at Saint Edward State Park
- Continuous reviews, discussions and workshops regarding the Sound Transit garage and ST3 bus rapid transit and KC Metro project
- Continued shoreline and environmental reviews on the Squires Landing project
- Continued shoreline and environmental reviews on the Log Boom Park project
- Preliminary reviews and preapplication meetings on the Boat House project
- Issued 776 construction permits by the beginning of December
- Received 103 land-use applications by the beginning of December
- Conducted 32 pre-application meetings by the beginning of December
- Conducted 16 pre-construction meetings by the beginning of December
- Served 1,508 customers at the permit counter (average 135/month)
- Processed 272 out of 420 (65%) Public Records Requests
- Received 175 out of 1360 (13%) Service Requests
- Managed 97 facility rental requests (Council Chambers and Community Room rentals)

Public Works Engineering

- Complete construction of the NE 153rd St. Safe Routes to Schools Project and the NE 181st Street Sidewalk Project
- Complete the 2019 crack seal/slurry seal project
- Complete permitting and advertise for construction for the W Sammamish River Bridge Project
- Complete design on the 2020 pavement overlay project on Simonds Road.
- Respond to over 280 service requests
- Implement the traffic count program
- Received \$1.5 Million in Sound Transit funds for the Juanita Dr. Pedestrian and Bicycle Improvement Project
- Processed over XXX Franchise Utility permits
- Begin design on the NE 190th St Culvert Replacement Project
- Complete design on the Walkways and Waterways 68th Ave NE Ped/Bike Project

- Near completion of design on the Walkways and Waterways Juanita Dr. Ped/Bike Project (January 13th delivery date)

Public Works Operations

- Lake Forest Park Public Works contract reconciliation
- Complete recruitment and hiring of PW Operations employees
- Create standard operating procedures for PW Operations
- Complete Post Office building remodel for the PW Office
- Complete temporary yard site setup. Including temporary use permits (initial permit and renewal), grading, landscaping, security fencing, additional power to site, and 3 storage containers with power and lights
- Purchase and set up of 4400-gallon double wall de-icer storage tank
- Complete procurement of large equipment and vehicles for PW Operations
 - o 2 – Ford F350 trucks with snow plow attachment and sand spreaders
 - o 2 – Chevrolet 1500 truck
 - o CAT Backhoe/Loader
 - o Ford F-750 Dump Truck with snow plow attachment and sand spreader
 - o Dump utility trailer
- Complete procurement of small engine equipment (line trimmers, hedge trimmers, chainsaws, blowers, hand tools, etc.)
- Complete procurement of traffic cones and other temporary traffic control signage.
- Set up new on-call afterhours emergency phone line with contractor; set up and implement on-call policies and procedures
- Transition Capital Improvement Projects from construction to maintenance including:
 - o NE 153rd St sidewalk project
 - o NE 181st St sidewalk project
 - o Moorlands Park and Ballfield Improvements
 - o Rhododendron Boardwalk
 - o Mitigation property maintenance
- Moorlands Park Ballfield reservations
- CIP Design support for:
 - o Walkways and Waterways projects
 - Squire's Landing
 - Log Boom Park
 - 68th Ave NE Sidewalk
 - Juanita Sidewalk Project
 - o NE 190th St Culvert Replacement Project
 - o West Sammamish Bridge Project
- Assist in completion of the City's Hazard Mitigation Plan
- Public Works Permanent Shop space planning and site selection process
- Day to day maintenance and operations, seven day a week service:

- Parks (daily park opening and restroom cleaning, landscape maintenance, ballfield prep, playground inspection and maintenance, amenity maintenance, and hardscape maintenance)
- Streets (street sign, signal/flasher maintenance, channelization, striping and thermoplastic markings, pothole repair, ROW vegetation/landscape maintenance, ROW amenity and structure maintenance, snow and ice control, and bridge inspection/maintenance)
- Facilities (City Hall, Hangar, Kenmore Business Incubator, & Senior Center)
- Fleet (Motor pool and department designated vehicle maintenance)
- Surface Water Facility Maintenance (Catch basin, ditch, culvert, and enclosed conveyance maintenance, street sweeping, and asphalt berm installation)
- Provide 24 hour/7 day a week after hours on-call response
- Responded and/or assigned over 1,370 Service Requests, completed work on over 1000 Service Requests
- Completed over 69 Surface Water Work Orders (maintenance activities performed on public surface water facilities between May and December 2019)
- New street signage and critical areas signage coordination/installation for new developments
- Street banner fabrication, procurement, installation and maintenance
- Secure grants for residential recycling events and management
- Annual Fall and Spring Residential Recycling Events
- Support City Events (summer concerts, 4th of July, movies at the square, and tree lighting)
- Volunteer project support (develop scopes of work for volunteer groups as well as provide support)
- Donation/memorial bench program
- Assist with new website design team/website transition
- Contract coordination and management:
 - King County Roads/Traffic
 - King County Community Work Program
 - Earthworks Landscape (ROW Landscape)
 - Total Landscape (Parks Landscape)
 - Northwest Arboriculture
 - Northshore Utility District (fleet maintenance and Snow/Ice ILA)
 - RFI Communications (access control and security cameras)
 - Automated Controls (HVAC controls)
 - Flemming's Holiday Lighting
 - Skandia (summer concert stage)
 - Schindler Elevator
 - Lease agreements/Property Management (Northshore Senior Center, Diva Espresso, USPO, SPU (Tolt Trail), WDFW (boat launch restroom))
 - SMS Cleaning (City Hall, Hangar and PW Office janitorial)
 - Stardom Janitorial (KBI janitorial)
 - Pacific Air Control (CH HVAC)
 - PSR Mechanical (Hangar, Post Office HVAC)
 - Olympic Environmental (Recycling Event Management)

Public Safety

1. The parking ordinance was amended to add the ability to enforce blocking vehicle violations on city roadways, and increased the parking infraction fine to further encourage parking compliance.
2. False alarm code amended
3. Drug, alcohol and smoking awareness classes were taught by officers to Kenmore Middle School and Inglemoor High School students.
4. Spring dance at Kenmore Middle School was sponsored, providing pizza, drinks, and a live DJ.
5. A High School DUI crash demonstration was participated in, an annual event undertaken with partnership of Northshore Fire.
6. RADAR/navigator program was continually utilized, providing behavioral health outreach to Kenmore residents with a Kenmore Officer and Mental Health Professional.
7. DUI and distracted driving emphasis was conducted using grant funding from the Washington Traffic Safety Commission.
8. Parking emphasis was regularly conducted in the Kenmore downtown area, including emphasis during large auction and community events.
9. A School Resource Officer was scheduled for Inglemoor High School during every school day of the year, and was shared with Kenmore Middle School.

Our Officers participated in these community events:

- Tim Tebow's Night to Shine "Prom" for disabled kids
- National Night Out at the City Hall Plaza
- Northshore Fire Open House
- Arrowhead Elementary School Carnival
- Kenmore 4th of July Fireworks event
- Summer Music in the Park and Movies at the Hanger series
- Kenmore Middle School PAL program
- Various community safety meetings, including elder online safety and fraud awareness
- Kenmore tree-lighting ceremonies

Community Development

1. **Grants and Awards:**

- \$470,575 State RCO grant award for Log Boom Park proposed waterfront improvements.
- \$500,000 State RCO grant award for Squires Landing proposed waterfront improvements.
- \$151,900 State appropriation for Twin Springs for Phase 1 park opening plan.

- Vision 2040 Award: Prepared application for the downtown public/private partnership projects. Award presentation September 2019.

2. **New Regulations/Policies:**

- Mobile Home Park (MHP) Regulations: Ordinance 19-0481 adopted in April. New regulations for the six mobile home park communities, preserving the parks. Council direction for Phase 2 of the project, was to establish regulations for the four parks north of SR522, limiting the preservation of the MHP to 10 years, and then allowing redevelopment at higher densities but including an affordable housing component. Phase 2 is on hold pending the outcome of the appeal.
- Rent Notification Regulations: Ordinance 19-0484 adopted in May. Provided regulations for rent notification increases with an effective date of September 1st.
- Critical Area Regulations: Ordinance 19-0488 adopted June 2019. New critical area regulations.
- Comprehensive Plan Amendments: Ordinance 19-0489 adopted June 2019. New Shoreline Element of the Comprehensive Plan.
- Shoreline Regulations: Ordinance 19-0490 adopted June 2019. New Shoreline regulations. Regulations only go into effect after Department of Ecology approval. Regulations are still under Ecology review. Council may have to adopt an updated Ordinance early 2020 following Ecology's review.
- Park Impact Fees: Ordinance 19-0483 adopted July 2019. New Park Impact Fee Rate study adopted. New park impact fee rates effective January 2020.
- School Impact Fees: Council direction September 2019 on new school impact fees. Effective January 2020.
- Local Sales Tax for Affordable Housing: Resolution 19-326 and Ordinance 19-0496 adopted September 2019 in accordance with HB1406 allowing retention of 0.0073% of the state sales tax for affordable housing. Receipts pooled to ARCH.
- Update of the City's Hazard Mitigation Plan completed September 2019.
- Park Recreation and Open Space (PROS) Plan: Planning Commission review completed December 2019. Commission present recommendations to Council January 2020. Comprehensive Plan amendments for the Park, Recreation and Open Space Element to be completed 2020.
- Accessory Dwelling Unit (ADU) Regulations: Planning Commission review completed December 2019. Commission present recommendations to Council January 2020.

3. **Progress on Park Capital Improvement Projects:**

- Squires Landing Waterfront Project: May 2019 Shoreline permit submittal, continuing review. Project progressing from 30% to 60% design. Council update on project status and open house February 2020.
- Squires Landing Property Acquisition: Property acquisition to comply with State RCO land conversion process. June 2019 RCO concurred with City proposal for property acquisition. May 2019 Council authorized purchase of 6,350 sq.ft of Barnard property (closing estimated December 2019). Closed on Johnson property July 2019.

- Log Boom Park Waterfront: Project progressing from 30% to 60% design. Shoreline Permit issued June 2019, no appeals. Continuing to work through the review process for other agency permits. Council update on project status and open house February 2020.
- Rhododendron Boathouse: October 2019 Council direction on funding and options for bid package. Developing permit package for building permit submittal. Hope to go out to bid late December 2019. Bid award and construction 2020.
- Twin Springs: Developing a scope for a Phase 1 park project. Permit application 2020.
- St. Edward Ballfield: EIS in progress. State Parks issued a Determination of Significance (DS) August and EIS Public Scoping Meeting August 2019. Council approval of scope/fee to complete the draft and final EIS likely early 2020. Dates for completion of EIS process to be determined.

4. **Working with Outside Agencies:**

- State Legislature and Lobbyists: Reviewed many legislative drafts including significant review on HB1923 relating to increasing residential building capacity and HB 1406 on sales tax for affordable housing. September 2019 Council direction following staff recommendation to not pursue Department of Commerce grant opportunity related to HB1923.
- Puget Sound Regional Council: Review and comment on EIS and draft Vision 2050 document.
- King County: City required to determine the amount of land suitable for development and evaluate the capacity for growth based on measurement of development activity over the last five years. City working with King County to provide data. King County Buildable Lands Report update due December 2019.
- King County: Staff member of the HIJT (Housing Interjurisdictional Team) supporting work of the Countywide Affordable Housing Committee.
- Sound Transit: Part of the internal staff team working with Sound Transit Staff on the planning and layout for the future parking garage at the King County Metro Park & Ride.

5. **Presentations and Education Opportunities:**

- American Institute of Architects (AIA) tour and presentation July 20, 2019 related to downtown development.
- American Planning Association (APA) presentation October 17, 2019 related to downtown development.
- Presentations to UW Bothell Students May and October 2019 related to downtown development, city planning and affordable housing.
- Missing Middle panel event October 2019.



*City of Kenmore
Washington*

2019 - 2020 City Council Goals

1. 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. Implement the Walkways and Waterways projects.



3. Increase and preserve the options for affordable housing stock.

4. Create and implement a Financial Sustainability Plan.

5. Support Bus Rapid Transit on 522. **STRIDE**

6. Continue to seek opportunities to complete a successful Lakepointe project.

7. Implement the Economic Development Plan, with an emphasis on the following key points:

- Advance Public's Access to Water
- Create a vibrant walkable downtown
- Attract new businesses and support existing businesses
- Promote the Image of Kenmore

8. Continue to implement a Parks Improvement Plan.

9. Build community, celebrate diversity and create fun.

10. Protect and enhance the climate, water, air and forest environment.

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

2020 Work Plan

Department: **Development Services**
2020 Work Plan - updated 12/2019

	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											
Development Review Meetings (pre-apps, pre-cons, and pre C-of-O meetings)	SL		on-going permitting					on-going permitting					
Permit Application Reviews	TW	on-going permit review							on-going permit review				
Inspections	MS/TJ	on-going inspections								on-going inspections			
Financial Guarantee Monitoring	MQ												
Day-to-day Code Enforcement	BB												
Public Records Requests	MQ												
City Hall Facility Rentals	MQ												
Land Use Notices	SL												
Cooperative Odor Complaints	BB												
Service Requests	MQ												
Projects													
Kenmore Urban TOD Pioneer Project	SL												
ST3 Park and Ride / TOD	BH												
Ballfields Renovation at Saint Ed State Park	BH												
Spencer Square/Flyway	MS												
Lakepointe	BH												
Lodge at Saint Ed State Park	MS												
Northlake Lutheran Affordable Housing	BH												
Code Updates													
Tree Penalty Fees (align code chapters)	SL												
Building Code Update	BH												
Sign Code Update (Reed v Gilbert Supreme Court)	BH												
Commercial Change of Use (impact fees)	BH												
Minor Code Cleanups	BH												
Miscellaneous													
Permit Tracking Software TRAKIT	TW												
Records Mngt/ Files	MQ												
MyBuildingPermit.com	TW												
Internal Staff Committees (wellness, safety, etc.)	Team												
Internal Resource Guide for Customer Service	MQ												
Emergency Mgmt/NEMCo	BH												
Website Update	MQ												
Conduct a LEAN exercise	TJ												
2021-22 Budget Prep	BH												
GIS (Updating GIS Layers and Info)	TJ												

Legend:

- = Highest Peak Workload
- = Substantial Workload
- = Less Steady Workload

Community Development
2020 Work Plan

Project	Team	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Comp Plan/Development Regs (docket)													
Park Recreation and Open Space (PROS) Plan Update (2019 docket item)	MC/DB/LA	council review/adopt resolution	RCO approval										
Housing Strategy Plan: Accessory Dwelling Unit Regulations (2019 docket item)	LA	council review/ordinance adoption											
Shoreline Regulations (2018/2019 docket item)	LA	Dept of Ecology approval	Council adopts ordinance										
Housing Strategy Plan: Small Housing Types (missing middle) in Single-Family Zones (2020 docket)**	LA	council approves docket	planning commission review						PC hearing	council adopts ordinance			
Housing Strategy Plan: Re-Use of Public/Tax Exempt Sites for Affordable Housing (2020 docket)**	LA	council approves docket	planning commission review						PC hearing	council adopts ordinance			
Update Parks Element of the Comprehensive Plan (2020 docket item)**	LA/DB	council approves docket	planning commission review						PC hearing	council adopts ordinance			
Economic Dev. Strategy: Incentives for office development (2020 docket item**)	LA	council approves docket	planning commission review						PC hearing	council adopts ordinance			
CFP/CIP amendments, particularly related to parks, (2020 docket item**)	LA/DB	council approves docket	planning commission review						PC hearing	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											
Park Capital Projects													
P-1 Twin Springs Park: Phase 1 project (park opening)	RS	develop scope of work	develop plans							permit review			
P-18 Rhododendron Park: Waterfront Improvement Project (boardwalk mitigation)	RS	contract admin for	plant mitigation/monitoring										
P-18a Rhododendron Park: Float Mitigation	RS	contract admin for	plant mitigation/monitoring										
P-30: Rhododendron Park: Boathouse	RS	bid process	contract award			construction				project closeout			
P-26 Squires Landing: Float Mitigation	MC	contract admin for	plant mitigation/monitoring										
P-27 Squires Landing Park: Waterfront Improvement Project	MC	permitting	council update	open house	permitting/final plans								
P-31 Squires Landing Park: Land Acquisition (RCO land conversion)	MC	RCO approval process/property acquisition											
P-28 Log Boom Park: Waterfront Improvement Project	MC	permitting	council update	open house	permitting/final plans/bid process								
P-29 St. Edward State Park: Ballfield (EIS process)	DB	scoping doc review	contract amendment	draft eis process					final eis process				
Grants													
2019 RCO Grant Award for Log Boom Park Waterfront Improvement Project (\$470,575)	MC	admin	prepare and submit	report	admin	prepare and submit report	admin	prepare and submit report	admin	prepare and submit report	admin		
2019 RCO Grant Award for Squires Landing Waterfront Improvement Project (\$500k)	MC	admin	prepare and submit	report	admin	prepare and submit report	admin	prepare and submit report	admin	prepare and submit report	admin		
2020 King County Conservation District Grant Application (\$185k): Squires Landing Waterfront Project	MC	prepare and submit application											
2020 State Appropriation Request (\$250k) Squires Landing Waterfront Improvement Project	MC	admin	prepare and submit	report	admin	prepare and submit report	admin	prepare and submit report	admin	prepare and submit report	admin		
2019 King County Conservation Futures Grant Award (\$850k) for Squires Landing Land Acquisition	MC	status reports and grant administration											
2018 RCO Grant Award for the Rhododendron Park Walkways Project (\$22,625 to support boatshed)	RS	admin	prepare and submit	report	admin	prepare and submit report	admin	prepare and submit report	admin	prepare and submit report	admin		
2016 King County grant (\$611k). Transferred to Rhododendron Park Boatshed Project in 2019	RS	admin	prepare and submit	report	admin	prepare and submit report	admin	prepare and submit report	admin	prepare and submit report	admin		
2020 Northshore School District Funds for the Rhododendron Park Boatshed Project (\$250k)	RS	contract approval	contract admin										
2019 State Appropriation Award (\$151,900) for Twin Springs Phase 1 Project	RS	contract admin											
2020 Other Grant Applications: To be determined	??	workload will vary depending on grant timing											
Working with Other Agencies													
Sound Transit: Parking Garage and stop locations (part of ST3)	LA/DB	staff support, review/comment on plans etc											
King County: Buildable Lands Report Update	LA	data gathering, providing to King County							review/comment on draft report				
King County: HIJT (Housing Interjurisdictional Team) support County Affordable Housing Committee.	LA	meetings, provide input/review as needed	Provide data for the housing dashboard										
King County: Hazard Mitigation Plan Update	LA	council update	FEMA, County and City approval proces										
ARCH: Staff committees	LA/DB	meetings, provide input/review as needed											
PSRC: Review/Comment on Regional Plan Updates	LA/DB	provide input/review as needed											
State Legislature: Review/Comment on Proposed Legislation	LA/DB	provide input/review as needed on proposed legislation				assess what actions needed by city to respond to legislation							
** Staff recommended docket items, Council approves Jan/Feb 2020													
Highest peak workload													
Substantial workload													
Less steady workload													
DB: Debbie Bent, Community Development Director													
LA: Lauri Anderson, Principal Planner													
RS: Rob Sayre-McCord, Parks Project Manager													
MC: Maureen Colaizzi, Parks Project Manager													

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 Scheduling	NAM/BCI	Digging events, programs, etc.										Tree Lighting Festival
2 Financial Sustainability Plan Development & Implementation	RK/Comm. Spcht/J.Gregory	See Administration and Finance Work Plan										
3 Lakepointe Project	RK	See Development Services Work Plan										
4 Lodge at Saint Edward Project	NKO	Construction Updates	Partnership/Promotion opportunities								Lodge Planned Opening	
5 Business Incubator	NKO	Transition Outline	Business					Potential Transition				
6 Business Registration	NKO	RBA Monthly meetings	Brief Council/Potential attendants	Marketing (ongoing)	Online Directory Updates (ongoing)	Home Based Business Check in		Marketing Push		Business Recognition	Report to Council	
7 Business Events	NKO			Business After Hours				Business After Hours		Secure Breakfast		
8 Natural Health Hub/Bastyr Relations	NKO	Building County meeting										
9 Business Recruitment	RK/NKO	Ongoing Outreach and Meetings			ongoing contacts and promotion							
10 Marketing and Media Relations	NKO	Media Relations planning	Launch media strategy on key projects		Continue Media Relations & Marketing							
11 ED Strategy Implementation	NKO		Onboarding briefings for staff									
12 Port of Seattle ED Grant	NKO	Submit application	Business Training Series					complete other projects		Grant Proposal	Grant Final Report	
13 Walkways & Waterways	RK/Comm. Spcht	Submit measure oversight and communications										
14 Front Desk Reception	NAM	Walk-ins, phone calls, pet licensing, police service support, and more										
15 Target Zero - Education & Outreach	Comm.		Daylight Savings Time	New Trail Safety Video	Summer Safety Messaging	Northern Fire Booth	July 4th, Concert, Movies Booth	Back to School Safety, NND Booth, NNO booth, KMS Booth		Walk to School Day/Halloween Safety	Daylight Savings Time	Holiday Safety
16 Website	Comm.	Prep for New Web Site Launch. City website/council meeting	Launch New Website (aka website migration)	monitor website migration/work out bugs								
17 Digital Communications	Comm.	Gov Delivery, Facebook, Twitter, Instagram, Nextdoor. Monitor new trends and tools										
18 Newsletters	Comm.	E-News	Mailed Hard Copy / E-News	E-News	Mailed Hard Copy / E-News	E-News	E-News	Mailed Hard Copy / E-News	E-News	E-News	Mailed Hard Copy / E-News	E-News
19 2021-2022 Biennial Budget Prep	All											
20 City Organized Events	SB	Secure Event Sponsorship & event planning	Event Sponsorship & event planning	Event Planning & Prep		Event Planning & Prep	Fireworks/Concerns/Movies	Fireworks/Concerns/Movies/National Night Out	Concerns/Movies/PlayDay/National Night Out	Event Planning & Prep	Event Planning & Prep. Event sponsorship thanks you pictures & 2021 sponsorship planning	Tree Lighting
21 Other Event Support	SB/RM		Hydroplane Race Prep (SB)		Hydroplane Race (SB)	Kenmore Air Seaplane Fly-In? KWAC Waterfront Activities Fair (RM)	Northern Fire Open House & Safety Fair. Barty's Herb & Food Fair		Back to School Events/Requests (SB/RM)	Back to School Events/Requests, (SB/RM)		
22 Summer Recreation Programs	RM	Contract development with Skate Like a Girl, Skyline, WhatSup, Gr	Promote summer programs, plan for planning			Camps	Camps	Camps, Play Day	Evaluate programs			spring and summer planning
23 Volunteer Program	SB	Adopt-A-Programs, Admin volunteers all year, Volunteer appreciation event planning	Volunteer Appreciation Event, Nature Walks planning	Adopt-A-Programs, Park clean-ups	Volunteer recruitment & training for summer events	Event Volunteers and continued AAS and AAP clean-ups		Adopt-A-Programs, Park clean-ups	Jack Crawford Day	Recruitment for Tree Lighting		
24 Animal Services	NKO	Quarterly JCA/Marketing mgs	PAWS agreement oversight			Update to Council						
25 Sound Transit 3 Project Engagement	RK/NKO	Monitor agreements	Sound Transit meetings	522/523 Corridor Cities		ongoing TOD (space) planning						
26 Rec. Agreements (KWAC, WhatsSUP, etc.)	RM	2019 Reporting										
27 State Legislative Agenda	RK/NKO	Leg Session Begins	Meet with Legislators/Staff in Olympia		Post Session Event		Interim Meetings		Develop 2021 Agenda			
28 Federal Legislative Agenda	NKO	Delegation District Staff meetings	DC Meetings			Write Delegation to Kenmore			Develop 2021 Agenda			
29 King County Legislative Agenda	NKO	Priorities Adopted by Council										
30 Utility Franchise Agreements(s)	NKO	Agreement Monitoring	Frontier		Vegetation Management Scope	Contract contract/scope		PSE Reliability Reporting		Storm Season Briefings		
31 Cable and Telecom Franchise Agreements	NKO	USACE Contact	Check in with King County, USACE						Federal Contacts			
32 Kenmore Navigation Channel	NKO				Breakfast Presentation							
33 Brew Row Promotion	NKO		Identify potential nomination(s)			Info to property owners re preservation						
34 Historic Preservation	NKO					PRR Data Report to BLARC	Mid-Year PRR Report					Year End PRR Report
35 Public Records Requests (PRR)	TM											
36 Intergovernmental Relations	NKO/RK											
37 Arts of Kenmore Gallery	NKO											
38 Management Intern Policy Projects	RK				Recruitment	Internship Begins						
39 King County Passenger Ferry	NKO	RK: Exec Report to KC Council	Meet with County Council staff		TBD							
40 Emergency Management	RK	Lead logistics and communications responsibilities. Continue to review, discuss, and practice										
41 Community Involvement and Leadership	RK		Prepare for State of the City	State of the City Presentation								
42 Leadership and Direction to the Organization	RK											
43 Council Support	NM											
44 Records Archiving & Destruction	TM				Records Inventory			State Archives Appraisal of Records				Records Destruction

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

Public Works Engineering

Ongoing
Study/Evaluation
Design
Implementation / Construction

JQ Janet Quinn
JV John Vicente
KV Kent Vaughan

2020 Workplan				City Council Review/Action +							
				2020							
Project	Phase	Project #	Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Roadway Improvements	68th Ave from 175th to 182nd impro.		TBG								
	80th Avenue rechannelization		TBG								
Less Steady Workload											
Substantial Workload											
Highest Peak Workload											
Pavement Management Update			TBG								
Service Requests - Traffic			TBG								
Traffic Calming Program			TBG								
Annual Counts program			TBG								
Crash Data Maintenance & Analysis			TBG								
Local Road Safety Plan			TBG								
Road Standards Update			JV								
Project Management Procedures			JV								
Municipal Code Update (Title 12 - Streets/Bridges, Title 13 - Utilities)			JV								
Standard Details Update			JV								
TIP			JV								
Review Capital Projects			JV								
Budget/PPB/Sustainability			JV								
Franchise Permit Review			JS								
Franchise Permit Inspection			JS								
Code Compliance			JS								
Permitting Process and Procedures			JQ/JS								

Franchise Permit Coordination
 Contracting/Invoicing
 General Administrative support
 Title VI
 Code Compliance

CIP Update
 Grants
 Regional Coordination

JQ							
JQ							
JQ							
JQ							
JQ							

JV/KV/TB							
JV/TBG							
JV/KV/TBG							

TBG Tobin Benett-Gold
 TB Terri Bielenberg
 JS Jarrett Smith

				2021			
Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4

2022

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The first grid shows 16 blocks: 10 yellow blocks (1 ten rod) and 6 orange blocks (6 ones units). The second grid shows the same 16 blocks, but the 10 yellow blocks are now represented by 10 green blocks (10 ones units), and the 6 orange blocks are now represented by 6 yellow blocks (6 ones units). This illustrates that 16 can be decomposed into 10 and 6.

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	*****ongoing effort*****									
Update Admin, Personnel, Purchasing Policies	JMG/BR		ongoing effort -substantial updates to be done *****										
6 Year Forecast and Plan	JMG	revise per FSP, update for 2019 actual											
CIP Management and Update	JMG	ongoing effort											
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 Sustainability Project	JMG	Monthly meetings and analysis with Task Force, Mgt Partners											
2020 Annual Risk Management Audit	JMG					WCIA							
New Phone System Research & Recommendation	JMG/BR												
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	JMG												
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		
Possible W&W bond issue -2nd Series of bonds	JMG												
Prop 1 Walkways&Waterways Compliance,Reporting	JMG								Reporting				
Human Resources: Recruitments,Policy Admin etc	JMG/CS	*****on going effort*****			*****summer seasonals and interns*****			*****ongoing effort*****					

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
Chief	2019 Crime Stats Review		WTSC & KC Distracted Driver Emphasis		WTSC Seatbelt Emphasis		WTSC DUI Emphasis			WTSC DUI Emphasis		
Chief	Annual Report to City Council											
RW												
Chief	Block watch presentations and business consultations year-round					4th of July	NNO Prep.	NNO Aug. 4				
Chief												
Chief		7th-9th grade drug and alcohol awareness class (Feb.)	Sr. DUI Presentation			SRO conference (1 week)			7th-9th grade drug & alcohol awareness (Oct/Nov)			
Chief		Teen Dance (PD-sponsored)	Tolo Dance		Prom Dance					Teen Dance (PD-Sponsored)		
Sgt. R.												
Chief												
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

Operations and Maintenance of Streets, Parks, Facilities and Fleet

Less Steady Workload
Substantial Workload
Highest Peak Workload



2020 Workplan

Project	Lead	Jan	Feb	Mar	Apr	May
Public Works Temporary Office Maintenance	JeG					
Public Works Temporary Shop Site Maintenance	JeG					
Public Works Permanent Shop Site/Space Planning	JeG					
Public Works Equipment Procurement	JeG					
Division Administration and Support	JeG					
Asset Management	JeG	Additional Cityworks Apps				
Employee Evaluations	JeG/CC/QP					
Standard Operating Procedures	JeG					
Annual Workplan Management	JeG					
Budget Preparation and Management	JeG					
CIP Operation and Maintenance input and project support for Walkways & Waterways	JeG					
KC Community Work Program Contract Mangement (ROW Vegetation and landscape maintenance)	CC	New Contract 2020				
Landscape 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 maintenance, 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					
City Events Support	JeG/CC/QP					
CARs/Service Request Management	NW					

Project	Lead	Jan	Feb	Mar	Apr	May
Work Order Management	NW					
Staff Administrative Support	NW					
Division Website Management	NW	New Website prep and roll out				
Division PRR Management	NW					
City property damage claims reimbursements	NW					
Moorlands Park Athletic Reservations/Scheduling	NW					Summer Resrvations
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 maintenace, 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					
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					

Project	Lead	Jan	Feb	Mar	Apr	May
Streets Maintenance (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	Contract Renewal				Spring Event
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					
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					
West Samm Bridge	JV					
NE 190th St Culvert Replacement	TB					

Jennifer Gordon - JeG

Nicki Walsh - NW

Project	Lead	Jan	Feb	Mar	Apr	May
Curtis Clifton - CC						
Quinn Proffitt - QP						
Bill Garza - BG						
Ronald Boyd - RB						
James (Jim) Garrity - JaG						

2020 Department Workplans

[illegible]

[illegible]

[illegible]

Jun	Jul	Aug	Sept	Oct	Nov	Dec
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Public Works
Environmental Services Division
2020 Workplan

Less Steady Workload
Substantial Workload
Highest Peak Workload

Project	Lead	2019				
		Dec	Jan	Feb	Mar	Apr
Surface Water Service Requests (admin, investigation, response, follow-up, Close)	RS					
Cityworks						
Administration	RS					
Work Order System Update	RS					
Reporting Update	RS					
PW Permanent Shop (Selection, Planning, Design, etc)	RS					
Utility Locates	SR					
Aquatic Weed Program (Including IAVMP Update)	RS					
NPDES Permit						
Permit Administration/Management	RS					
Permit Reporting	RS					
Total Max Daily Load (TMDL) Sampling	AA					
Monitoring and Assessment	RS					
(Ed & Outreach) Regional Coord	AA					
(Ed & Outreach) Summer Activities	AA					
(Ed & Outreach) Survey	RS, AA					
(Ed & Outreach) Web Updates	AA					
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) Project Tracking	SR					
(Development/Const) Training	RS					
(Development/Const) Plan Review	DRE					
(Development/Const) Inspection	DRE, AS, AA					
(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 Facility Enforcement	AS					
(O&M) Public Facility Inspections	AA					
(O&M) Public Facility 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					1st Mow
(O&M) Sweeping Contract (Streets, Curb & Gutter)	RS					
(O&M) Routine Sweeping Work	RS			1st Round		

Public Works
Environmental Services Division
2020 Workplan

Less Steady Workload
Substantial Workload
Highest Peak Workload

Project	Lead	2019				
		Dec	Jan	Feb	Mar	Apr
(O&M) Vector Contract	RS					
(O&M) Conveyance System Vector Maintenance	AA					
(O&M) Maintenance Support Contract	RS					
(O&M) Contracted Maintenance Support Work	RS					
Source Control Program Development	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	RS					
SWM General Facilities Charge Review/Updates	RS					
Invoice tracking & management	SR					
Stream Monitoring						
Swamp Creek	AA					
Trib 0056	AA					
Air Quality Monitoring	RS					
SWM Legal						
Public Record Requests	RS					
Claims/Case Review/Coordination	RS					
Small Works Projects	RS					
Loan Program	RS					
Grant Program (Including potential construction)						
Capital Projects						
SW-8 190th/61st Culvert Replacement	TB					
SW-29 Kenmore Lane Retrofit	RS					
SW -31 66TH/196TH Drainage Improvement	RS					
SW-33 Facility Retrofit	RS					
SW-17 (Preliminary Design & Costs)	RS					
Reports/Studies						
Retrofit Analysis	RS					
SW Master Plan Update	RS					
0057 Analysis	RS					
Regional Coordination (WRIA 8, Watershed Restoration, APWA, Upstream Jurisdictions)	RS					
King County-Cities Climate Collaboration (K4C) Representation	RS					
Local Community Group Coordination (i.e. SNO-KING Watershed Council)	RS					
SWM On-Call Contract	RS					

RS Richard Sawyer

Public Works
Environmental Services Division
2020 Workplan

Less Steady Workload
Substantial Workload
Highest Peak Workload

		2019				
Project	Lead	Dec	Jan	Feb	Mar	Apr
	AA	Ashley Adelman				
	AS	Art Simpson				
	SR	Sammie Roeun				
	TB	Terri Bielenberg				
	DRE	Dev Rev Engineer				

[illegible]

[illegible]

2020								2021
May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan



City of Kenmore, Washington

Date: December 30, 2019

To: Kenmore City Council
From: Rob Karlinsey, City Manager

Re: Progress on City Council Goals and Other Areas

In anticipation of the City Council Annual Retreat on January 10 and 11, 2020, we're pleased to provide the following updates on City Council goal progress, and as well as progress in other areas in 2019.

Progress on 2019-2020 City Council Goals

1. 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.

Local Road Safety Plan. We are implementing the data-driven Local Road Safety Plan. We have acquired Highway Safety Improvement Program (HSIP) funding for some projects in that plan, including:

- *New radar feedback signs along 73rd Ave NE, 80th Ave NE, NE 192nd St, Simonds Rd*
- *25 New street lights throughout the City*

Sidewalks. Continued to apply for sidewalk grants. Completed 181st Street downtown sidewalks and 153rd Street sidewalks near Arrowhead.

WestSamm Bridge. Completed revisions and permitting and re-advertised the West Sammamish River Bridge project, which will provide an expanded ped/bike promenade on the City's main north-south arterial over the Slough.

For more details, see the Target Zero memo included in this retreat packet.

2. Implement the Walkways & Waterways Projects.

Please see the special edition Walkways and Waterways newsletter that was mailed to all residents and businesses last fall. Also please see the memos from John Vicente and Debbie Bent included in this retreat packet, providing status updates on the four remaining Walkways & Waterways projects.

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Office: (425) 398-8900 · cityhall@kenmorewa.gov · www.kenmorewa.gov

3. Increase and preserve the options for affordable housing stock.

Please see the Affordable Housing memo by Debbie Bent in this retreat packet. We also continue to serve on the ARCH board and participate as a member. We continue to use ARCH as a resource in our affordable housing discussions as well as possible opportunities for affordable housing in Kenmore.

Other Affordable Housing Opportunities. Staff are working with the Lutheran Church on potential options for affordable housing on the church site. Staff are also working with Sound Transit on options for including affordable housing along with the proposed parking garage at the King County Metro Park and Ride Site on SR522.

4. Create and Implement a Financial Sustainability Plan

In preparation for and in preview of the upcoming Financial Sustainability Plan (FSP) process, we have been communicating the City's financial situation to the public through our communication channels. Other developments:

- On October 7th, the City Council approved the proposed Financial Sustainability Plan process, including the timeline for completion.
- The consulting firm was hired to begin Phase I, including an independent financial forecast to be presented at the City Council retreat. The results of the resident survey will also be presented at the retreat.
- The City Council recently approved the charter for the task force, and we are in the process of appointing task force members. We expect the task force to have their first meeting on January 22 and hold their sixth and final meeting, with recommendations, by the end of April 2020.
- The Priority Based Budgeting system is being updated in preparation for the community conversation. The costing and the scoring of the programs is complete, and we're working the PBB consortium to run scoring scenarios. PBB will be a helpful tool for the FSP process, for staff, the task force, the community and the City Council.

5. Support Bus Rapid Transit on 522

For more details, see the Bus Rapid Transit Memo by Nancy Ousley in this retreat packet.

Work Groups. We continue to be in frequent and regular communications with Sound Transit and send representatives to three working groups that meet regularly: The Elected Leaders Group; the City Managers Group; and the Technical Group at the staff level.

Parking Garage. We are also a key player in the planning and layout for the future parking garage at the King County Metro Park & Ride. We have facilitated participation and coordination among neighboring property owners, and we are promoting the goals and intent of the Transit Oriented District overlay as well.

Full Corridor Advocacy. We are also taking a holistic view the BRT project and we are advocating for the best possible system improvements for the project even outside of the City.

6. To continue to seek opportunities to complete a successful Lakepointe project.

Early this year, we made some unsuccessful efforts to bring Weidner back to the table.

With Weidner out of the picture, we gave Brian O’Conner the green light to produce a “less is more” analysis with several possible scenarios. The report for this analysis should be completed by the end of this year.

In the meantime, we have been meeting with potential developers who have approached us. We continue to be helpful and encouraging to all who inquire.

See memo by Bryan Hampson in this retreat packet for more details.

7. Implement the Economic Development Plan

See memo by Nancy Ousley in this retreat packet for more details.

8. Continue to implement a Parks Improvement Plan

See memo by Nancy Ousley in this retreat packet for more details.

9. Build community, celebrate diversity, and create fun.

For the Love of Kenmore. In April we held another successful For the Love of Kenmore event, encouraging our co-creators to go forth and create love notes.

Town Square and Hangar. “The Hangar” is becoming a household name, not just in Kenmore but also to visitors and surrounding neighboring cities. The vision of the Hangar is exceeding our expectations and is creating that year-round living room for the community and creating the perfect space for co-creators to work their magic. For me, the quote of the night at the Missing Middle panel discussion on 10/15 was when Rick Mohler gestured toward our Hangar and transformed downtown and said, “There is a there here.” Back in July of 2012, one of the panelists for our downtown event said, “There is no there there.” (Quoting Gertrude Stein)

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Recreation Programs. We continue to build community through our various events and recreation programs, including the Senior Center, YMCA summer meals, concerts, movies, and much more. See memo by Rita Moreno in this retreat packet for more details.

10. To protect and enhance the water, air and forest environment.

SMP and Critical Areas. We completed the Shoreline Master Program and Critical Areas update earlier this year. The new critical area regulations went into effect on June 25, 2019. The proposed Shoreline regulations are currently in the Department of Ecology review process, with an effective date in the next 1-2 months.

Tree Canopy Report. The Tree Canopy Report was completed and presented to the City Council last year (2019).

NPDES. We continue to comply with our National Pollutant Discharge and Elimination System permit through Department of Ecology. This effort is no small chore and requires prioritization and direction from leadership.

Sammamish River. We're still trying to persuade Forterra to take the lead on habitat restoration along the Sammamish River, similar to what they have done for the Cedar River. We also continue to work with groups like Sno-King Watershed Council for volunteer restoration efforts.

Aquatic Weeds. We completed another aquatic weed control project this summer; we're hoping to get a report from the contractor that we can present in the near future.

Microsoft Air Quality Monitors. We're taking Microsoft up on their offer to have Kenmore be a beta test site for wireless, real-time-data air quality monitoring devices. Microsoft is telling us they may also be interested in other research/product development partnership with us.

Progress in Other Areas in 2019:

1. Clean Audit again.
2. AAA Bond Rating Confirmation by Standard & Poors
3. WestSamm Bridge. Getting the federal permits is a major and very frustrating effort. We bid out the project and received bids on December 12. City Council award to the low bidder expected in January 2020.
4. Public Works In-House. Local control of public works maintenance activities has increased dramatically, and we've been able to complete some maintenance

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projects that would have been difficult to accomplish had we stayed with LFP. Here are some examples:

- The crew conducted maintenance on a drainage pond located on Juanita Drive, which included dredging of the pond and reconstruction of the maintenance access road.
- The crew installed a new catch basin and 30 feet of stormwater pipe off of 61st Avenue NE to eliminate a flooding issue in a section of unimproved right-of-way.
- The crew installed 225 feet of stormwater pipe and two catch basins on NE 193rd Street to address an ongoing erosion issue damaging adjacent properties.

In addition, we appear to be within budget both on startup and operating costs for going in-house. We're a bit behind schedule with our search for a permanent public works shop site, but we are making progress. For more background and details, see memo by Jennifer Gordon in this retreat packet.

5. Snowmageddon. As a very new in-house crew, Public Works more than doubled the snow removal service level we would have received had we stayed with the LFP contract. Proactively contracting with NUD and getting their plows ordered and installed prior to January 2019 was a good thing. We heard many compliments from residents during the snow event.
6. NPRSA. With the help of our summer intern, we scrambled to manage the facilities assessment and create a 6-year plan for NPRSA's proposed voter-approved 6-year levy in November.
7. Adoption of the PSE Franchise Agreement. Electric power reliability is noticeably improved—Circuit 26 is most noteworthy. PSE continues to invest in upgrades.
8. Established Kenmore City Hall as a twice-per-month satellite for Hopelink's utility rebates for low income residents. (Councilmember Pfeil's idea)
9. Short term rentals policy paper and presentation, including working with residents and stakeholders.
10. Lodging tax policy paper and presentation.
11. Low income utility discount—repeal of the obsolete ordinance.
12. Ordinance updating our on-street parking restrictions.
13. SWM fee rate increase and establishment of a SWM general facilities charge for new development.
14. Update and adoption of Donation and Surplus Policies.
15. Update and adoption of new Travel Policy.
16. In preparation for the Financial Sustainability Plan, data comparisons with other cities, such as staffing, revenues, expenditures, financial health, etc.

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17. Resolution in opposition to I-976.
18. Resolution in support of the King County Parks Levy.
19. Resolution in support of NPRSA Proposition 1.
20. Police Chief Recruitment October 2019.
21. City Attorney Request for Proposals and Selection of City Attorney.
22. School Impact Fee Update.
23. Hangar Use Policy Update

Organizational Health

We continue to have a high performing organization with hard working, engaged employees. As noted above, the transition of our Public Works operations has gone well, and the difference in service is night and day.

The management team and I continue to emphasize organizational health, including improving both internal and external customer service.

In *Lead with Your Customer* (2010), Jeff Kober and Mark D. Jones outline a model that integrates both internal and external customer service. In this context, “customers” include both external customers and internal customers (i.e., employees). The Kober/Jones “Chain Reaction of Excellence” model illustrates the link between internal and external customer service:

Chain Reaction of Excellence

This model demonstrates the importance of first building a strong organizational culture, as that culture must be in place before strong external customer satisfaction and loyalty can be achieved. Leadership excellence that places the first priority on internal customer service, or employee engagement, ultimately results in happy external customers and overall success for the organization.



When employees are truly engaged, feel supported, have clarity on their roles and priorities, and see the “why” in what they do, their work will translate into excellent external customer service.

We also have been using some of the Gallup Organization’s tools for organizational health, including the Q12 model for employee engagement. Each of the departments has created Q12 action plans, and they are implementing those plans.

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In addition, late last year and into this year, we created a Customer Service Committee of employees from across the departments. From the committee's work, we've recently developed a draft Customer Service Handbook that sets standards for both internal and external service. This was an effort of the entire organization, and we believe the Handbook will be an excellent tool for improving external service and employee engagement. It gets us all on the same page when it comes to external and internal customer service.

In addition to the Customer Service Handbook, we are working on the following other initiatives to improve internal customer service (resulting in improved external customer service):

Electronic, Internal Resource Guide. This Guide is a result of the Q12 Action Plans and will list all types and topics of inquiries from the public and identify how to respond to them/who to send them to. From bald eagles to plumbing permits to zip lines, the idea is to have an A-Z resource guide that is searchable and evolving. This guide is about 70% complete and should be ready for internal use soon after the first of the year.

Code Matrix – Roles and Responsibilities by Code Section. The management team worked hard to create this matrix to create even more clarity on who is responsible for authoring, administering, and enforcing all of the Kenmore Municipal Code sections.

Sharepoint. This collaborative platform is now up and running and will streamline file sharing and information dissemination within the organization. Everyone's pretty excited about it.

I'm also pleased with the clarity that our Service Vision and Values provide:

*Propelling Kenmore Upward: We create a thriving community
where people love where they live.*

We emphasize this service vision frequently; it helps create the "why" for all that we do. We also talk about our employee values, including more in-depth discussion at various meetings. Further, we regularly discuss "what is most important right now," including our thematic goal for the year, which is to focus on organizational health by improving both internal and external customer service.

On the external customer service front, not only do we believe that internal customer service will improve external customer service, but we also train on and discuss customer service principles, including the Kober/Jones Customer Compass:

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The Customer Compass

The Kober/Jones Customer Compass model shows that organizational excellence requires the integration of internal and external customer service into a balanced, aligned system. Kober and Jones note that as a navigation compass is useful for a journey, a customer service compass with the following four points can guide organizations toward achieving excellence:

- **Needs** – What are our internal and external customers’ needs? These needs are often more than meets the eye, and they can include the following:
 - The need to be heard and understood
 - The need to belong and contribute
 - The need to feel stable and in control
 - The need to feel significant and special
 - The need to be successful and reach one’s potential
- **Expectations** – What expectations do our customers have of the City of Kenmore? With that baseline, how are we meeting or surpassing those expectations?
- **Walk** – Have you recently walked in the customer’s shoes to experience your services from their perspective? This principle calls out the need for empathy and keeps our attention on the customer experience.
- **Styles** – What are the range of styles and temperaments that customers and employees use to understand the world and communicate with others? The City of Kenmore uses Linda V. Berens’ model of four temperaments and four interaction styles (see below).

We’ve provided training on the above principles and have incorporated them into our Customer Service Handbook.

Conclusion

As you can see, we have a lot going on when it comes to the outward facing programs to the public as well as the internal focus on organizational health and internal customer service. It’s a joy to work in an organization filled with Councilmembers and co-workers who share the same passion for public service. Kenmore’s future is bright!



City of Kenmore, Washington

Memorandum

Date: December 27, 2019

To: Rob Karlinsey, City Manager

From: Jennifer Gordon, Public Works Operations Manager

Regarding: Public Works Operations Transition to In-house Services Update

Background:

The City of Kenmore had been contracting with the City of Lake Forest Park (LFP) to provide public works services since soon after the the City incorporated. The contract continued to roll over every year with minimal changes to the contract language itself, with the changes mainly relating to the increase in labor costs.

The City continued to grow over the years, adding significant new infrastructure that the City would be responsible to maintain. Maintaining new assets and infrastructure became increasingly difficult and we didn't really have good methods in place for understanding what level of service we were providing to our citizens. In addition, as infrastructure maintenance needs grew for both Kenmore and LFP, so did scarcity and competition for the resources that the two cities shared. As a result, Kenmore's local control of LFP-controlled maintenance staff and resources declined, as did our understanding of what services LFP was providing for Kenmore. It was for these reasons in 2016 the City decided to do the Public Works Services Analysis.

The Public Works Services Analysis identified key areas where Kenmore's maintenance services needed to improve, and the City began discussions with LFP to improve those areas and renegotiate the interlocal agreement. After multiple meetings, on June 1, 2018 the City of Lake Forest Park gave notice to the City that they would no longer to provide public works services to the City of Kenmore past December 31, 2018.

Kenmore staff immediately began to work on a transition plan to bring public works services inhouse and be fully operational by January 1, 2019. There was a lot to be done in a short amount of time. Staff presented to Council in August of 2018 a transition plan including startup costs, recommendations on number of staff and new property, facilities, and equipment needed. A key component of the plan included the acquisition of a permanent Public Works yard and shop building and a temporary transitional site until the permanent site could be acquired.

Job descriptions were created and the recruitment of five new positions began. The equipment procurement and a temporary use permit was obtained for the temporary public works yard at the City owned property on NE Bothell Way and 67th Ave NE. An architect was contracted for tenant improvements to be made to the back side of the post office for a temporary office space, and our maintenance crew moved into the remodeled space in early 2019.

Results and Next Steps:

Our new, inhouse maintenance workers were hired in late 2018 and early 2019, just in time for the record snow event in February. We couldn't be more pleased with these new employees—they emulate our organizational work ethic and culture of propelling Kenmore upward through relentless incrementalism.

Overall, things are going well with the transition to providing Public Works maintenance services inhouse. We now have more local control of our resources—we're able to more quickly respond to emergent needs as well as more predictably plan ahead for upcoming maintenance projects and routines. Soon after the 2019 budget year ends, we'll run the numbers, but it appears that operationally, we're providing maintenance services for less cost than the LFP contract.

Vital to the long-term success of providing inhouse services is the acquisition of a permanent Public Works yard and shop building. Based on our city's size and resources needed to provide maintenance services to the City, the space needs study and the inhouse implementation plan concluded that we need a site of at least 1.5 acres and a building of at least 11,000 square feet, with room to grow in the future. The acquisition of the permanent site was and still is an essential part of the plan we laid out back in 2018. The temporary yard site is less than a half acre and is inadequate to meet what's needed to provide maintenance services to the entire city.

Using the space needs analysis and a logical property search method with criteria and scoring of potential properties, we are working to find and acquire a permanent site. Despite limited available land, we are making progress and hope to bring forward a purchase and sale agreement for the City Council's approval some time in the first half of 2020. As assumed in the original inhouse transition plan, the staff recommendation will be to use operational budget savings from going inhouse to pay for debt service on a councilmanic bond instrument to acquire and improve the site.

In conclusion, the transition to providing Public Works Maintenance Services has been a benefit to the residents and businesses of Kenmore. We have an excellent team of maintenance workers who are passionate about helping Kenmore residents love where they live. We are seeing better service with more responsiveness, ability to plan, and local control. We are limping by at the temporary yard on Bothell Way, and we look forward to the much-needed acquisition of the permanent site.



City Of Kenmore, Washington

Memorandum

Date: January 10, 2020
To: Rob Karlinsey, City Manager
From: Tobin Bennett-Gold, Traffic Engineer
Subject: Target Zero Update

Overview

Target Zero in the 2019 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, implementation of Transportation Capital Improvement Projects and has also benefited from 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, the City applied for a total of 19 projects listed in the LRSP for HSIP funding and were awarded funding for the following 2 LRSP Projects:

1. Signing and striping improvements (\$346K awarded) - Design to start summer of 2020. Work includes the following:
 - o A dozen speed feedback signs on arterials, walk to school routes, and locations with bicycle lanes
 - o Trail crossing improvements for the Burke Gilman Trail
 - o Walk-to-school route crossing improvements on 84th Av north of 145th St
2. 40 new street lights in areas without lighting (\$34K awarded) - Contracting for installation to start summer of 2020. The lights will be installed at various locations citywide. (Funding for 25 lights was originally requested, but coordination with PSE has brought the cost-per-light down, allowing us to install more lighting with the same grant funding awarded.)

We also applied for Sound Transit grant funds to provide bike lanes on 73rd Av, but this grant was not awarded. Staff will continue to seek out grant funds for projects yet to be

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Target Zero Update
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funded in the LRSP, as well as continue to update the LRSP as new projects are identified to meet the City's safety needs.

Transportation Capital Improvement Projects

Several improvements have been made throughout the City that work towards our goal of Target Zero. The two Walkways and Waterways projects (Juanita Drive Pedestrian and Bicycle Improvements and the 68th Ave NE Pedestrian and Bicycle Improvements) will provide safety enhancements to both pedestrians and bicyclists. The NE 153rd Ave Sidewalk project and the NE 181st Ave Sidewalk Project added new sidewalk in key locations within the City. The NE 153rd Ave project is on a school walk route and NE 181st NE sidewalk project is within the City's downtown. Design has been completed on the W. Sammamish River Bridge Project and construction is expected to begin 1st quarter of 2020. See the separate memos on the Walkways and Waterways transportation projects and the Transportation Capital Projects for more information.

Service Requests

Service requests relating to pedestrian and bicycle safety have been investigated and responded to in 2019. These include requests related to issues such as sight distance, speeding, accessibility related to American's with Disabilities Act (ADA), blocked pedestrian pathways, public safety, and other general inquiries. These service requests have resulted in educational outreach, identification of solutions that serve our multimodal safety and network connectivity, helped to prioritize systemic improvements such as new street lighting, curb ramp and sidewalk repairs/replacement, and signage. 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 safety improvements and maintenance to pedestrian and bicycle facilities.

Pavement Preservation

Pavement preservation during 2019 included completion of crack sealing and pavement patching of several residential roads in the City. This work was done in advance of the slurry seal project that was completed in the summer of 2019. Approximately 88,600 linear feet of cracks were sealed, 86 square yards of pavement were repaired, and 120,000 square yards of slurry seal was applied to City streets (approximately 37,000 feet of roadway). Crack sealing and slurry sealing efforts will continue in 2020. As a part of the pavement preservation program, City streets will be evaluated annually to determine new locations for each year's crack sealing, slurry sealing and overlay. Design is also complete on the 2020 overlay project on Simonds Road from NE 163rd Pl to south City limits. This work is expected to begin in the spring of 2020.

Our pavement preservation program also provides many opportunities to execute cost-effective safety improvements. During the 2019 Slurry Seal project, the lane markings on 192nd St from 73rd Ave to 80th Ave were narrowed and re-centered on the existing pavement width in order to reduce vehicle speeds and provide a substantial shoulder on both sides of the road. Previously, some sections of 192nd St had very large shoulders on one side and no shoulder whatsoever on the other side. Although the existing shoulder now is not wide enough in all places to constitute a bike lane (the current narrowest shoulder is

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approximately 4 ft), this was a zero-cost improvement that increased traffic safety for all road users. As part of the 2020 Simonds Rd overlay, installation of new ADA curb ramps will be required by federal mandate; because of the work inherent in construction new curb ramps, we will be able to additionally install a Rectangular Rapid-Flashing Beacon (RRFB) north of 84th Ave at a significantly lower cost than if we had installed the RRFB as a standalone project. These piggy-back projects that accompany our pavement preservation projects allow us to provide significant cost-effective safety improvements even when completing projects which do not have traffic safety as their primary focus.



City Of Kenmore, Washington

Memorandum

Date: January 10, 2020
To: City Council
From: Public Works Engineering
Subject: Capital Project Updates – Other Transportation Projects

NE 153rd Place Safe Routes to School Sidewalk Project:

This project provided new sidewalk along the south side of NE 153rd Place from Juanita Drive NE to 70th Avenue NE. 88% of the project was funded by the WSDOT Safe Routes to Schools grant. The project constructed approximately 800 feet of 8-foot wide sidewalk, 6 angled parking stalls at the western end of 153rd Pl, landscaping and seat wall at the southeast corner of 153rd Pl and Juanita Dr.

NE 181st Street (65th – 67th Avenue NE) Sidewalk Project:

This project provided new sidewalk along the north side of NE 181st St between 65th Ave and 67th Ave. 55% of the project was funded by the State Transportation Improvement Board sidewalk grant. The project constructed approximately 500 feet of 6-foot wide sidewalk with 4-foot planting strip, approximately 15 new on-street parallel parking stalls, pedestrian lighting, and street trees.

Sidewalk Gap/Replacement Project:

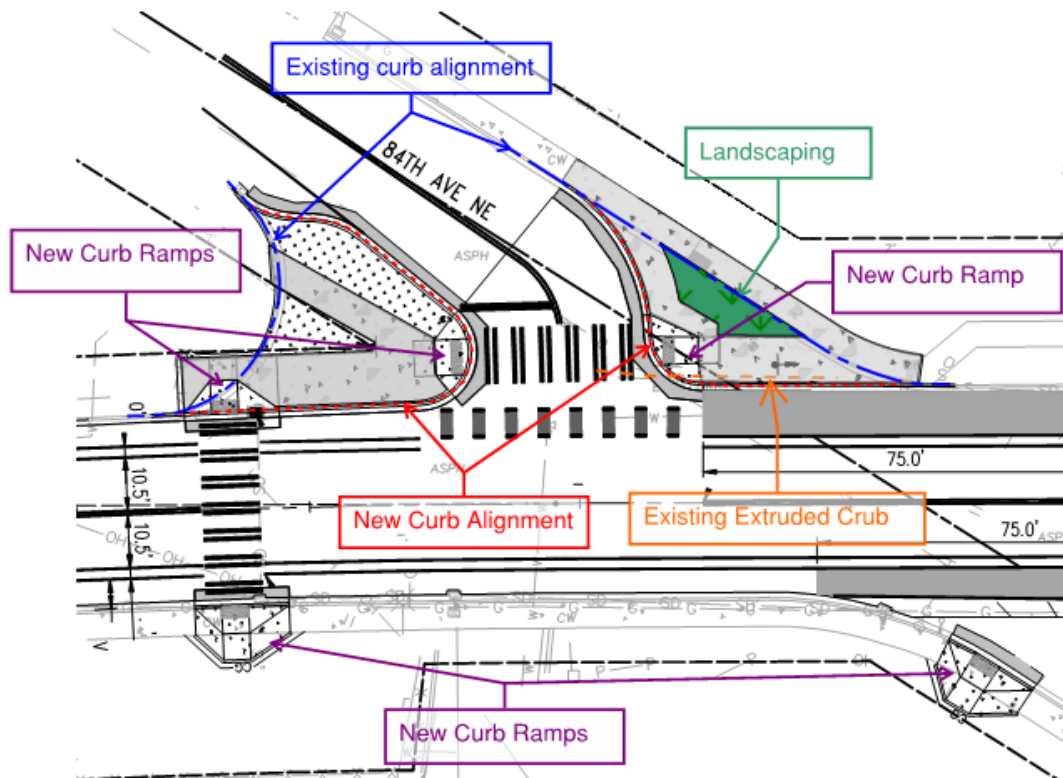
This annual program will fill gaps in the existing sidewalk network and/or replace sidewalk and curb ramps that do not comply with the American's with Disabilities Act. The 2019/2020 program will address issues on 73rd Ave NE and NE 170th St. Sidewalk panels at these locations will be replaced to remove barriers. Construction is expected to start in the summer of 2020. A study of 61st Ave NE sidewalk will also be conducted in 2020 to determine cost and alternatives for addressing the sidewalk concerns along this corridor.

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Simonds Road Overlay Project:

This annual program provides pavement overlay on roads within the City. The 2019/2020 project is on Simonds Road from 163rd Place to 92nd Ave (City border). This project will replace curb ramps within the project limits, restripe the majority of the corridor to include bike lanes, and modify the north leg of the 84th intersection to narrow the gap at the crossing of 84th (see figure below). Construction is expected to start in the spring of 2020.

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City of Kenmore, Washington

Memo

To: Rob Karlinsey, City Manager

From: Debbie Bent, Community Development Director

Date: 12/30/19

Subject: Update on 2019-2020 City Council Goal #2: Implement the Walkways & Waterways Projects - **PARKS**

Background: The “Walkways & Waterways” bond measure was approved by voters in 2016. Voters authorized the City to issue up to \$19.75m in bonds to be repaid over 20 years to pay for five new projects. Estimated 2020 projected costs per month for a homeowner (assuming a home value of \$600,000) is \$11.50 per month. The Fall 2019 Newsletter provided a Bond Measure Update to all Kenmore households.

Update on the Three Waterways Projects:

1. Rhododendron Park Waterfront and Natural Open Space Access

- Bond Measure Project Estimated Cost: \$800k.
- Completion Cost: \$940,735

A new trail and boardwalk, completed in 2018, connects the existing playfield area to the Sammamish River waterfront. The access driveway and parking were also improved along with environmental enhancements to the shoreline and wetlands. The dock was constructed under the same construction contract, but not funded with bond funds. A boathouse (not a bond funded project) to support rowing programs is planned for construction in 2020.

2. Log Boom Park Waterfront Access and Viewing

- Bond Measure Estimated Cost: \$3.2m.
- Total Cost Estimate 30% design: \$3.9m (\$3.2m bond funds, \$470,575 RCO grant, plus other city revenues)

Improve public access to Lake Washington including: beach expansion, new trails and viewpoints, picnic shelter, boat rental building, and environmental enhancements. Update to Council on 60% design and cost plus a public open house planned February 2020. Advancing design and regulatory permitting review in 2020. Construction 2022-2023 subject to obtaining regulatory permits and completing successful bid process.

3. Squires Landing Park Waterfront and Natural Open Space Access

- Bond Measure Estimated Cost: \$5.15m
- Total Cost Estimate 30% design: \$7.9m (\$5.15 bond funds, \$500k RCO grant, plus other city revenues)

Improve public access to the Sammamish River including: bridge and viewing points, plaza, picnic shelter, boardwalks, docks, parking lot and restroom. Four acres of environmental enhancements/restoration and 1.5 acres of new infrastructure. Update to Council on 60% design and cost plus a public open house planned February 2020. Advancing design and regulatory permitting review continuing 2020. Construction 2022-2023 subject to obtaining regulatory permits and completing successful bid process. To satisfy RCO land conversion requirements as a condition of the waterfront improvement project, \$1.2m (non-bond funds) is allocated for land acquisition in the Swamp Creek basin area close to 80th Ave/NE 192nd Street.



City Of Kenmore, Washington

Memorandum

Date: January 10, 2020
To: City Council
From: Public Works Engineering
Subject: Capital Project Updates – Walkways & Waterways (Transportation Projects)

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

68th Ave NE Pedestrian & Bicycle Improvements Project:

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

Design Status: The 100% plans, specifications and estimate (PS&E) have been submitted for final City review. Ad-ready contract documents are scheduled for February 2020.

Permitting: The project obtained SEPA approval and a critical area variance for wetland / stream buffer impacts along the corridor in 2019. In the summer of 2019, the Army Corps of Engineers, Washington State Department of Fish & Wildlife and City Permitting met with the project team in the field to evaluate 300 feet of existing drainage ditch along 68th Avenue NE near NE 190th Street. The Agencies noted that this ditch has continuous ground water flow from apparent seeps uphill from 68th Avenue NE. The agencies elected to take jurisdiction over the ditch as non-fish bearing stream. As a result, the project team applied for permits with these agencies (and submitted and received approval of a minor modification with the City) to allow the piping of the ditch. The project team will mitigate the impact of filling this ditch by removing invasive plants and installing native plants in Wallace Swamp Creek park. Based on continuous contact with these agencies, the project team is optimistic that permits will be issued in time to advertise the project for bids in late February 2020. If there are permitting delays, this ditch area will be clouded on the plans as “do not disturb” until permits are secured.

Utility Coordination: On-going project activities include meeting and coordinating with utilities (PSE, Frontier, Comcast, Northshore Utility District) on relocations continued in 2019. 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

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District has requested that their work be incorporated into the City’s contract documents for construction. 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 first quarter of 2020 in advance of construction.

Right-of-way: Project improvements are designed within existing right-of-way. No right-of-way acquisition required.

Public Outreach: Property owner meetings continued in 2019 to obtain necessary temporary construction permits for driveway transitions and private property restoration. Walkways and Waterways transportation projects will host an open house in January 2020 to brief the public on the projects in advance of construction.

Budget: The current project cost at 90% design is estimated at \$10.3 Million. Current funding includes Walkways & Waterways bond measure (\$5.1M), Department of Ecology (\$1.05M), City REET (\$2.85M), City Strategic Ops Funds (\$1.3M). In January 2020, the City of Kenmore will enter into an Interlocal Agreement with Northshore Utility District to add the District water and sanitary sewer relocations into the project. As a result, the project budget will increase by the amount of the District’s work, projected to be approximately \$2M. The City will be reimbursed for all District direct costs and proportional share of indirect costs such as mobilization, surveying, traffic control and erosion control costs.

Schedule: The current schedule is to advertise the 68th Avenue NE project for bids in March 2020 and construct the project in 2020-21.

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 143rd Street) to NE 170th Street.

Design Status: The 100% plans, specifications and estimate (PS&E) will be submitted for final City review in mid-January 2020. Ad-ready contract documents are scheduled for February 2020.

Permitting: In August 2019, the City’s Permitting Department found that the Juanita project did not require a critical areas variance and was exempt from the requirements of SEPA.

Utility Coordination: On-going project activities include meeting and coordinating with utilities (PSE, Frontier, Comcast, Northshore Utility District) on relocations continued in 2019. 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 will reimburse the City for their costs through an interlocal agreement which will be brought to Council for approval.

PSE, Comcast and Frontier relocation work will be performed in the first quarter of 2020 in advance of construction.

Right-of-Way: There are 24 parcels along the corridor affected by right-of-way acquisition: 7 permanent fee title acquisitions; 2 permanent slope easements; 19 temporary construction easements and 3 temporary construction permits (mutual benefit, non-compensable). Approximately 75% of the parcels are completed or have pending signings scheduled. The remainder of negotiations are going well, and the project team is optimistic that the right-of-way phase will be completed conservatively by the end of January 2020. If negotiations slow for some reason, the project team will move to secure possession and use agreements from the property owners to allow the project to go forward as negotiations continue.

Property Owner Coordination: Property owner meetings continued in 2019 to obtain necessary right-of-way or temporary construction permits for driveway transitions and private property restoration. Walkways and Waterways transportation projects will host an open house in January 2020 to brief the public on the projects in advance of construction.

Budget: The current project cost at 90% design is estimated at \$16.4 Million. Current project funding includes Walkways & Waterways bond measure (\$5.0M), Department of Ecology (\$1.5M), WSDOT Pedestrian & Bicycle Program (\$2.5M), Sound Transit (\$1.5M), City REET (\$1.2M), City Traffic Impact Fees (\$3.8M) and City Strategic Ops (\$0.9M).

With the passage of Initiative I-976, there were questions on whether or not the \$2M in WSDOT Ped/Bike construction funding and the \$1.5M in Sound Transit funding would be impacted. The City received a list of projects from the State that were to be put on “hold” until a funding package could be approved by the State Legislature. The state funding for the Juanita project was not on the list. On November 21st, the project team participated in a conference call with Sound Transit (ST) re: the \$1.5M system access funds award. ST staff indicated that the board authorized the spending of the first wave of system access funds (\$40M) and that the City of Kenmore’s \$1.5M award should be secure.

Staff applied for \$2.95M TIB funding in August 2019 unfortunately, the Juanita project was not selected for funding.

Schedule: The current schedule is to advertise the project for bids in March 2020 and construct the project is 2020-21.



City of Kenmore, Washington

Memo

To: Rob Karlinsey, City Manager

From: Debbie Bent, Community Development Director

Date: 12/4/19

Subject: Update on 2019-2020 City Council Goal #3: Increase and preserve the options for affordable housing stock

The memo provides an update on 2019 progress towards Council Goal #3: Increase and preserve options for affordable housing stock. The Affordable Housing Strategy adopted by Council in 2016 is attached for reference.

1. Mobile Home Park (MHP) Regulations: Strategies for preserving existing affordable housing are a Tier 1 regulatory approach for affordable housing in the Affordable Housing Strategy (A.3.b). Council adopted Ordinance 19-0481 in April providing new regulations for the six mobile home park communities, preserving the parks. Density transfers were allowed as part of the project, which is also consistent with the Tier 1 regulatory approach for affordable housing (A.3.b). Council direction for Phase 2 of the project, was to establish regulations for the four parks north of SR522, limiting the preservation of the MHP to 10 years, and then allowing redevelopment at higher densities but including an affordable housing component. Phase 2 is on hold pending the outcome of an appeal.
2. Rent Notification Regulations: Council adopted Ordinance 19-0484 in May 2019 with an effective date of September 1st, 2019. The ordinance requires landlords to give tenants a 90-day notice when their rent is being increased by more than 10% over the course of a year. State law calls for a 60 day notice regardless of the amount of rent increase. Rent notification regulations are not a specific strategy in the Affordable Housing Strategy. However, promoting and supporting regional and statewide initiatives is a broad category (C) in the strategy.
3. Local Sales Tax for Affordable Housing: Council adopted Resolution 19-326 and Ordinance 19-0496 September 2019 in accordance with HB1406 allowing retention of 0.0073% of the state sales tax for affordable housing for a twenty-year period. The Department of Revenue noted an effective date of November 1st, 2019 and calculated a maximum capacity of \$22,466.15 per year. Receipts will be pooled to ARCH. Providing local funding assistance for affordable housing is a Tier 1 direct assistance strategy in the affordable housing strategy (B.1.a).

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4. Accessory Dwelling Unit (ADU) Regulations: Strategies for Accessory Dwelling Units are a Tier 1 regulatory approach for affordable housing in the Affordable Housing Strategy (A.3.c). The Planning Commission will present recommendations to Council January 2020. The Commission will also be suggesting non-land use strategies to Council that could provide additional support for ADU's.
5. Missing Middle Housing: At the January 2019 Council retreat, Council expressed interest in learning more about smaller housing types such as cottage housing, duplexes, or accessory dwelling units that support affordable housing goals and provide flexibility in single-family neighborhoods. This is a Tier 2 regulatory strategy in the Affordable Housing Strategy for encouraging infill, increased capacity and housing diversity (A.1.c). The City hosted a developer panel in October 2019. Staff are recommending that Council consider including missing middle housing on the 2020 docket work program.
6. Re-Use of Tax-Exempt or Publicly-Owned Sites for Affordable Housing: Development Services staff have been working with a church property on options for provision of affordable housing on their property. Sound Transit are evaluating the King County Metro park & ride site on SR522 for locating a future parking garage to support the ST3 transit initiative and city staff are encouraging inclusion of housing as a project component. Allowing flexible re-use of tax-exempt or publicly-owned sites through a special process to increase housing supply and enable more diverse forms of housing, if linked to providing some affordable housing is a Tier 1 regulatory approach in the Affordable Housing Strategy to support infill/increased capacity and housing diversity (A.1.b). This strategy also notes the possible opportunity at the park and ride property. Staff are recommending that Council consider including this strategy on the 2020 docket work program.
7. Multi-Family Tax Exemption (MFTE): April 2019, Council adopted Ordinance 19-0479 designating the transit-oriented development (TOD) district overlay as a residential target area, eligible to apply for MFTE. MFTE is an incentive to encourage development of multi-family and affordable housing, by providing an 8-year exemption or 12-year property tax exemption if affordable housing is included. Encouraging layering incentives to create greater affordability and density is a Tier 1 regulatory approach for affordable housing in the Affordable Housing Strategy (A.3.a.ii).
8. State Legislation: Staff reviewed many legislative drafts including significant review on HB1923 relating to increasing residential building capacity and HB 1406 on sales tax for affordable housing. Considering regional and statewide initiatives is a broad category (C) in the Affordable Housing Strategy.
9. King County: Lauri Anderson, Principal Planner is a staff member of the HIJT (Housing Interjurisdictional Team) supporting work of the Countywide Affordable Housing Committee. Collaborating with other local governments on regional housing strategies is a Tier 1 approach in the Affordable Housing Strategy (C.3).

10. Annual Dashboard on Housing: At the January 2019 Council retreat, Council requested an annual dashboard on housing. To avoid duplication Staff were anticipating being able to use the housing dashboard prepared by the King County Housing Interjurisdictional Team (HIJT), who were also coordinating with ARCH. The HIJT initial estimate for completing the dashboard was year-end 2019 but the project will likely be completed in the first quarter of 2020. The project is moving forward and HIJT are currently gathering data from jurisdictions and other housing partners. Collaborating with other local governments on regional housing strategies is a Tier 1 approach in the Affordable Housing Strategy (C.3).

Housing Strategy Plan

An implementation measure from Kenmore's 2015 Comprehensive Plan was to, "Adopt a Housing Strategy Plan that outlines action steps and priorities."

In April of 2016, the City Council directed the Planning Commission to develop this plan, focused on affordable housing and outlining actions that could be taken over the coming years to implement the housing goals, objectives and policies of the Comprehensive Plan.

The Commission, with staff assistance from A Regional Coalition for Housing (ARCH), completed the draft strategy plan and presented it to the City Council at a joint meeting on January 23, 2017. After review, the City Council adopted the plan on March 20, 2017.

The strategies are described in the table below, along with prioritization for consideration (Tiers 1-3). Inclusion of actions in the Housing Strategy Plan does not imply that specific strategies should be adopted. It is possible that later, when considered in more detail, the City may decide not to pursue a listed strategy.

The four top tier (Tier 1) land use strategies that showed the most promise for addressing affordable housing issues in Kenmore were:

- Techniques to preserve existing affordable housing; e.g., density transfers from affordable properties to areas where additional density has been proposed, and consideration of a manufactured housing community overlay.

Status: Most of the manufactured housing communities project has been completed. Final implementation is expected in 2019.

- Review of accessory dwelling unit (ADU) regulations. The review should include evaluating current code provisions, the permitting process, fees, and utility requirements. Other actions could include a clemency program to legalize existing ADUs, community outreach, and targeted direct assistance.

Status: This project has been assigned to the Planning Commission for the second half of 2019.

- Flexible re-use of tax-exempt or publicly-owned sites through a special process to increase housing supply and enable more diverse forms of housing if linked to providing some affordable housing.
- Expanding density bonuses, adding density transfers, and other methods with mixed-use and multi-family developments; e.g., mandatory programs with increased development capacity and layering local incentives to create greater affordability (multifamily tax exemptions with density incentives, for example).

Status: Density incentives to achieve affordable housing in the Community Business zone were adopted in 2018. The Multifamily Tax Exemption was expanded to the Transit-Oriented Development District in 2019. Density transfers were approved as part of the manufactured housing communities project in 2019.

The City has undertaken other actions related to the Housing Strategy Plan since the Plan's adoption, including:

- Approval of Mary's Place homeless shelter at the former King County Sheriff's Office site (2017)
- Continued funding of ARCH's Housing Trust Fund for affordable housing projects (ongoing)
- Developed code amendments for indoor and outdoor temporary homeless shelters (2018)
- Adopted school impact fees with exceptions for low-income housing projects (2018)
- Provided information to residents on King County's Housing Repair Program (ongoing)

HOUSING STRATEGY PLAN

STRATEGY	Housing Element Policy		PRIORITY
A. REGULATORY APPROACHES.			
1. <u>Infill/Increased Capacity/ Housing Diversity.</u>			
a. Consider some form of overlay zoning for senior housing linked to providing some affordable housing.	H-1.3.1		<u>Tier 1</u>
b. Allow flexible reuse of tax-exempt or publicly-owned sites through a special process to increase housing supply and enable more diverse forms of housing, if linked to providing some affordable housing. i. Possible opportunity at Park-and-Ride.	H-1.3.1		<u>Tier 1</u>
c. Consider provisions, including design guidelines, to allow some flexibility in single family neighborhoods for small scale housing (e.g. cottages, duplexes).	H-1.3.2		<u>Tier 2</u>
d. Modify land use and building codes to maximize economical wood frame construction: i. Allow 6-story wood frame construction. ii. Increase zoning code height limits.	H-3.3.3		Tier 3 Tier 3
e. Provide a flexible development process for preserving environmentally constrained property that accommodates alternative building types.	H-1.2.7; H-3.3.3		<u>Tier 2</u>
f. For multifamily housing, consider code amendments to limit project sizes based on height, setbacks, and/or FAR, not units per acre.	H-1.3.2		<u>Tier 2</u>
g. Reduce number of projects subject to SEPA: i. Expand projects eligible for categorical exemptions. ii. Complete planned action EIS for targeted neighborhoods (planning areas).	H-1.4.1; H-3.3.3		<u>Tier 2</u>

HOUSING STRATEGY PLAN

h. Consider code amendments to facilitate rental property preservation:	H-3.1		Tier 3
i. Rental inspection program.			Tier 3
ii. Consider provisions to limit conversion of rental housing to condominiums.			Tier 3
2. <u>Support for Special Needs Housing.</u>			
a. Ensure development regulations address housing accessibility.	H-1.2.2		<u>Tier 2</u>
b. Consider ordinance to prohibit Housing Choice Voucher discrimination.	H-3.3.4		Tier 3
c. Consider revisions to land use incentive program to link voucher units to affordable units.	H-3.2.1		<u>Tier 2</u>
3. <u>Affordable Housing.</u>			
a. Consider expanding density bonuses, adding density transfers, and other methods with mixed-use and multi-family developments:	H-1.2.8; H-1.4.2; H-3.2.4		<u>Tier 1</u>
i. Review and consider expanding density bonuses, including mandatory programs with increased development capacity in mixed-use and multi-family zones.			
ii. Encourage layering local incentives to create greater affordability (e.g. MFTE w/ density incentives).			
b. Consider strategies for preserving existing affordable housing:	H-3.1		<u>Tier 1</u>
i. Density transfers from affordable properties to areas where additional density has been proposed.			
ii. Manufactured housing community overlay (e.g. Bothell).			
c. Accessory dwelling units:	H-3.3.2; H-1.3.2		<u>Tier 1</u>
i. Review current code provisions.			
ii. Review permitting process and fees / utility requirements.			
iii. Clemency program to legalize existing ADUs.			

HOUSING STRATEGY PLAN

d. Expedite permitting for projects with affordable housing.	H-3.2.1.d		Tier 3
B. DIRECT & INDIRECT ASSISTANCE.			
1. <u>Direct Assistance.</u>			
a. Provide local funding assistance for affordable housing: i. Continue or expand use of city general funds. ii. Dedicated local revenue source(s) for affordable housing. • Property Tax Levy / Portion of revenue resulting from new growth (e.g. construction sales tax). • New source authorized by state legislation (see regional/state initiatives). • Local Voluntary Employers Fund.	H-3.2.5		<u>Tier 1</u>
b. Explore ways to utilize existing and/or new funding programs to address local conditions. i. Target preservation and rehabilitation of existing manufactured housing and multifamily housing (including small properties). ii. Funding to assist low- and moderate-income residents if displaced in existing manufactured or multifamily housing. iii. Homeownership programs: • Downpayment assistance program for first-time homeowners. • Support for affordable ownership units such as land trusts, sweat equity (Habitat). iv. Revolving loan fund to support 4% tax credits.	H-3.2.5		-
	H-3.1		<u>Tier 1</u>
	H-3.1.2		<u>Tier 1</u>
	H-3.2.5		<u>Tier 2</u>
	H-3.2.1		
	H-3.2.5		<u>Tier 2</u>

HOUSING STRATEGY PLAN

v. A revolving land loan program (REDI).	H-3.2.5		<u>Tier 2</u>
vi. Support development of emergency and permanent housing with services for homeless individuals and households.	H-3.2.1		<u>Tier 1</u>
vii. Fund infrastructure that supports affordable housing development (e.g. streetscape/park)	H-3.2.5		<u>Tier 2</u>
viii. Funding for home visits, meals.	H.2.1.3		<u>Tier 2</u>
c. Review permit/impact fees for affordable housing.			-
i. Reduce development permit fees for projects with affordable housing	H-3.2.1.d		<u>Tier 2</u>
d. Utilize non-cash subsidies, such as credit enhancement.	H-3.2.1		Tier 3
2. <u>Indirect Assistance.</u>			
a. Support applications by housing developers for capital and operating assistance of local affordable housing projects.	H-3.2.1.c		<u>Tier 1</u>
b. Information/referral/outreach.			<u>Tier 2</u>
i. Information to seniors regarding housing options; e.g., ARCH website, other efforts.	H-2.1.3		
ii. Accessory dwelling units: community education and outreach.	H-3.3.2		
iii. Promote use of weatherization programs.			
iv. Promote Universal Design awareness.	H-1.2.2		
c. Encourage residential energy and water efficiency as addressed in Utilities Element.	H-1.2.4		Tier 3
i. Support water conservation programs of the NUD.	U-4.1.1		
ii. Promote use of water conservation features in design or rehab of residential structures.	U-4.1.3		
iii. Promote higher density and infill developments that are located near major transportation and transit links.	U-4.3.4		

HOUSING STRATEGY PLAN

iv. Encourage the rehabilitation of existing buildings as an alternative to demolition, where appropriate, to encourage the conservation of energy, building materials, and historic preservation.	U-4.3.5		
d. Increase transportation access between special needs housing and community facilities and programs: sidewalks, ramps, etc.	H-2.2.2		Tier 3
e. Partner with employers to provide affordable housing for their employees.	H-3.2.1		Tier 3
C. REGIONAL & STATEWIDE INITIATIVES.			
1. Promote housing repair/rehabilitation assistance (e.g., from King County) for homeowners and landlords.	H-3.1.1		<u>Tier 2</u>
a. Participate in regional Universal Design rehab program.	H-1.2.2		
2. Support various housing-related consumer protection programs.			<u>Tier 1</u>
a. Resources to tenants facing eviction due to temporary financial hardships (e.g. housing stabilization program).	H-3.1.1		Tier 3
b. Foreclosure counseling/ assistance.	H-3.2.5		
c. Financial counseling/ first-time buyer classes.	H-3.2.5		
3. Collaborate with other local governments (directly and through PSRC and other organizations) on regional housing strategies, including programs serving homeless.	H-3.2.7		<u>Tier 1</u>
4. Work with other cities in evaluating county, state, and federal legislation and funding that address local housing efforts	H-3.2.8		<u>Tier 1</u>
5. Transportation services--work with providers.	H-2.2.2		<u>Tier 2</u>

HOUSING STRATEGY PLAN

D. OVERSIGHT & MONITORING.			
1. <u>General Monitoring.</u>			
a. Monitor land supply to accommodate growth, including affordable housing, multi-family housing, and special needs housing.	H-1.3.1		
b. Monitor the range of affordable housing types and locations, how created, etc. i. Monitor impacts of local incentive programs (e.g. creation of affordable housing in TOD District Overlay zone, ADUs, fee waivers). ii. Inventory existing rent-restricted assisted housing and affordable market rate housing. iii. Review land use/building/fire code provisions and recommend amendments as needed to reduce development costs (without sacrificing adequate review, environmental quality, etc.)	H-1.3.2; H-1.1.3; H-1.2.5; H-3.3.3		
2. <u>Monitoring of Specific Housing Issues.</u>			
a. Review code provisions of single-room occupancy or mini-suites in multifamily/mixed-use zones.	H-1.3.2		
b. Amend building codes to allow prefabricated and new building technologies (e.g. cross-laminated timber).	H-3.3.3		
c. Consider regulations to limit short-term rentals.			
d. Review and consider provisions for shared housing, including rooming/ boarding houses.	H-2.1.1.a		
e. Monitor the benefits of energy and water efficiency programs.	H-1.2.4		
f. Participate in or cooperate with Affirmatively Furthering Fair Housing study to ensure that no city programs, regulations, or actions result in housing discrimination.			
g. Monitor accessibility between special needs housing and community facilities and programs.	H-2.2.2		

HOUSING STRATEGY PLAN

<u>3. Monitoring of Previous City Efforts.</u>					
a. Evaluate parking standards for multifamily housing (note—City allows parking studies to modify parking requirement):	H-3.3.3				
i. Evaluate parking standards for affordable units created through land use standards.					
b. Housing options and services enabling seniors to stay in their homes or neighborhoods:	H-2.1.3				
i. Permit group homes with supportive services.					
ii. Review codes to ensure reasonable accommodation for adult family homes.					
iii. Monitor adult family home and group home licenses and capacity.					
c. Monitor use of housing repair/rehab assistance and Home Repair Program for low/moderate income homeowners (see support for countywide program).	H-3.1.1				
d. Review provisions for reducing impact fees for projects with affordable housing.	H-3.2.4				
e. Surplus land available for affordable housing:	H-3.2.3				
i. Inventory of city-owned and other public property real property for potential suitability.	H-3.2.1.a				
ii. Prioritize affordable housing integrated into proposals for development of publicly-owned properties.					



City of Kenmore, Washington

Memorandum

December 26, 2019

To: Rob Karlinsey

From: Nancy Ousley, Assistant City Manager

RE: Sound Transit Bus Rapid Transit Project

Stride Bus Rapid Transit service on SR 522 and NE 145th Street is scheduled to begin in 2024. Coaches will arrive at stations every ten minutes on the route and will connect with Link Light Rail service at NE 145th Street and Interstate 5. City staff have been working closely with Sound Transit, corridor cities (Shoreline, Lake Forest Park, Bothell and Woodinville), King County Metro and Washington Department of Transportation on the project, which is now at preliminary (10%) design.

In addition to the Interagency Staff team, Sound Transit convenes regular meetings of Corridor City Managers and Elected Leadership. Mayor David Baker is a member of the Sound Transit Board of Directors, the governing group for the agency.

Stations: The representative project (as outlined in the 2016 ballot measure) includes two stations in Kenmore—one at the current Metro Park and Ride near 73rd Ave. NE and another station at 68th Ave. NE. Two provisional stations are currently being studied: at 61st Avenue NE and 80th Avenue NE. The stations are slated to be 132 feet long (44 yards), 16 feet wide and 12 inches high. The stations will accommodate two coaches at a time, anticipating eventual Metro Rapid Ride service along the corridor. If the 80th Ave NE provisional station moves forward, it will be a smaller footprint, to fit one coach.

Parking Structure: Parking structures with 300 spaces are planned for Lake Forest Park, Kenmore and Bothell. The preliminary design for Kenmore's structure, to be located on King County Metro property, includes bus layover space on the ground level and two or more levels of parking. Two levels of parking would equal 374 parking stalls; the garage could expand to 4 parking levels/748 stalls if third party funding is available. That scenario would represent a 20% increase over the current parking stall count of 627 stalls. Kenmore advocates for 300 net gain of parking spaces in the complex.

Business Access/Transit Lanes: Kenmore added BAT lanes in earlier SR 522 projects. BAT lanes will need to be constructed in Shoreline/Seattle, Lake Forest Park and Bothell.

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December 26, 2019

Transit Oriented Development (TOD) Opportunities: Sound Transit, in response to Kenmore's interest, has convened three workshops to explore the opportunities for coordinated development and improved circulation in the NE quadrant of the 73rd Ave NE/SR 522 intersection. The fourth and final workshop is tentatively scheduled for late January. Three private property owners/representatives are participating in the discussions.

Properties at Station Locations: Beginning in January 2020 and in coordination with the City, Sound Transit will be in contact with property owners that may be impacted by station design to discuss questions and potential impacts.

Priorities for Kenmore:

- Net gain of parking spaces
- Ample and safe pedestrian travel access at stations
- Environmental protection
- Active business/property owner engagement at station areas
- Take advantage of opportunity to achieve well designed transit oriented development, including affordable housing and commercial development

Project Milestones:

2020: Preliminary engineering and environmental review continues
 June 2020: Sound Transit Board selects project to be built
 2020-2023: Final route design, final stations design
 Obtain permits
 Property acquisition and relocation
 2023-2024: Construction

More project information can be found at: <https://www.soundtransit.org/system-expansion/sr-522-ne-145th-brt>



City of Kenmore, Washington

Memorandum

Date: December 20, 2019

To: Rob Karlinsey, City Manager

From: Bryan Hampson, Development Services Director

Re: Lakepointe Update

For approximately 5 years (2014-2019), Weidner analyzed the Lakepointe site in an effort to develop a mixed-use, (residential, office, retail, and a 150-room hotel) project. In February 2019, Weidner notified the City they were halting their proposed Lakepointe project, due to the infeasibility or financial gap.

In 2018, the City contracted with HR&A Advisors (HR&A) to conduct the Feasibility & Benefits Study that analyzed three development scenarios:

1. The existing Commercial Site Development Permit (CSDP) project with 1,200 residential units, 175,000 sf of office, 277,000 sf of retail, 150 room hotel, marina and 3,532 parking spaces;
2. Weidner's proposed project with 2,000 residential units, 600,000 sf office, 126,000 sf retail, 150 room hotel, and 5,003 parking spaces, includes three 25-story high rise buildings;
3. HR&A Alternative with 1,650 residential units, 357,000 sf office, 126,000 retail, no hotel, and 3,284 parking spaces, with one 25-story high rise building for office.

The study demonstrated all three of the projects had a substantial financial gap. Both the developer's and the HR&A projects had a financial gap that ranged from \$130,000,000 - \$160,000,000. The original CSDP gap was too big to calculate.

Numerous developers have analyzed the Lakepointe property over the past 20-30 years, none of which went beyond the planning stage. All had one thing in common, massive scale. Given all the developers that have attempted to develop a Lakepointe project, perhaps it is time to look at this differently.

Brian O'Connor with O'Connor Consulting Group, LLC assisted the City through the HR&A Feasibility & Benefits Study. His firm is familiar with the Lakepointe site, having been involved since the original Callison, CSDP project and also conducted a market study back in 2000. Mr.

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December 20, 2019
Lakepointe Update Memo cont.
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O'Connor believes that perhaps other alternatives, including a less dense development option might work.

In August of 2019 the City consulted with the O'Connor Consulting Group to explore this "less is more" idea and to perform a feasibility study, focusing on the highest and best use that considers alternative development options.

The O'Connor Group is currently studying multiple development options in order to test what works best. This could be up to 5-6 options to test. The options will include a variety of size and mix of open space, parks, residential, office, retail, and perhaps a hotel.

Staff is also using consulting time of SkipStone Consulting, currently under contract, for advice on office/commercial aspects of the assessment.

We expect the O'Connor study will be completed early 2020 and will be presenting it and discussing next step with Council at a regular Council meeting.



City of Kenmore, Washington

Memorandum

Date: 26 December 2019

To: Rob Karlinsey, City Manager

From: Nancy Ousley, Assistant City Manager

RE: Economic Development Plan

The Kenmore City Council has consistently placed Implementing the Economic Development Plan in the annual City Council Goals, often among the top five goals. The City's first Economic Development Strategy was adopted in 2009 and listed implementation actions centered on four goals:

- Promote the image of Kenmore
- Create a vibrant, walkable Downtown
- Attract new employment and support existing businesses
- Advance the community's connection to the water

As I often point out, everyone in the City organization plays a role in promoting economic development, and this played out in how the City implemented the 2009 Strategy. The City Council adopted an updated the Economic Development Strategy in 2018, and the strategies and implementing actions continue to focus on similar themes:

1. Promote and Differentiate Kenmore's Image
2. Grow New and Existing Businesses and Target Sectors
3. Enable High Quality Retail, Office and Mixed Use Development
4. Leverage Placemaking and Livability for Economic Development
5. Expand Connectivity, Access to the Waterfront and Multi-Modal Transportation
6. Highlight Kenmore's Welcoming Business Climate

Some examples of current City projects that implement specific actions in the Plan include: Walkways and Waterways projects (Strategy 5); future Yoga in the Park and 5k race on the Burke Gilman Trail (Strategy 2); researching potential incentives for office development (Strategy 3); and continued focus on customer service in permitting (Goal 6). This activity goes beyond the City organization-- Kenmore co-creators are interested in offering maker space and the next iteration of the business incubator program.

See the next page for a list of the 2018 Plan strategies.

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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



City of Kenmore, Washington

Memo

To: Rob Karlinsey, City Manager

From: Debbie Bent, Community Development Director

Date: 12/5/19

Subject: Update on 2019-2020 City Council Goal #8: Continue to implement a Parks Improvement Plan.

The memo provides an update on 2019 progress towards Council Goal #8: Continue to implement a parks improvement plan.

1. Park Impact Fees: Council adopted Ordinance 19-0483 July 2019 adopting a new Park Impact Fee Rate study. Park impact fees are charges paid by new residential development to reimburse the city for the cost of new public park facilities and improvements that reasonably benefit the occupants of the new development. Rates effective January 1, 2020: \$3,885 single-family; \$2,980 multi-family; \$1,942 mobile home in a mobile home park.
2. Park Recreation and Open Space (PROS) Plan: The PROS plan provides a framework for the City's future development of the parks system and recreation facilities and programs over the next 20 years (to 2040). The PROS Plan identifies and categorizes existing conditions, evaluates the context of the city and the community it serves, analyzes the demand and need for parks and recreation facilities, and recommends improvements to the parks system to meet the future needs of the community. Both short and long-term improvements are considered, as well as potential funding and implementation of the proposed improvements over time. Planning Commission review completed December 2019. Commission present recommendations to Council January 13, 2020. The PROS Plan is also a requirement for grant funding from the Washington Recreation and Conservation Office (RCO) and must be updated every six years to maintain grant eligibility for upcoming years. The PROS Plan must be adopted and forwarded to the State by March 1, 2020. Council PROS plan adoption by resolution anticipated February 10, 2020.
3. Comprehensive Plan Amendments: Staff recommends Council include updating the Park, Recreation and Open Space Element and Capital Facilities Plan Element on the 2020 docket work program. The PROS plan will form the basis for the element updates.

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4. Progress on Park Capital Improvement Projects: Council adopted Ordinance 19-0497 amending the 2019-2024 Capital Improvement Program (adopted by Ordinance 18-0469).
- Squires Landing Waterfront Project: May 2019 Shoreline permit submittal, continuing review. Project progressing from 30% to 60% design. Council update on project status and open house February 2020.
- Squires Landing Property Acquisition: Property acquisition to comply with State RCO land conversion process. June 2019 RCO concurred with City proposal for property acquisition. May 2019 Council authorized purchase of 6,350 sq. ft of Barnard property (closing estimated December 2019). Closed on Johnson property July 2019.
- Log Boom Park Waterfront: Project: Progressing from 30% to 60% design. Shoreline Permit issued June 2019, no appeals. Continuing to work through the review process for other agency permits. Council update on project status and open house February 2020.
- Rhododendron Boathouse: October 2019 Council direction on funding and options for bid package. Developing permit package for building permit submittal. Hope to go out to bid late December 2019. Council authorizing approval of an agreement with Northshore School District for the \$250k contribution for tenant improvements and the future boathouse operations estimated early 2020. Bid process, contract award and construction 2020.
- Twin Springs: Developing a scope for a Phase 1 park project. Permit submittal later 2020.
- St. Edward Ballfield: The SEPA EIS is in progress. State Parks issued a Determination of Significance (DS) and conducted an EIS Public Scoping Meeting August 2019. Council approval of scope/fee to complete the draft and final EIS likely early 2020. Timing to complete the EIS process to be determined. EIS completion required before the City's permit decision on the wetland buffer variance and the State Park Commission decision on a long-term lease with the City for ballfield improvement and ongoing maintenance.



City of Kenmore, Washington

Memorandum

To: Rob Karlinsey, City Manager
From: Rita Moreno, Recreation Coordinator
Date: December 27, 2019
Subject: Recreation Programming

The half time Recreation Coordinator position was added in 2019 to develop & maintain list of recreation providers, create and maintain a recreation guide, and help nonprofits/private sector develop new recreation programs for Kenmore residents and visitors. This position is the point of contact for our recreation providers such as Skyhawks, Skate Like a Girl, YMCA Summer lunch program, Senior Center programs, Kenmore Waterfront Activity Center, WhatsSup, and more. The position also provides supplemental assistance with events and Target Zero outreach and education.

Due to the vacant Volunteer & Events Supervisor position this year, I was asked to help with planning and executing the Summer Concert Series and the 4th of July event. In mid-June Stephanie Brown joined the team as the new Volunteer & Events Supervisor, and we worked together to execute the summer special events. As of September 2019, I have also been assisting with some of the Communications Specialist duties while that position is vacant.

Rather than having the City directly provide recreation programs, Kenmore's model is to partner with other organizations that provide recreation programs. The City provides the space (parks, city buildings) while the organizations run the programs.

We had some exciting numbers this summer. We had over 2,761 youth and adults participate in our recreation programs and over 8,000 youth and adults participate in our summer special events programs.

I'm looking forward to next year and hoping to expand our recreation opportunities for the community. Working with local for profit and nonprofit groups, I've been able to line up some new programming.

- Music & Movement Class – on going as of Fall 2019, Community Room at City Hall
- Girls on the Run at the Hangar – Spring, The Hangar
- Super Tots Soccer – Spring, Location TBD
- Yoga in the Park – Spring, Rhododendron Park
- Camp Roots outdoor summer camp – Summer, Moorlands Park
- Expand Skate Like a Girl offering – Full Day camp – Summer, Jack Crawford Skate Park
- Stand up Paddle Board Yoga – Summer, location TBD
- Stand Up Paddle Board Camp – Summer, Log Boom Park

Additionally I'm using the data from the 2019 Parks and Recreation Survey for developing opportunities that the community felt were unmet needs in Kenmore. Some of those were Adult fitness and wellness programs, Nature/environmental education programs, Cultural Events, Adult painting, arts, sculpture classes and 50+ programming.

Our Recreation Brochure is in the final edits and should be going to print soon. This brochure will include information on recreational opportunities in Kenmore, a list of recreation providers, a map of our parks, and a list of community partners.

Additional Interim Assignments due to staffing vacancies (my hours were temporarily increased to assist with these assignments):

2019 Summer Concert Series -

- Band Contracts and Correspondence
- Food vendor Contracts and Correspondence
- Marketing (poster/news release)
- State Parks liaison
- Day of set up and tear down

2019 4th of July event

- Correspondence with fire works
- Marketing (poster/news release)
- Day of set up
- Food vendor contracts

Assist with Communications

- Facebook, twitter, Instagram post
- Target Zero supplies
- Updating communication calendar

Spring 2020 Recreation Programming	Length of Program	Program description	Location
Super Tots Soccer	6 weeks 7/6/2020 - 8/4/2020	Soccer Camp for ages 18 months - 5yrs, develop motor skills and self confidence; older classes focus more on developing core soccer skills and personal focus.	TBD
Girls on the Run	10-12 weeks	inspire girls to build confidence and other important life skills through dynamic, interactive lessons and physical activity.	Hangar
Yoga in the Park	4 weeks	fitness class for all fitness levels	Rhododendron
Preschool Music and Movement	Year round	child and parents sing, move, dance, and play instruments	City Hall
Summer 2020 Recreation Programming	Length of Program	Program description	Location
Skate Like a Girl (returning)	6-8 weeks	Youth skate camp	Jack Crawford
Skyhawks Camps (returning)	6-8 weeks	Outdoor camp @ Rhododendron	Rhododendron
Camp Roots (new)	6 weeks	Outdoor Camp @ Moorlands ages 6-12	Moorlands
SUP Camp (new)	4 weeks	Stand up paddle board youth camp	Log Boom Park
SUP Yoga (new)	4 weeks	Stand up Paddle board Yoga- need a spot where we can store paddle boards	TBD



City Of Kenmore, Washington

Memorandum

Date: 12/27/19
To: Rob Karlinsey
From: Stephanie Brown
Regarding: City Events Slogan

The City of Kenmore organizes over a dozen special events that present unique experiences for thousands of residents year-round.

The events are:

- 4th of July Fireworks Show
- Movies @ the Square (4)
- Kenmore Concert Series (6)
- Play Day
- Tree Lighting Festival

We created a slogan that ties together the common theme of all the City events: "Where the Fun Is". We will use the slogan on the City website, social media and event materials. Graphics still need to be created.

The City also hosts events which are educational based or volunteer work parties. For example:

- National Night Out
- Jack V. Crawford Day

For these types of functions, we will use the slogan "Where the Community Is" and create a similar graphic.

We hope these slogans will create more awareness of all the City events and exemplify the reason why we host these special events.... for Fun & Community!

18120 68th Ave NE, Kenmore, WA 98028

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City Of Kenmore, Washington

Memorandum

Date: January 10, 2020
To: City Council
From: Public Works Environmental Services
Subject: Protect and enhance the climate, water, air and forest environment

Staff implement several programs to fulfill Council's goal of protecting and enhancing the climate, water, air and forest environment. The Environmental Services Division of Public Works, in particular, focus primarily on achieving this goal and here is a summary of existing programs continuing into 2020:

- Aquatic Weeds Management
 - IAVMP Update
 - Lake Washington & Sammamish River Treatments
- Capital Improvement Projects
 - Fish Passable Culvert Replacements
 - Water Quality Facility Retrofits
 - Infrastructure Repairs/Improvements
- Development and Construction
 - Protect Natural Resources
 - Mitigate Environmental Impacts
- Environmental Planning
 - Watershed Planning and Coordination
- Illicit Discharge Detection and Elimination
 - Prevent Pollution of Local Waterways
 - Clean up Spills and Enforce Environmental Protection
- Monitoring and Assessment
 - Assess and Monitor Local Waterbodies and Air Quality
- Operations and Maintenance
 - Inspect, Maintain and Operate Existing Infrastructure

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W Sammamish River Bridge Project
January 10, 2020

2

- Public Education and Outreach
 - Provide Information to the Community
 - Change Behavior to Protect the Environment
 - Assess Effectiveness of Outreach Efforts
- Regional Coordination
 - WaterResource Inventory Area (WRIA) 8
 - King County-Cities Climate Collaboration
 - Environmental Education and Research Center
 - Regional Outreach Collaboration
- Source Control
 - Provide Water Quality Outreach and Assistance to Local Businesses
 - Enforce Environmental Protections to Avoid Illicit Discharges

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2020 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 2020 Planning Commission docket as recommended by CD staff continues two ongoing projects: the Parks Element of the Comprehensive Plan and Action 3.B.2 from the Economic Development Strategy, “Incentives for office development.” Completion of the manufactured housing communities project, Phase 2, is recommended for deferment to 2021 as court action continues.

Staff recommends that two new projects from the Housing Strategy Plan be included on the 2020 docket: Action A.1.b, “Flexible re-use of tax-exempt or publicly-owned sites through a special process to increase housing supply and enable more diverse forms of housing if linked to providing some affordable housing,” and Action A.1.c, “Consider provisions, including design guidelines, to allow some flexibility in single family neighborhoods for small scale housing(e.g. cottages, duplexes).”

Recommended 2020 Planning Commission Docket

The recommended 2020 Planning Commission docket is as follows (the number assigned to each project corresponds to its number in the prioritization chart):

- | | |
|------------|--|
| 12.B and C | Housing Strategy Plan: <ul style="list-style-type: none"> • Flexible re-use of tax-exempt or publicly-owned sites for affordable housing (Strategy A.1.b) • Flexibility in single family neighborhoods for small scale housing--e.g., "Missing Middle" housing such as cottages, duplexes (Strategy A.1.c) |
| 17. | Parks Element of the Comprehensive Plan |
| 20.A | Economic Development Strategy <ul style="list-style-type: none"> • Incentives for office development |
| 26. | Capital Improvement Program/Capital Facilities Plan amendments (particularly related to parks) |

Recommended 2020 Amendments to go directly to City Council

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

- | | | |
|--|-----|---|
| <u>Development Services:</u> | 18. | Tree cutting penalties (align Titles 15 and 18) |
| | 22. | Commercial change-of-use standards related to impact fees |
| | 27. | 2018 State Building Code adoption |
| | 29. | Minor code cleanup amendments |
| <u>Engineering & Environmental Services:</u> | 11. | Revise street standards |
| | 28. | Title 13, Utilities and Public Works, code cleanup amendments |
| <u>City Manager's Office:</u> | 23. | Historic preservation code update |

Item	Source	Need PC Review?	Recommend PC Review?	Amendment scope	Could it be grouped?	Lead Department	Year?
8. Airport Plan	State	Yes	Yes	Large	No	CD	2021
9. Transportation Element update	State	Yes	Yes	Large	Yes	CD/EES	2021/ 2022
10. Transportation impact fee study	State	No	No	Medium	Yes	CD/EES	2022
11. Revise street standards	Staff	No	?	Medium	No	EES	2020
HOUSING							
12. Housing Strategy Plan:	Comp Plan	No	Yes	Medium	Yes	CD	2021+
A. Finish mobile home park regulations							2019
B. Review ADU standards							2020
Flexible reuse of tax-exempt or publicly-owned sites							2020
C. Missing Middle housing							
13. Rent increase notification	Council	No	No	Small	No	CD	2019
SIGNS							
14. Banner program	Staff	No	No	Small	Yes	DS	2020+
13. Reed v. Town of Gilbert review (sign content)	Court	No	No	Medium	No	DS	2021+

(MOVED INTO PROJECT 11)							
ECONOMIC DEVELOPMENT							
20. Economic Development Strategy: A. Incentives for office development B. Address additional priorities	EDS	No	Yes	Medium	Yes	CD/CM	2020/ 2021 2021+
MISCELLANEOUS							
29. Coordinate setbacks/landscaping in commercial zones	Staff	No	No	Small	Yes	CD	2020+
21. Review general change-of-use standards	Staff	No	No	Small	Yes	TBD	2021+
22. Commercial change-of-use standards related to impact fees	Staff	No	No	Small	No	DS	2020
23. Historic preservation code update	Staff	No	No	Medium	No	CM	2020
24. Address franchise requirements	Staff	No	No	Large	No	TBD	2021+
34. School impact fee adjustments	School District	No	No	Small	Yes	CD	2019
25. Expand Multifamily Tax Exemption (MFTE) in downtown area(s)	Staff	No	No	Medium	No	TBD	2021+

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.) (CITY COUNCIL REQUESTED REMOVAL OF THIS PROJECT IN 2019)~~
4. (NEW) Land Use Element update. The overall update of the City's Comprehensive Plan is due in 2023 (although the State legislature likely will consider a bill this session to extend the update deadline to 2025). The County-directed land capacity analysis will be completed in 2020 and new OFM growth targets are expected in 2021, along with some census data. Beginning review of the Land Use Element in the latter part of 2021 should be the first step in the overall Comprehensive Plan update and should come before adjusting the Transportation Element in 2022.
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 in 2024, expansion of the TOD District would be considered.

A.1.c Flexibility in single family neighborhoods for small scale housing (e.g. Missing Middle housing such as cottages, duplexes). Considering flexible use of tax-exempt or publicly-owned sites for affordable housing is timely given interest in projects on church property and work on potential TOD at the Park and Ride. Consideration of Missing Middle housing builds on the panel discussion held in October 2019 and positions the City to address possible new state direction that may incentivize or mandate this type of development.

~~13. Rent increase notification. (THIS PROJECT IS COMPLETE)~~

SIGNS

~~14. Banner program. This project would allow some banners, of limited type and term, in Kenmore. (ORIGINALLY PROPOSED BY STAFF; NO LONGER NEEDED)~~

13. 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

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

15. 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.

16. 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. (PROJECT RESEARCHED, BUT NO PLACE TO TAKE RECYCLED MATERIALS SO PROJECT REMOVED)~~

Manager's office. Completion of the specific recommendations is now targeted for 2020. For this reason, staff recommends that identification of the actual project scope and work on it occur in 2020/2021.

MISCELLANEOUS

~~29. Coordinate setbacks/landscaping in commercial zones. Setback and landscaping requirements conflict in some commercial zones. These amendments would resolve these conflicts. (ORIGINALLY PROPOSED BY STAFF; NO LONGER NEEDED)~~

21. Review general 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.

22. 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.

23. 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.

24. 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.

25. Expand the Multifamily Tax Exemption (MFTE). The MFTE can be used in some parts of the downtown, but is not available in other areas of the City. Adding MFTE to the TOD District is complete. The City may wish to expand the MFTE to other parts of the City's downtown, including Lakepointe.

26. Capital Improvement Program (CIP)/Capital Facilities Plan (CFP) amendments, if necessary. Amending the CIP to add or remove significant capital projects requires Planning Commission consideration of Comprehensive Plan amendments. Significant new parks projects may require that the CIP/CFP be adjusted.

27. State 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 Council Business Agenda Item
City of Kenmore, WA**

Subject/Topic: Financial Sustainability Plan – Phase 1 Report Proposed Council Action/Motion: <i>Review and discuss materials gathered in Phase 1 of the Financial Sustainability Plan process (October-December 2019)</i>	For Council Meeting Agenda of: January 10-11, 2020 Department: Executive Prepared by: Torie Brazitis, Contracted Project Manager <table border="0"> <tr> <td></td> <td align="right"><u>Initial & Date</u></td> </tr> <tr> <td>Approved by Department Head:</td> <td align="right">_____</td> </tr> <tr> <td>Approved by City Attorney:</td> <td align="right">_____</td> </tr> <tr> <td>Approved by Finance Director:</td> <td align="right">_____</td> </tr> <tr> <td>Approved by City Manager:</td> <td align="right">_____</td> </tr> </table> Exhibits/Attachments: Exhibit A: City of Kenmore Finances Survey Report (EMC Research, December 2019) Exhibit B: Survey Instrument for Kenmore Finances Survey (EMC Research, December 2019) Exhibit C: Kenmore Financial Forecast Review – Executive Summary (Management Partners, January 2020) Exhibit D: Kenmore Financial Forecast Review – PowerPoint Slides (Management Partners, January 2020)		<u>Initial & Date</u>	Approved by Department Head:	_____	Approved by City Attorney:	_____	Approved by Finance Director:	_____	Approved by City Manager:	_____
	<u>Initial & Date</u>										
Approved by Department Head:	_____										
Approved by City Attorney:	_____										
Approved by Finance Director:	_____										
Approved by City Manager:	_____										
<u>INFORMATION/BACKGROUND:</u> Due to State-imposed limits on property tax growth, flat growth in other revenues, unfunded state and federal mandates, and other factors, the City’s operating revenues are not keeping pace with the cost of doing business. As a result, the City of Kenmore faces an upcoming structural deficit in its operating budget (General Fund and Street Fund). At the City Council’s regular meeting on October 7, 2019, the Council approved a two-phase process to create a Financial Sustainability Plan. The goal of the process is to create a plan for the City Council’s approval by early summer 2020 that will resolve the budget gap for six years (2021-2026, or for three budget biennia) in a way that reflects the community’s values. In Phase 1, the staff gathered and verified data on community satisfaction, community priorities, City finances, and the City’s long-range financial projections to determine when the City will face a structural deficit and how large that deficit will be. The information gathered in this phase is presented here for the Council’s response and direction before Phase 2 begins.											

In Phase 2, the City staff will conduct a community engagement process through spring 2020 to present this information, solicit input on these challenges, and evaluate options. The staff will also work with seven community members on a City Financial Sustainability Plan Task Force (CFSPTF) to propose options to the City Manager which could resolve the issue. Phase 2 will conclude with a report from the City Manager to the City Council with recommended actions before the City Council begins deliberations on the 2021-2022 budget.

Requested Actions at January 10-11, 2020 City Council Retreat:

*Review materials gathered in this phase of the Financial Sustainability Plan process (October-December 2019).
Discuss the survey and the updated financial forecast.*

FISCAL CONSIDERATION:

The cost of this work was previously authorized by the City Council on October 7, 2019. There are no additional cost considerations for this action.

COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:

2019-2020 City Council Goal 4. Create and Implement a Financial Sustainability Plan

Priority-Based Budgeting Governance Results:

*Supports Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning

*Provides Responsive and Accessible Leadership, Focused Community Priorities and Facilitates Timely, Well-Utilized Two-Way Communication and Input with All Stakeholders



City of Kenmore, Washington Finances Survey

December 2019

Methodology

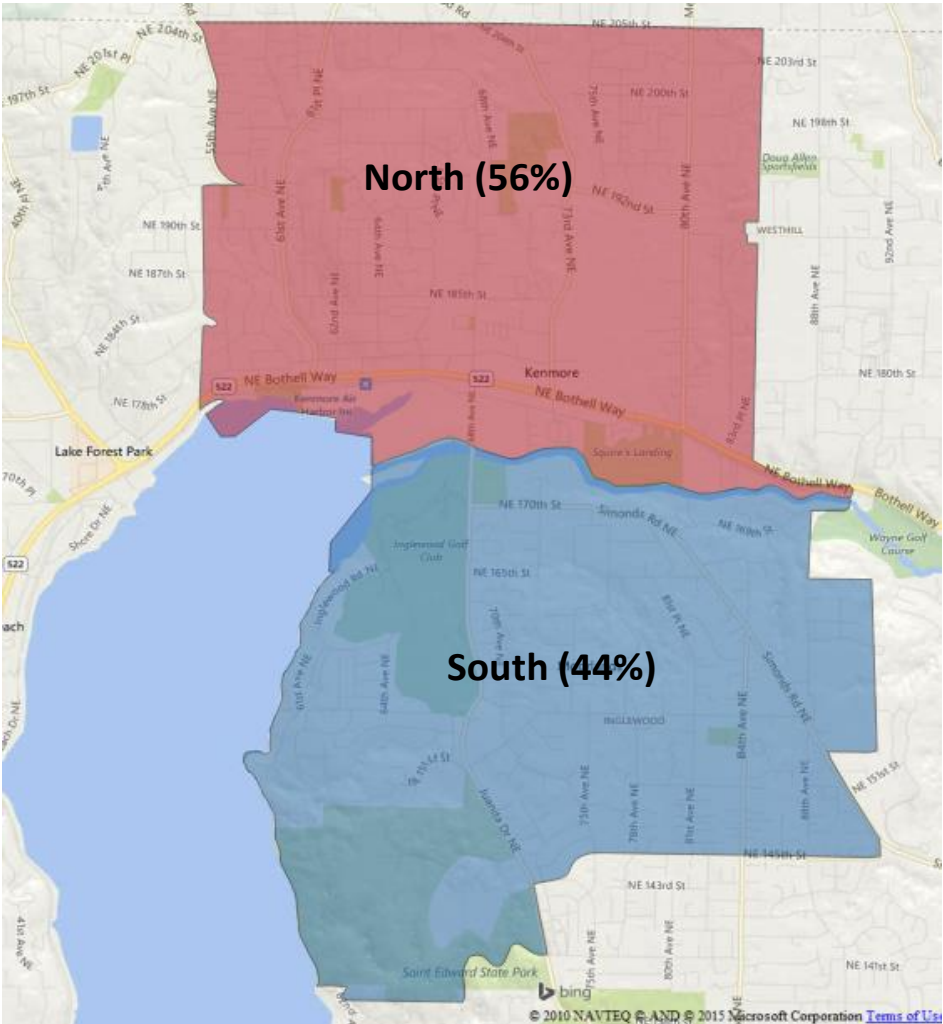


- ▶ Live telephone and SMS-to-Web survey of registered voters in Kenmore, Washington
- ▶ Survey conducted December 4 – 12, 2019
- ▶ 300 interviews; overall margin of error ± 5.7 percentage points
- ▶ Interviews were conducted in English by trained, professional interviewers; landlines and mobile phones included
 - 250 interviews by live phone
 - 50 interviews from SMS-to-Web
- ▶ Where applicable, results compared with the following:

Methodology	Dates	Universe	Sample Size	Margin of Error	EMC #
Phone	April 24 – May 2, 2016	All Registered Voters	300	± 5.7 percentage points	16-5967
Phone	December 2 – 10, 2015	All Registered Voters	300	± 5.7 percentage points	15-5355

Please note that due to rounding, some percentages may not add up to exactly 100%.

Map of Kenmore



Key Findings



- ▶ Kenmore residents are optimistic about the direction of the city and feel the quality of life in Kenmore is good
- ▶ Most rate City government and the services it provides positively
- ▶ Ratings of the City's financial management are more mixed, and awareness of Kenmore's financial situation and where tax dollars are spent is low
- ▶ Public safety and street and road maintenance are top priorities for the City

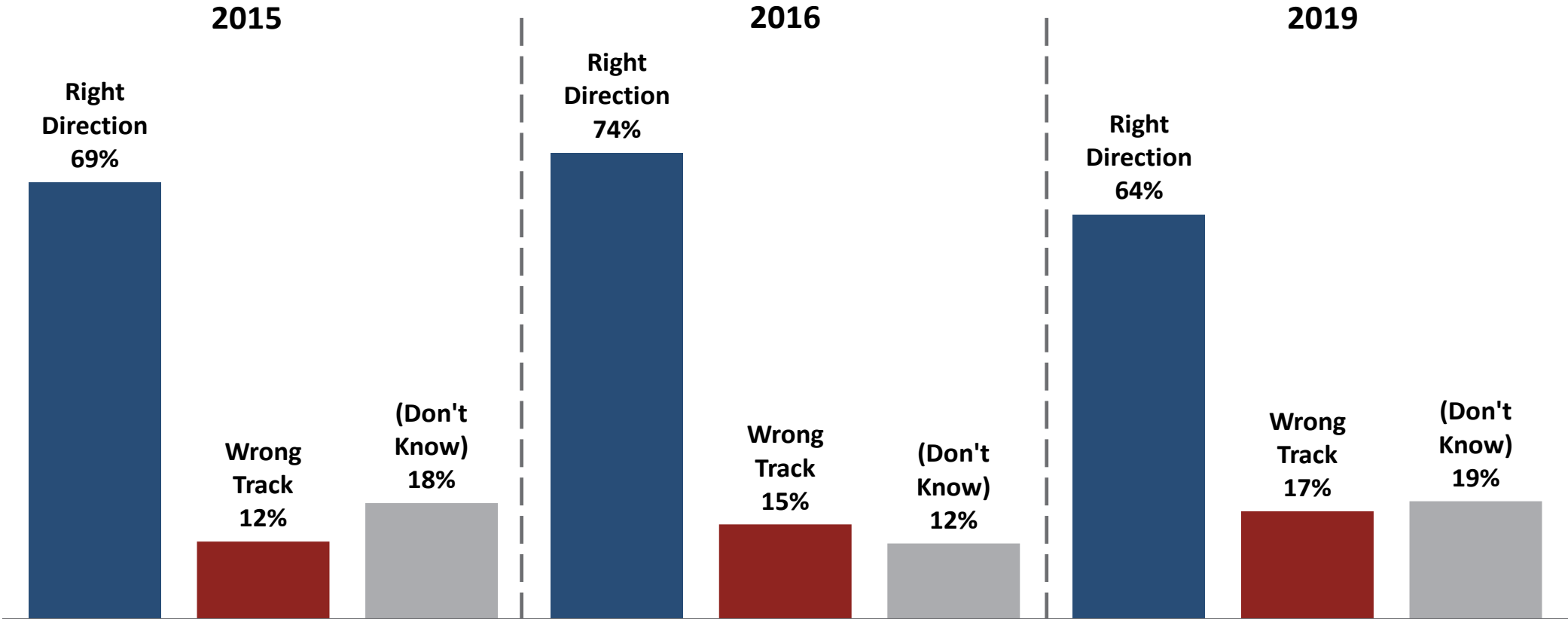
Kenmore Issue Environment



Direction of Kenmore



Residents continue to be optimistic about the direction of Kenmore.

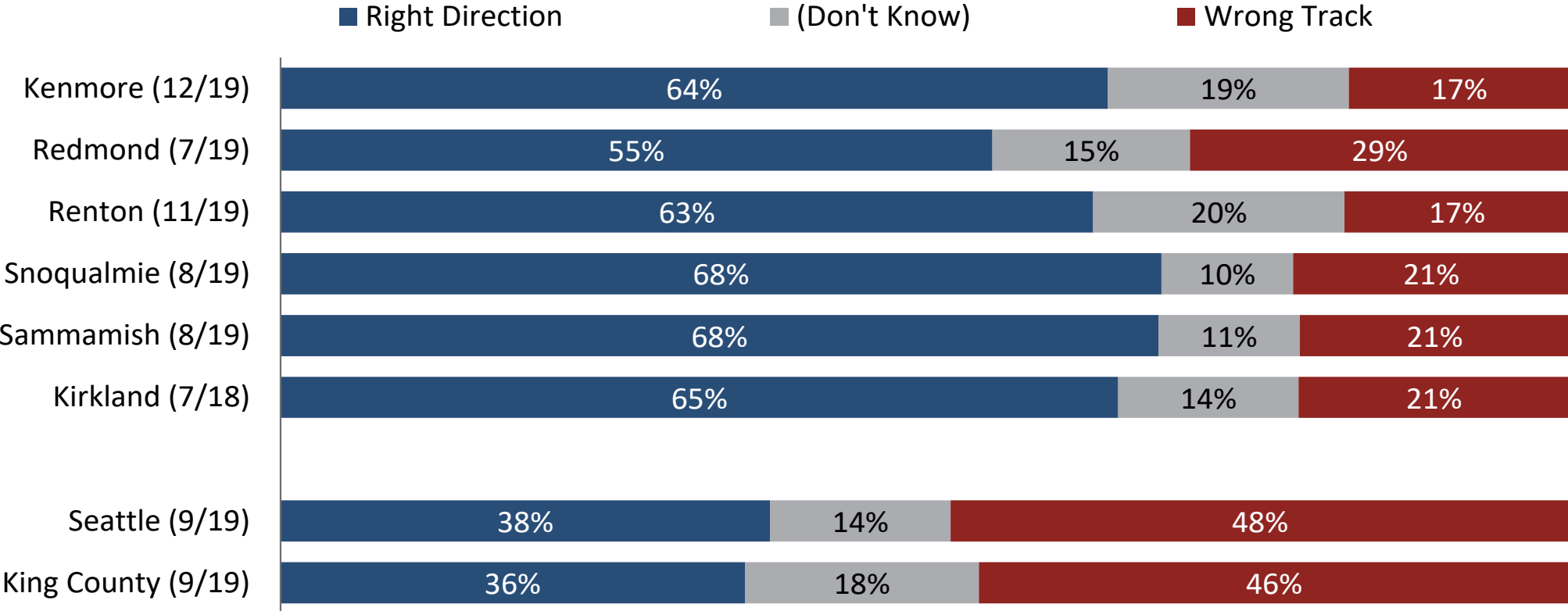


Q3. Do you feel things in Kenmore are generally going in the right direction, or do you feel things have gotten pretty seriously off on the wrong track?

Right Direction/Wrong Track in the Region



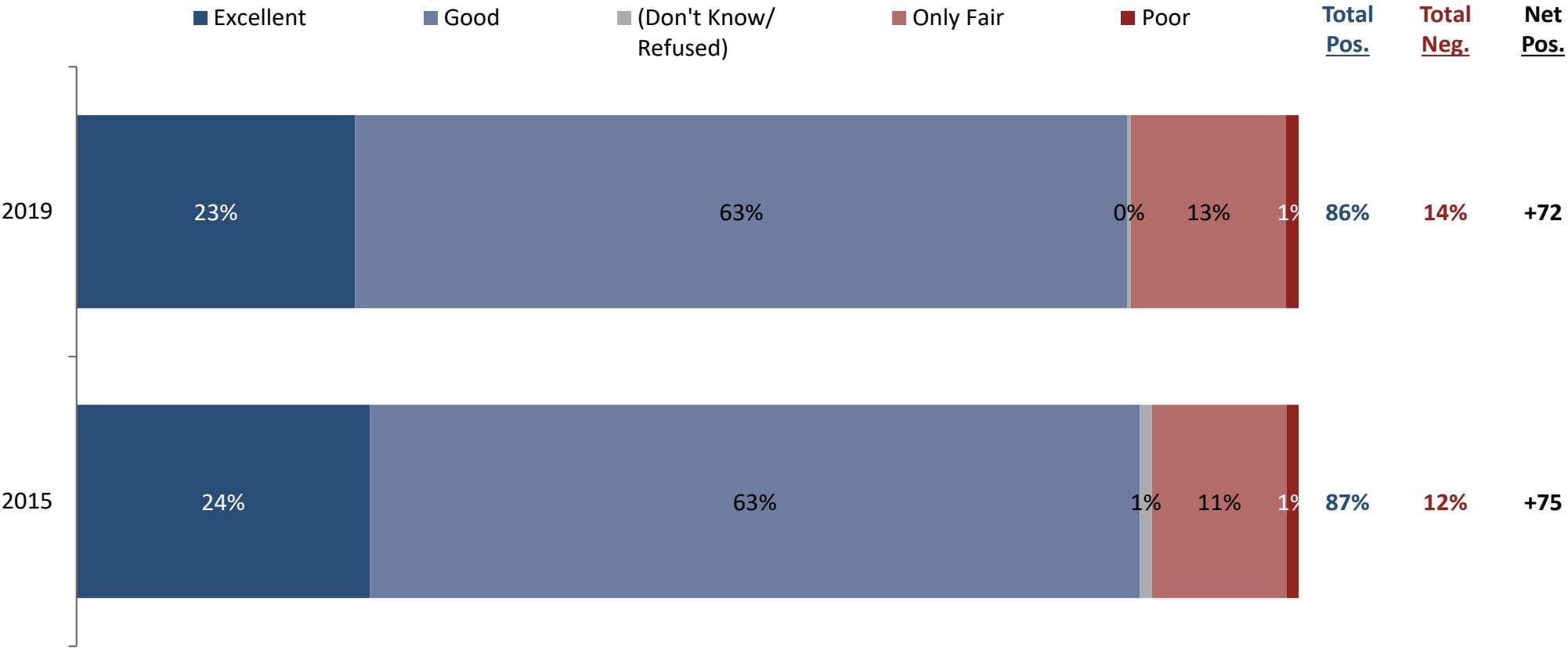
Levels of optimism in Kenmore are comparable to many Eastside cities.



Quality of Life in Kenmore



Nearly all residents continue to feel the quality of life in Kenmore is positive.

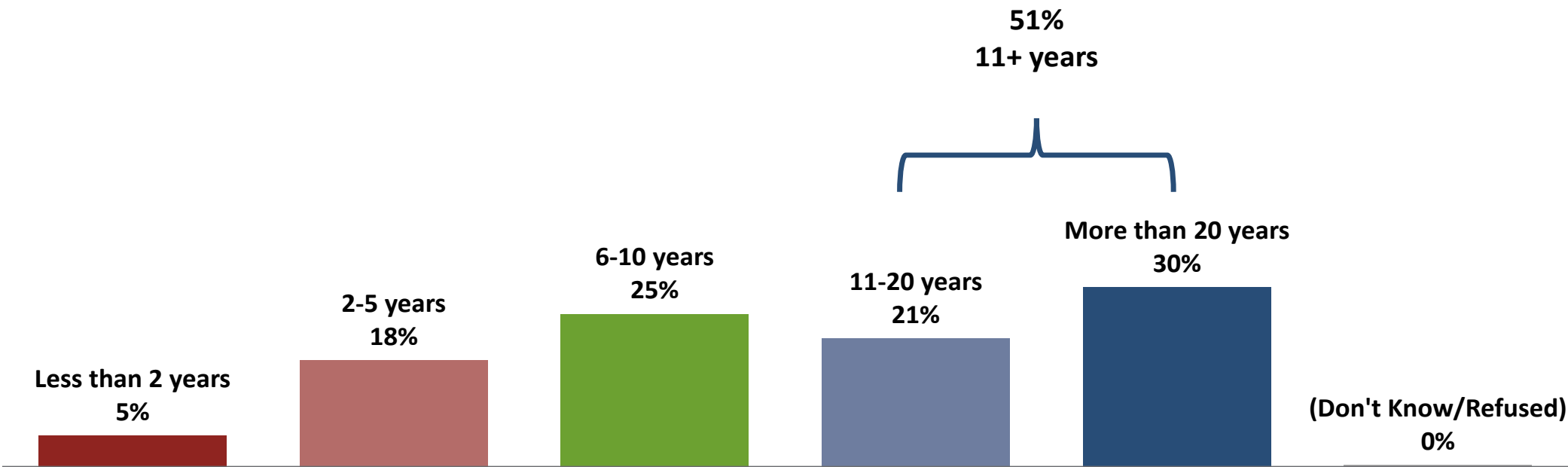


Q5. Using a scale of excellent, good, only fair, or poor, please rate each of the following.

Length of Residency in Kenmore



Just over half of residents have lived in Kenmore for a decade or more. Nearly a quarter are new to Kenmore, having lived in the city for five years or less

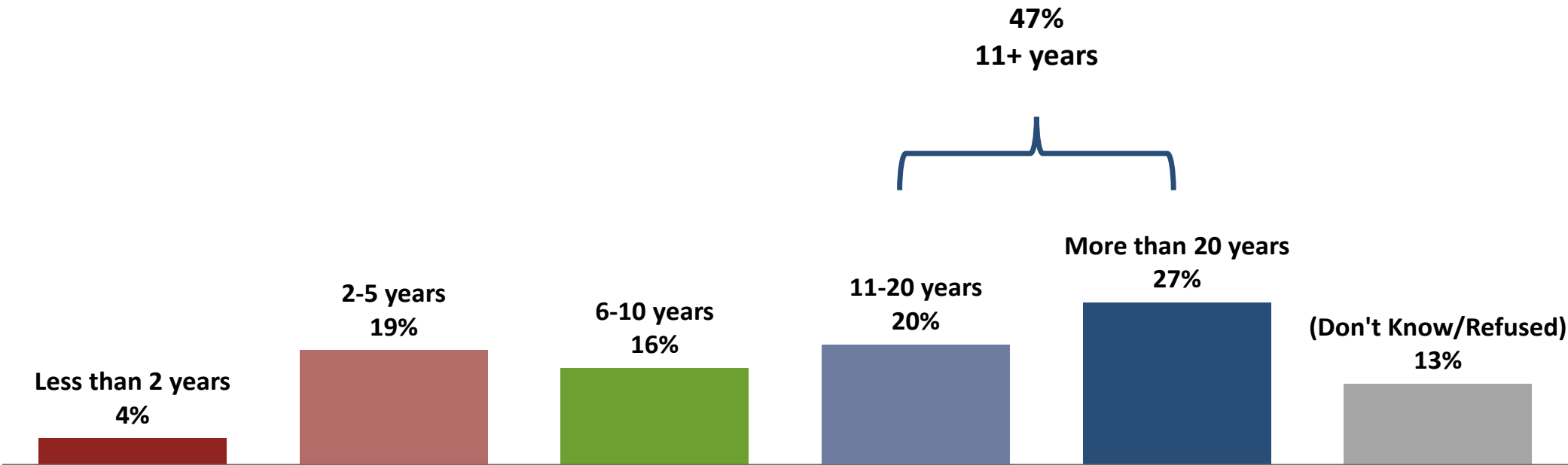


Q41. How many years have you lived in Kenmore?

Plans to Stay in Kenmore



Few residents have immediate plans to leave Kenmore, with nearly half intending to stay for more than a decade.

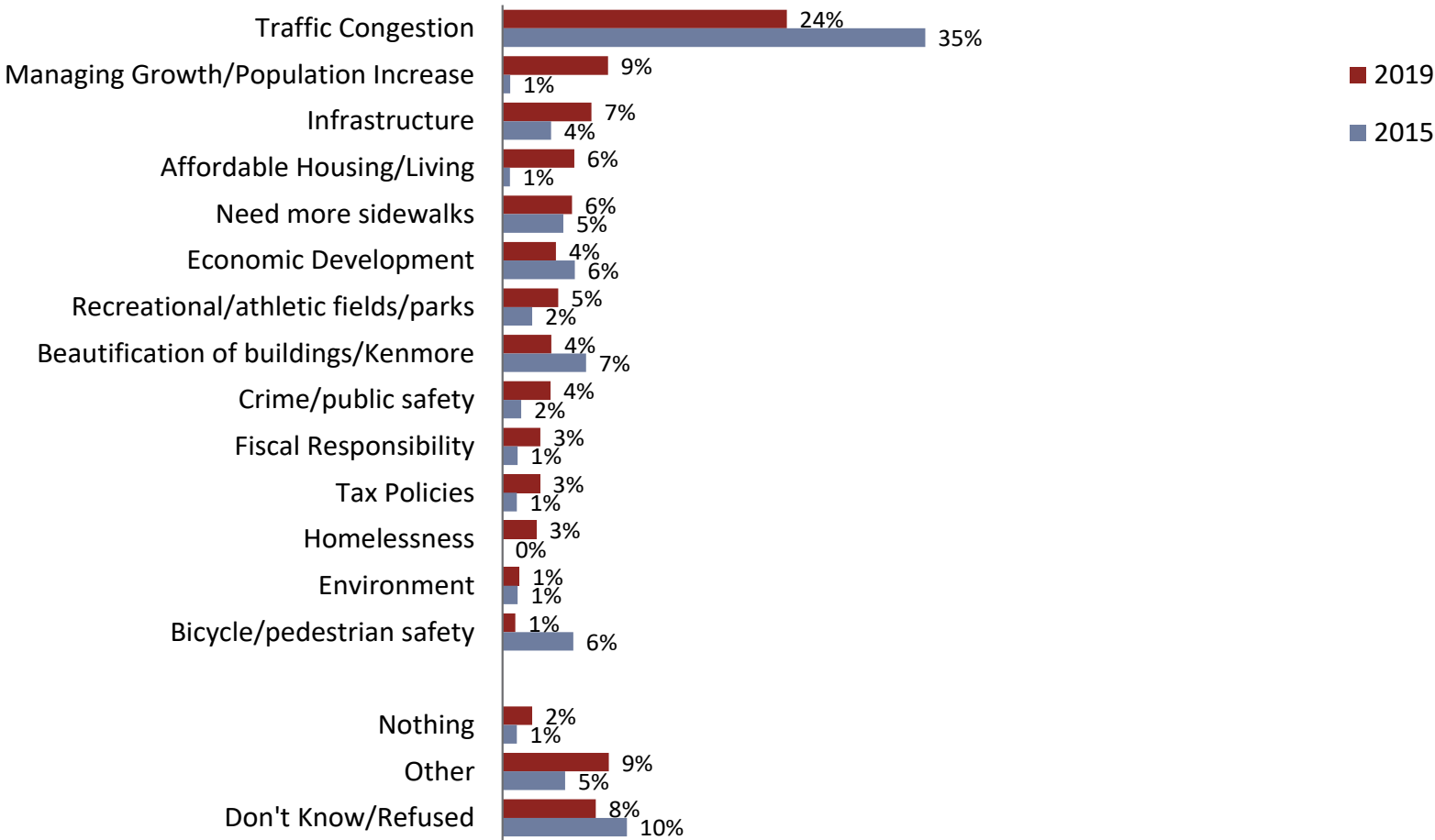


Q42. How many years do you plan to stay in Kenmore?

Most Important Problem in Kenmore



As in 2015, traffic congestion is by far the top volunteered issue residents would like to see addressed over the next two years.

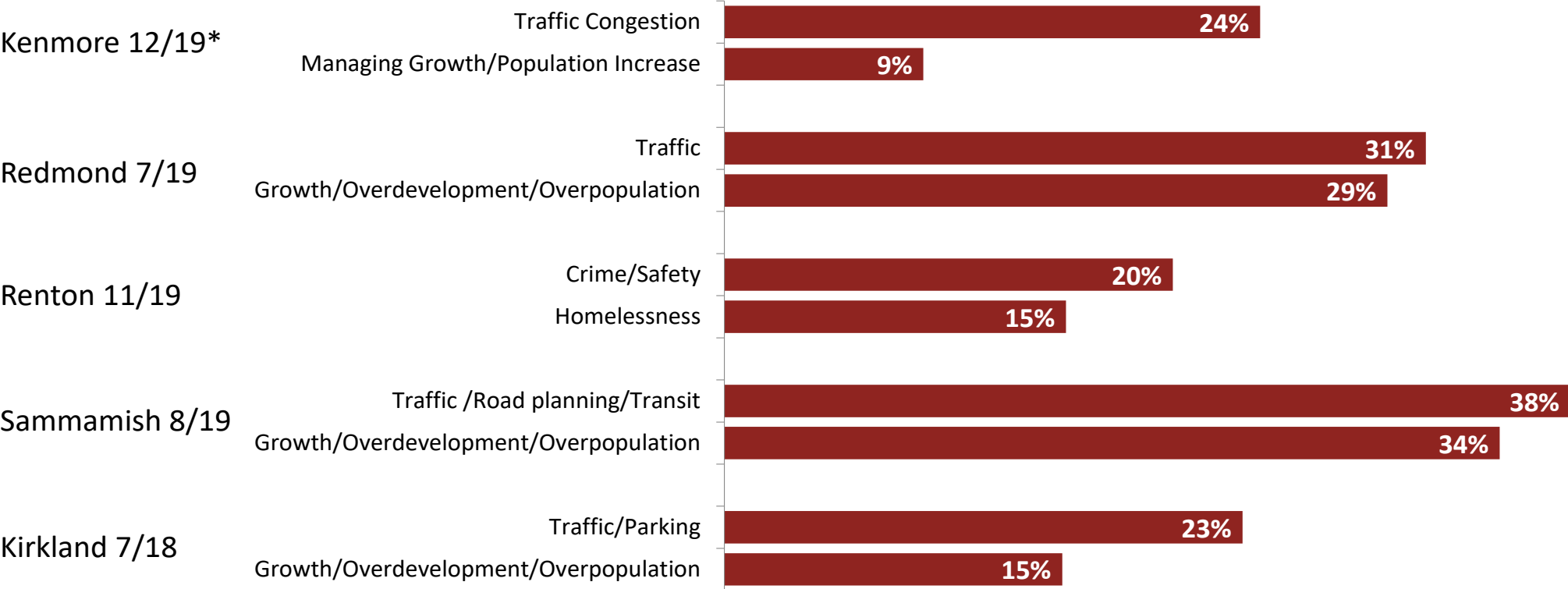


Q4. What is the most important issue the Kenmore City council needs to address over the next two years?

Most Important Problem in the Region



Traffic and growth concerns are common in communities throughout the region.



*Kenmore wording was “What is the most important issue the Kenmore City council needs to address over the next two years?” as compared to “What do you think is the most important problem facing the City of X today?”

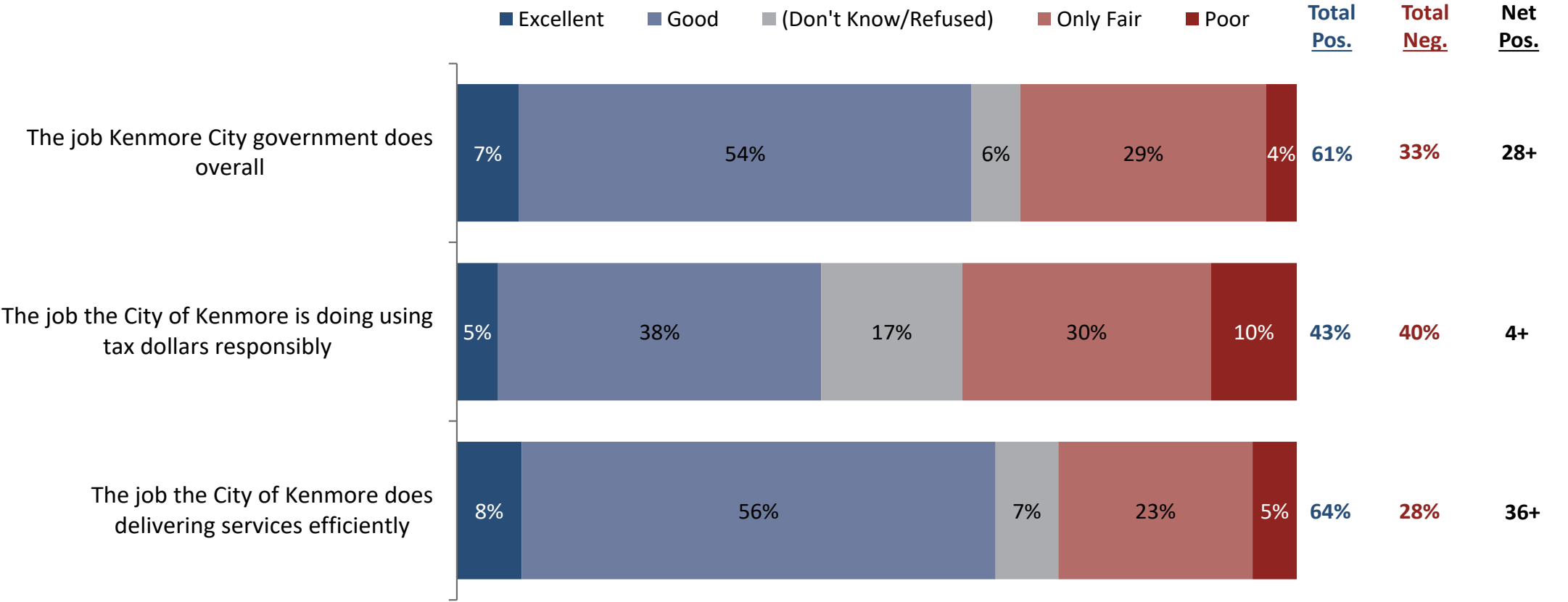


Perceptions of Local Government & City Services

Kenmore Job Ratings



Majorities of residents feel City government does a good job overall and in delivering services. Residents are more divided when it comes to use of tax dollars, with greater uncertainty. Intensity is low on all ratings.



Job Ratings in the Region



Ratings of other municipal governments in the region overall, as well as specifically on fiscal management and delivery of services, tend to be similar.

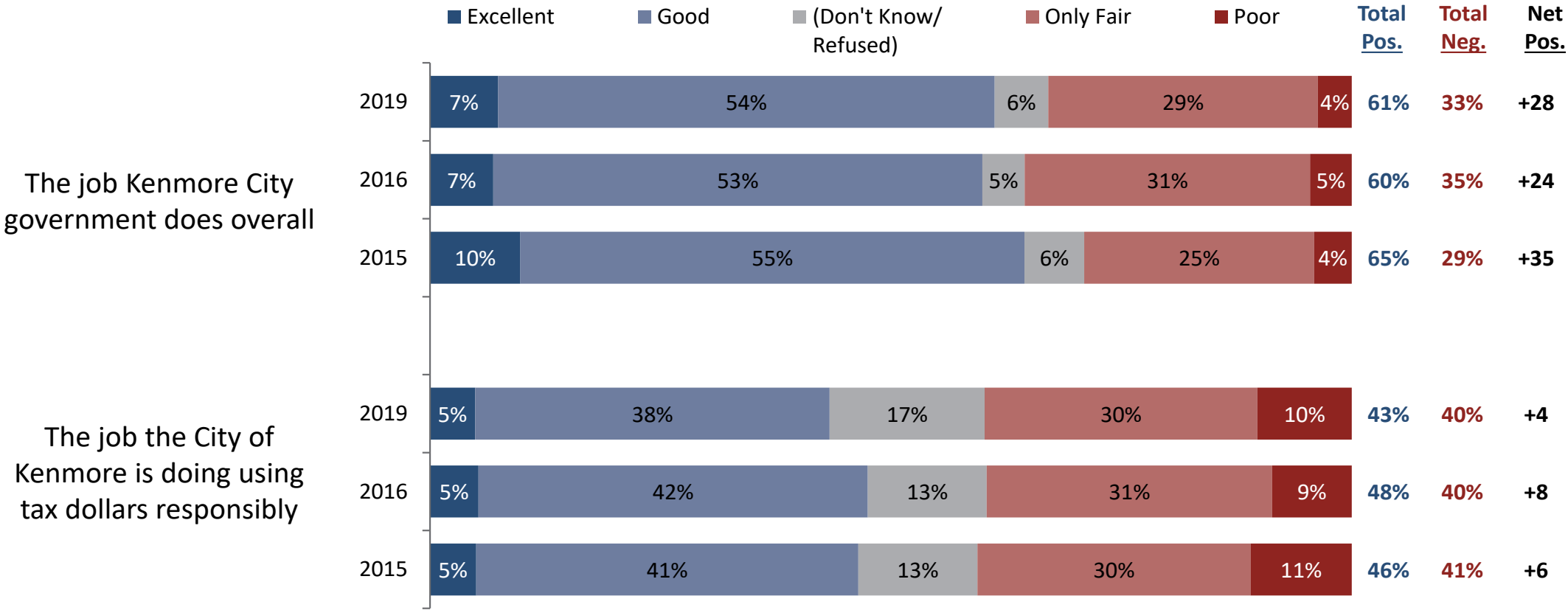
% Excellent/Good				
	Kenmore (12/19)	Redmond (7/19)	Renton (11/19)	Kirkland (7/18)
Overall	61%	62%	58%	70%
Using tax dollars responsibly	43%	39%	44%	37%*
Delivering services efficiently	64%	64%	NA	69%

*Wording was “the job the City is doing managing the public’s money” rather than “using tax dollars responsibly”

Kenmore Job Ratings Over Time



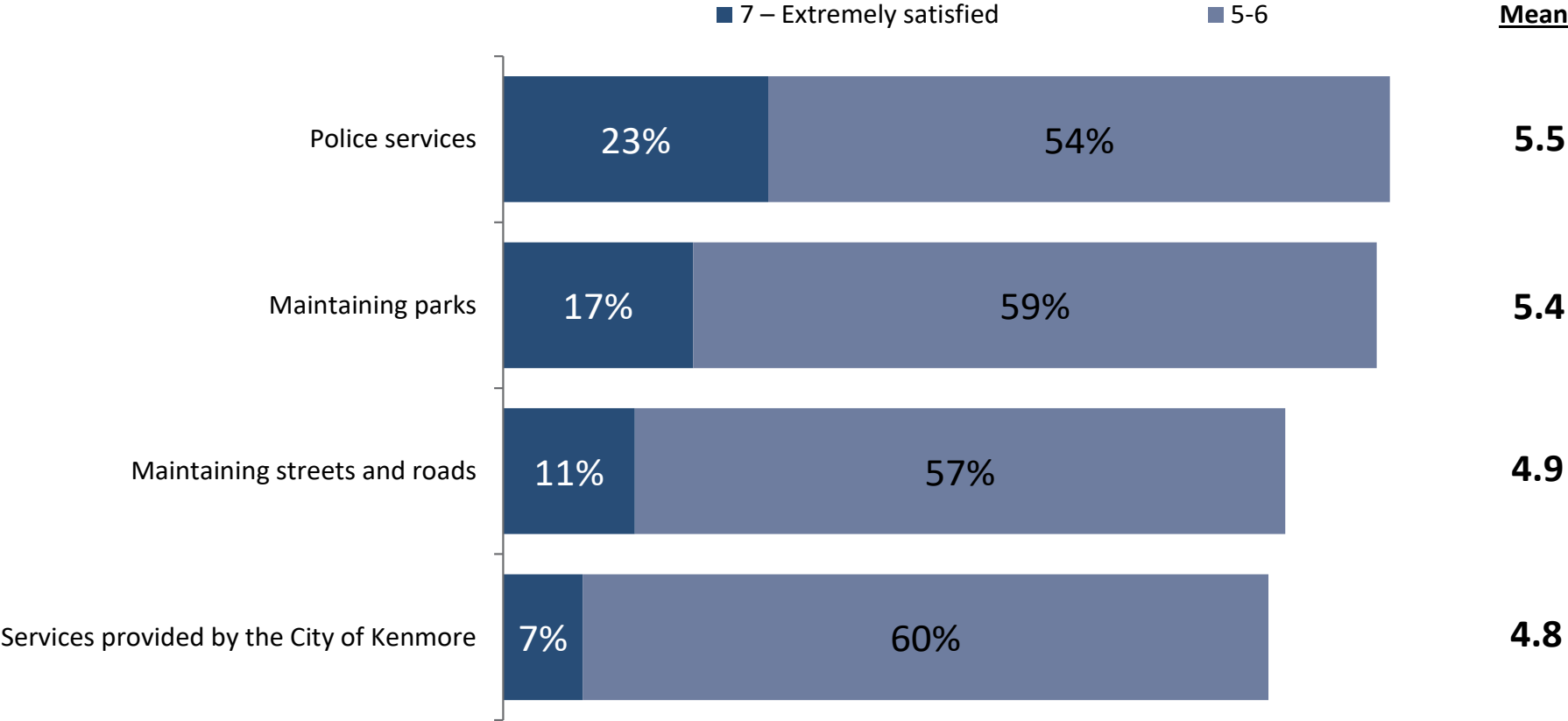
Ratings of City government have remained stable over time.



Satisfaction with Services in Kenmore



Strong majorities are satisfied with the services provided by the City of Kenmore overall, as well as when it comes to police, parks, and road maintenance specifically. Intensity of satisfaction is highest for police services.



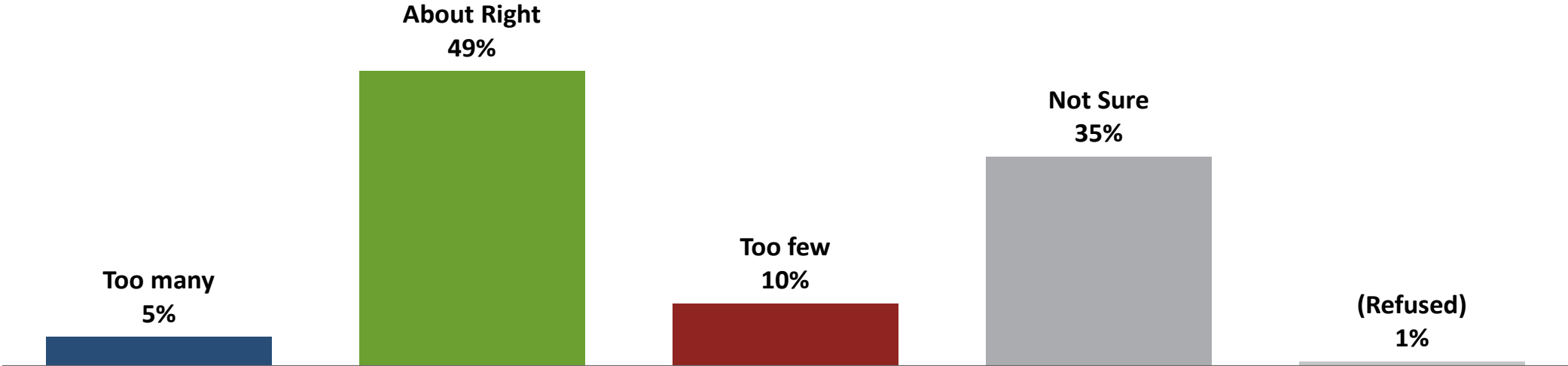
Q10, Q29-31. Using a scale from 1 to 7, where 1 means you are not at all satisfied and 7 means you are extremely satisfied, how would you rate your level of satisfaction?

Level of Services



A plurality of residents feel the City currently provides the right level of services, but over a third are uncertain.

In terms of public services provided by the City of Kenmore, do you think that overall the city provides too many services, too few services, about the right amount of services, or are you not sure?



Q39. In terms of public services provided by the City of Kenmore, do you think that overall the city provides too many services, too few services, about the right amount of services, or are you not sure?

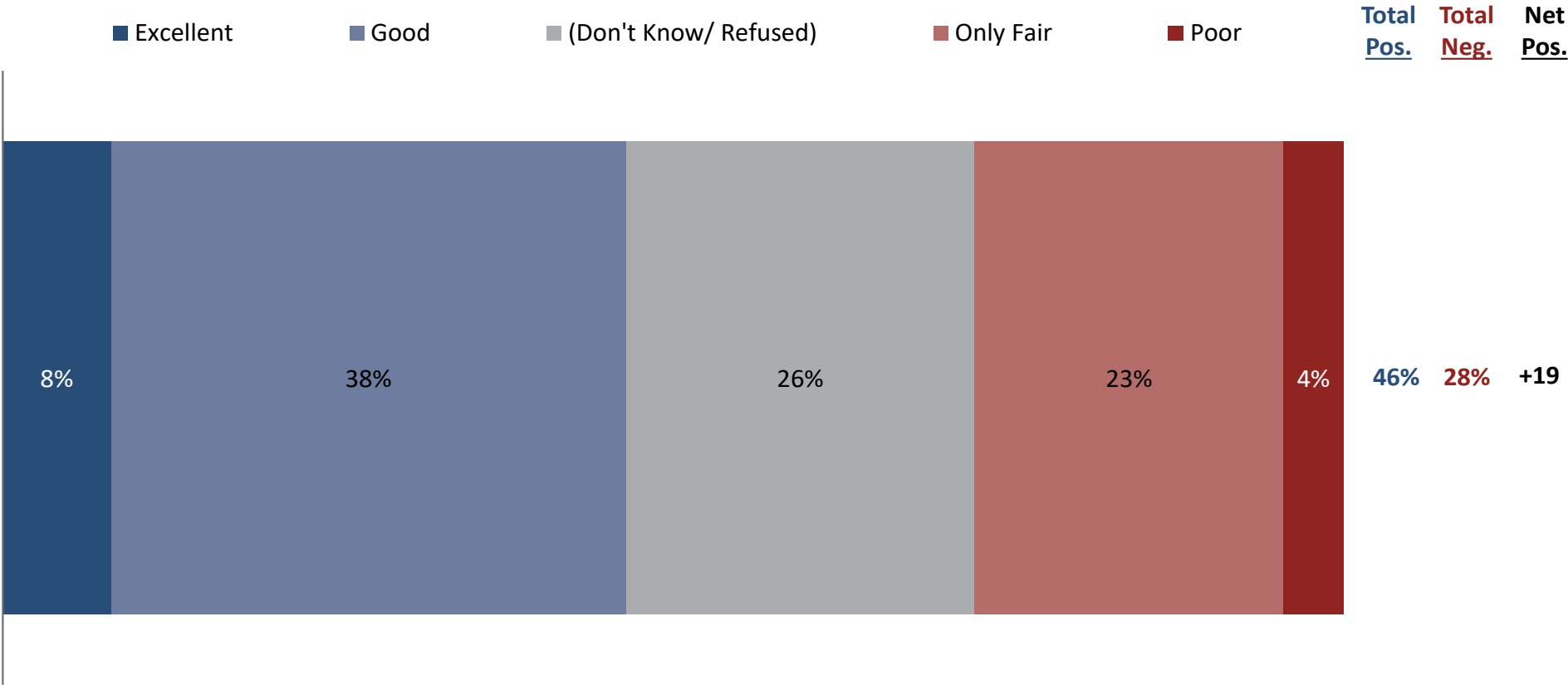
Fiscal Issues



Overall Financial Health of Kenmore



A plurality of residents believe the City’s overall financial health is positive. Just over a quarter rate it negatively, and another quarter are unsure.

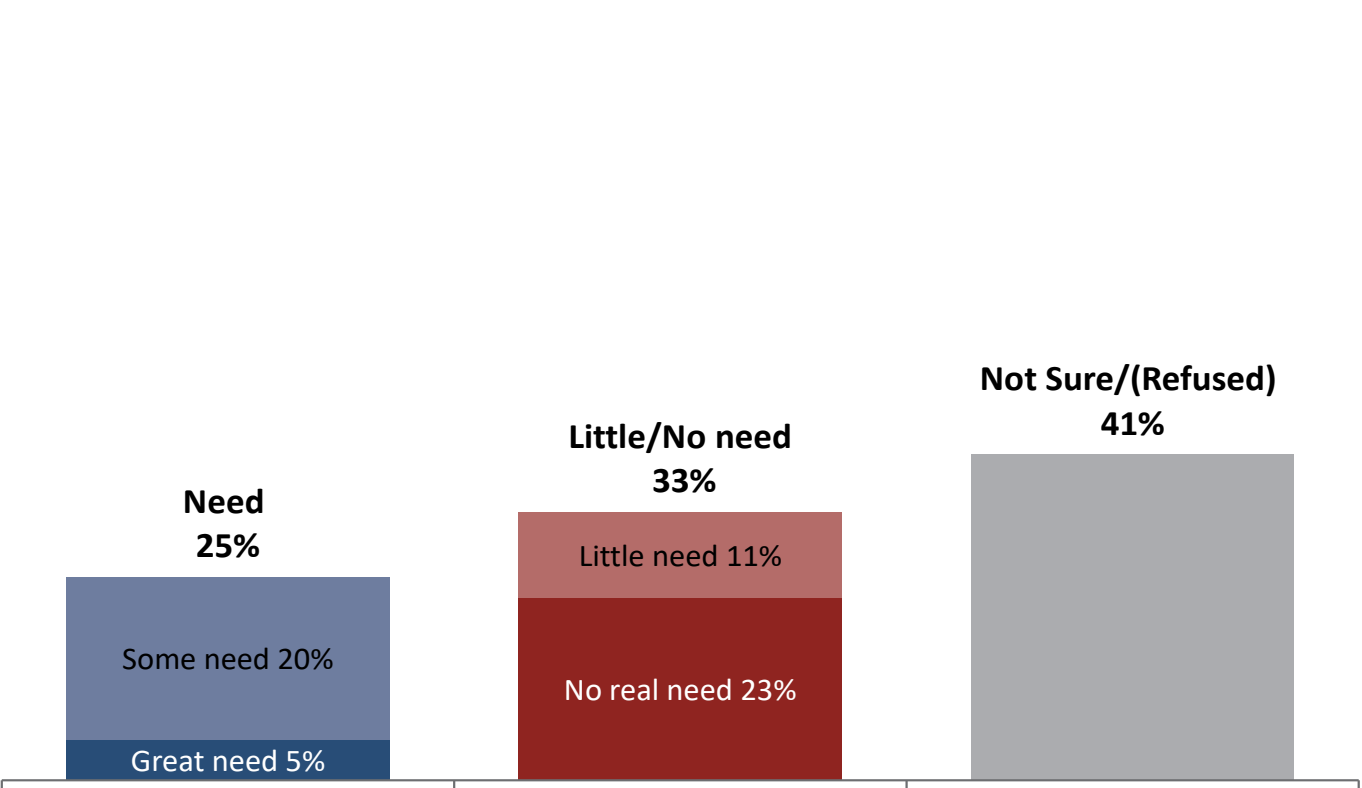


Q9. Using a scale of excellent, good, only fair, or poor, please rate each of the following: The overall financial health of the City

Perceived Need for Funding



Knowledge of the City’s need for funding is low. A plurality aren’t sure of the City’s financial situation, and only a quarter are aware there is a need for additional funding.



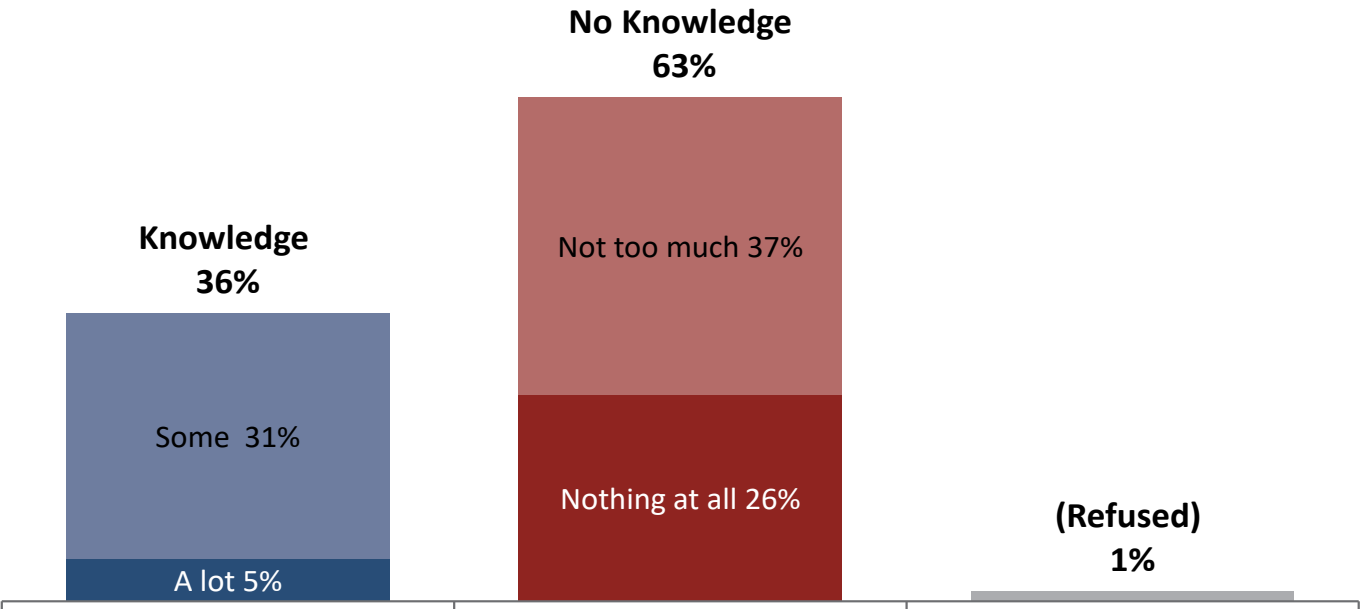
	Need	No Need
Overall	25%	33%
Male (49%)	24%	38%
Female (51%)	26%	29%
<50 (48%)	26%	34%
50+ (52%)	24%	33%
North (56%)	27%	32%
South (44%)	24%	35%
Children in HH (27%)	35%	20%
No Children in HH/(DK/Ref) (73%)	22%	38%
Homeowner (76%)	25%	32%
Renter (21%)	26%	33%

Q40. Would you say that to maintain essential services, the City of Kenmore has a great need for additional funding, some need, a little need, no real need for additional funding, or are you not sure?

Knowledge About Spending



Nearly two-thirds of residents say they have little or no knowledge about what the City spends tax dollars on.



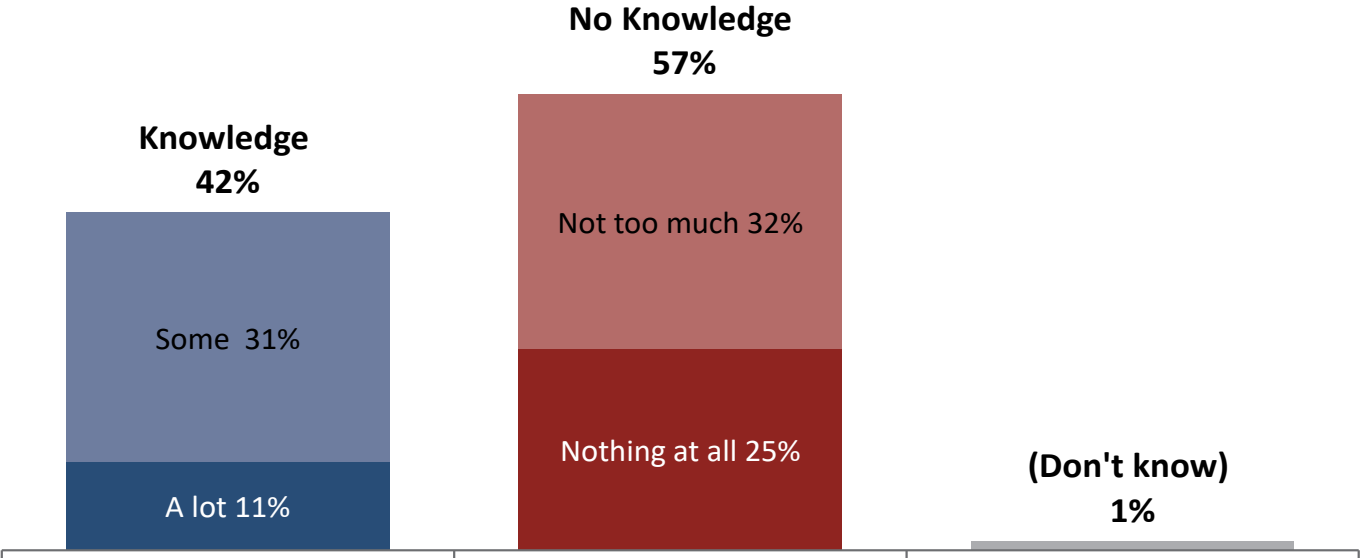
	Knowledge	No Knowledge
Overall	36%	63%
Male (49%)	37%	61%
Female (51%)	35%	64%
<50 (48%)	28%	70%
50+ (52%)	43%	56%
North (56%)	40%	58%
South (44%)	30%	69%
Children in HH (27%)	34%	65%
No Children in HH/(DK/Ref) (73%)	37%	62%
Homeowner (76%)	39%	59%
Renter (21%)	27%	73%

Q11. When you think about the budget of the City of Kenmore, would you say you know a lot, some, not too much, or nothing at all about what the City of Kenmore spends tax dollars on?

Knowledge About Taxes and Fees



A majority also say they have little to no knowledge about how much of the taxes and fees they pay go to the City.



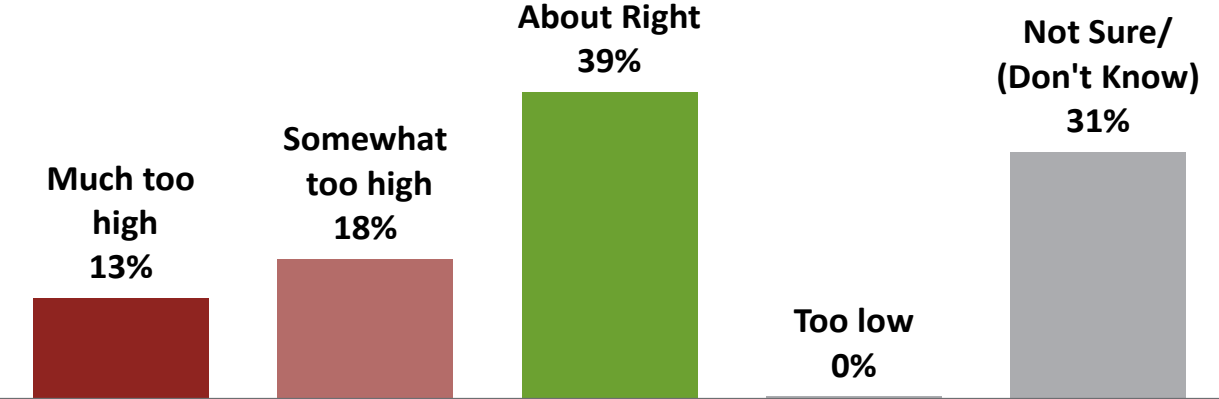
	Knowledge	No Knowledge
Overall	42%	57%
Male (49%)	43%	56%
Female (51%)	41%	58%
<50 (48%)	38%	61%
50+ (52%)	45%	53%
North (56%)	40%	59%
South (44%)	45%	54%
Children in HH (27%)	47%	53%
No Children in HH/(DK/Ref) (73%)	40%	58%
Homeowner (76%)	46%	53%
Renter (21%)	31%	69%

Q12. Would you say you know a lot, some, not too much, or nothing at all about how much of the taxes and fees you pay go to the City of Kenmore?

Amount of Taxes and Fees



A plurality of residents say the amount of taxes and fees they pay to Kenmore is about right compared to other cities, but nearly a third are unable to say.



Q13. Compared to other cities, do you think the taxes and fees you pay to the City of Kenmore are: too high, too low, about right, or are you not sure how much you pay in taxes and fees to the City of Kenmore?

	Too high	About Right
Overall	30%	39%
Male (49%)	32%	39%
Female (51%)	28%	38%
<50 (48%)	29%	45%
50+ (52%)	31%	32%
North (56%)	31%	35%
South (44%)	29%	44%
Children in HH (27%)	30%	51%
No Children in HH/(DK/Ref) (73%)	30%	34%
Homeowner (76%)	32%	39%
Renter (21%)	25%	36%

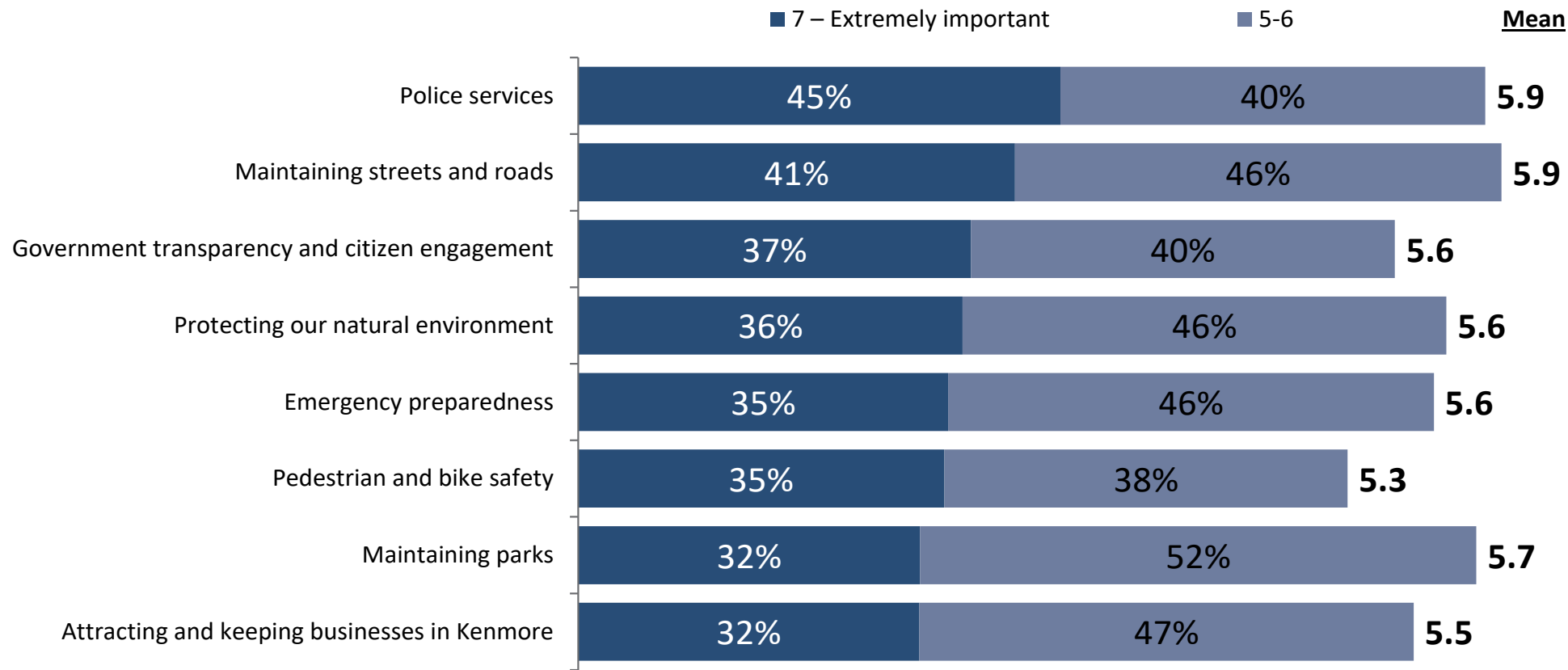
Priorities



Importance of Functions



Police services and maintaining streets and roads rise to the top as the highest priority functions provided by the City.

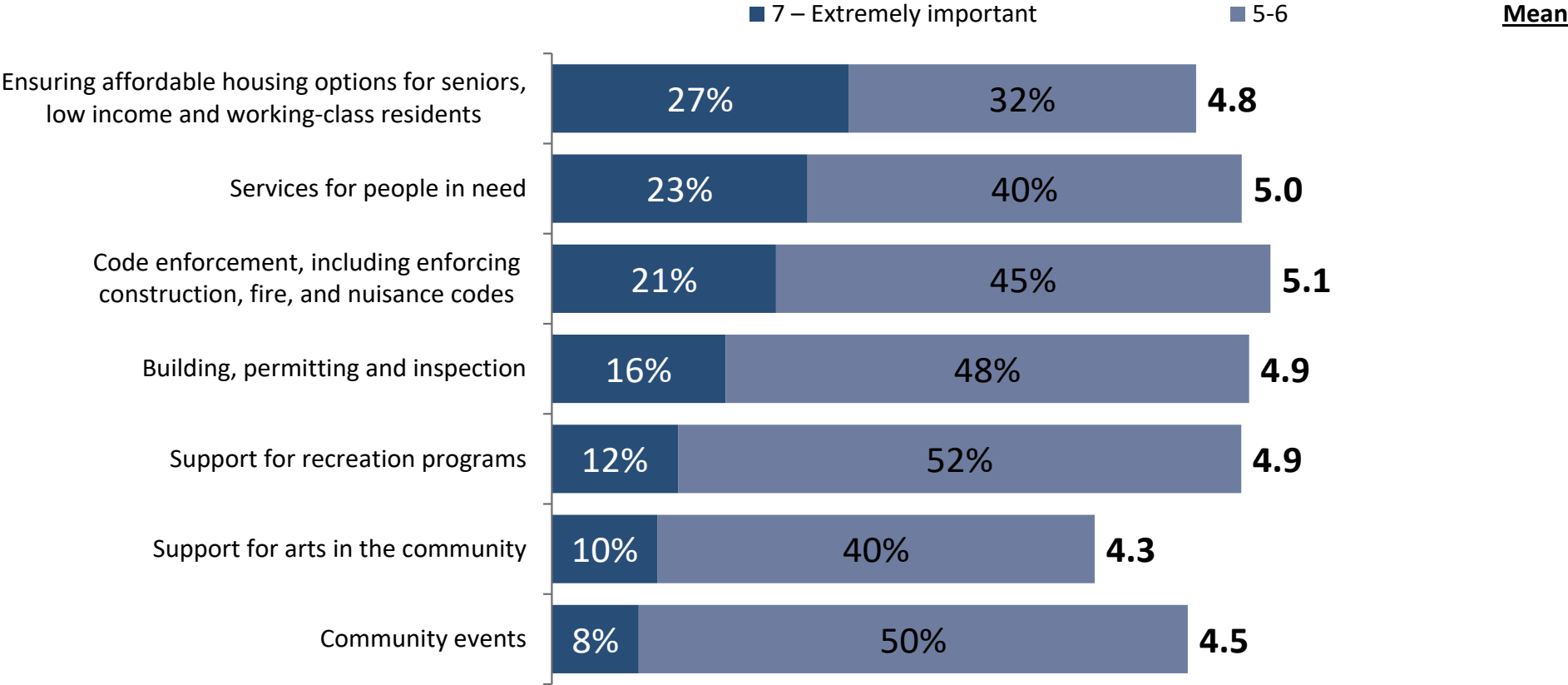


Q14-Q28. Next I’m going to read you a list of services and functions provided by the City of Kenmore. After each one, please rate how important that city function is to you, using a scale of 1 to 7, where 1 means not at all important, and 7 means extremely important.

Importance of Functions, Continued



While majorities still see them as important, community events and support for arts garner the lowest intensity.

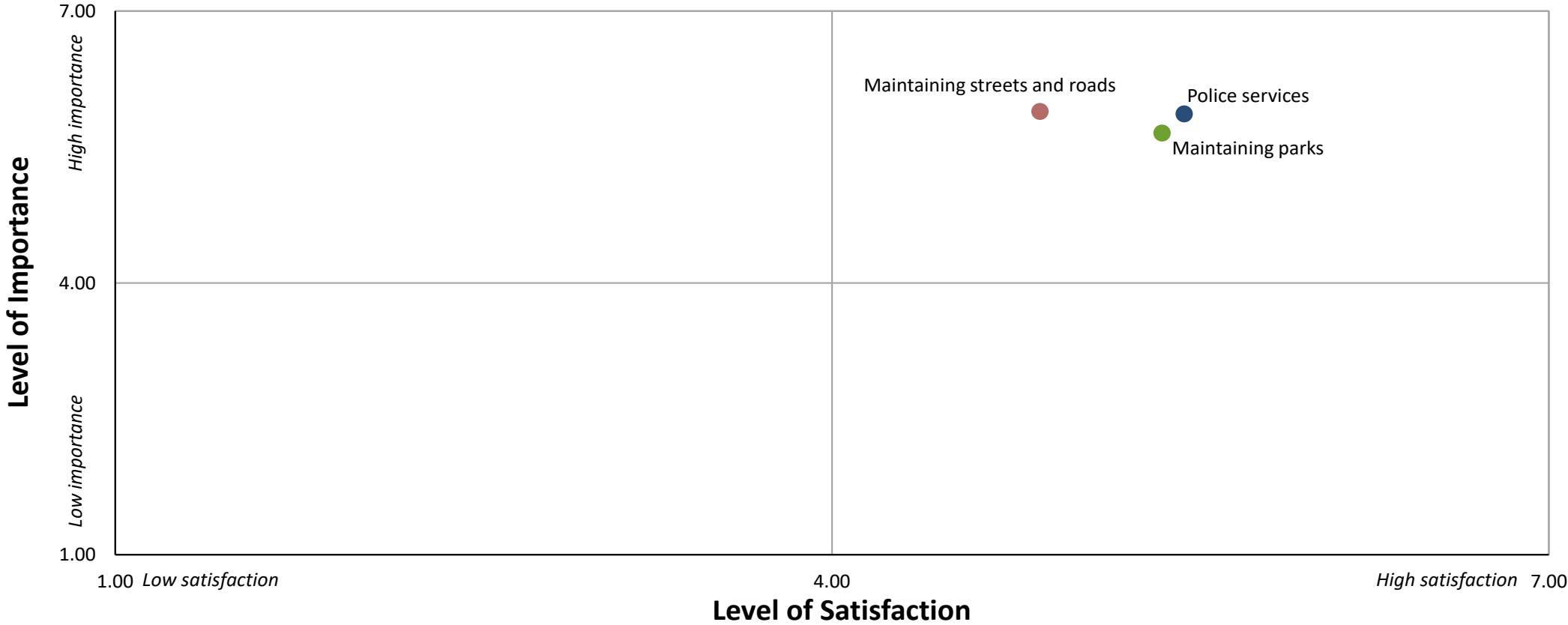


Q14-Q28. Next I’m going to read you a list of services and functions provided by the City of Kenmore. After each one, please rate how important that city function is to you, using a scale of 1 to 7, where 1 means not at all important, and 7 means extremely important.

Importance/Satisfaction Comparison



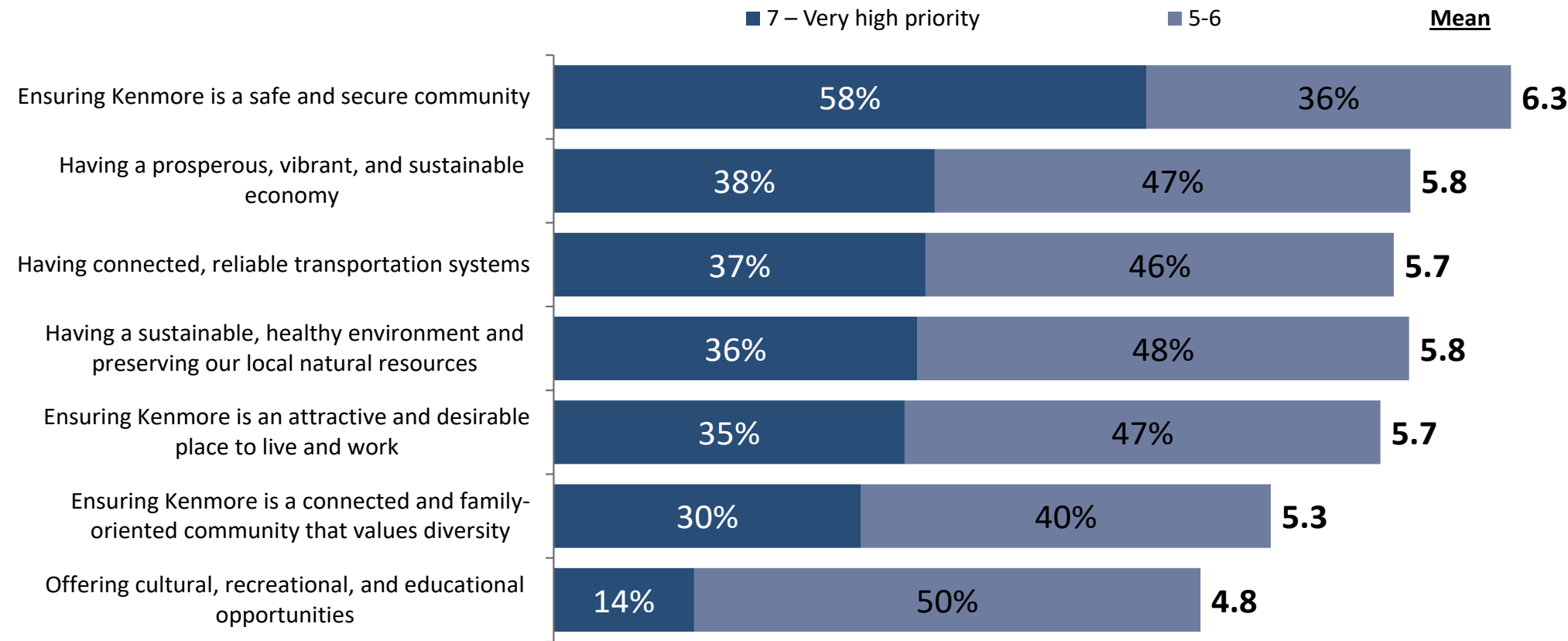
Police services, street and road maintenance, and park maintenance are all seen as of high importance for the City, and most residents are also satisfied with current levels of these services.



Priority Area Ratings



Safety rises to the top among priority areas for the City. While a majority still sees them as a priority, cultural, recreational, and educational opportunities draw the least intensity.



Q32-Q38. Now I'd like to read you a list of outcomes the City of Kenmore could focus on. Please rate each one using a scale of 1 to 7, where 1 means you feel that item should be a very low priority for Kenmore and 7 means that you feel that item should be a very high priority for Kenmore.

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To: Mr. Rob Karlinsey, City Manager
Ms. Joanne Gregory, Finance and Administration Director

From: Steve Toler, Partner

Subject: Kenmore Financial Forecast Review – Executive Summary

Date: January 10, 2020

Background and Project Approach

Management Partners has been engaged by the City of Kenmore to conduct an independent analysis of the City's financial forecast used in preparation of the FY 2019-2020 biennial budget, and to assist the City in preparation of a fiscal sustainability plan to address an anticipated structural deficit in the City's General Fund.

Phase I of our project is the focus of today's presentation to the City Council – an independent analysis of the City's six-year General and Streets Funds financial forecasts. Due to the significant transfers made from General Fund revenue sources to the Streets Fund to fund ongoing maintenance of the City's roadway infrastructure, the Streets Fund has also been included part of our review. Our work encompassed reviewing the assumptions and analyses that comprise the six-year forecast used in preparing the FY 2019-2020 biennium budget. Capital improvement budgets are not included within the scope of our review as they do not directly impact the existing operating budgets. However, planned capital improvement projects were reviewed to determine any significant potential operating cost impacts within the six-year forecast period.

We reviewed a variety of data and documents that supported the key calculations used in projecting revenues, expenditures and fund transfers. We also assessed the assumptions used in the forecast based on the City's operating and regional economic environments.

Key Observations

Attached to this executive summary is a slide deck that provides the results of our detailed analysis of the City's forecast. Key observations from our review are as follows:

1. The City has historically exercised prudent fiscal management, demonstrated through:
 - a. Current AAA bond rating,
 - b. Two decades of clean financial audits,
 - c. Accumulating sufficient and appropriate reserves, and
 - d. Levying property taxes only as necessary.

2. The baseline forecast provided a realistic forecast based on the information known at the time it was prepared.
3. The existing fiscal model provides a good tool that will support the City's fiscal and operational policies now and in the future.
4. The City's ongoing structure gap is due simply to an imbalance in the growth estimates between revenues and expenditures:
 - a. Property taxes may only be increased by 1% unless banked capacity¹ is exercised or a ballot measure is presented to voters to increase the levy beyond the 1% limit
 - b. Expenditures are expected to grow by a reasonable inflationary factor of 3 to 4% per year
5. The City will need to develop a long-term fiscal sustainability plan to address the growing fiscal gap in future years.

Key Recommendations

We have identified several recommendations to improve the City's financial forecast in future years. Our key recommendations are summarized here.

1. **Recession.** The City should continue to incorporate a recessionary impact in its forecast on average every seven years that would present a decrease in sales tax and development services revenues – the two most economically volatile revenues sources in the General Fund – by a modest 5% that recovers within a two year period.
2. **Sales Tax.** Modify the future assumptions for retail sales tax growth to reflect a similar growth in inflation used in expenditure growth patterns, and conduct a sales tax audit on construction sales tax revenues when large projects are completed to ensure proper revenue allocation to the City.
3. **Development Revenues.** Conduct detailed estimates for significant projects when reasonably anticipated in future budgets (e.g., Lakepointe Development).
4. **Personnel Costs.** Monitor future costs associated with health benefit premiums and reductions in pension investment return rate assumptions that can significantly increase the City's benefit obligations.
5. **Public Works Facilities.** Incorporate estimates for maintenance and future facility repair costs associated with the new Public Works Shop.

¹ Banked capacity occurs when a taxing district such as the City levies less than the tax increases allowed over the years. As in the case of Kenmore, prior governing boards/city councils may have decided to not levy the 1% increase allowed under state law. The amounts levied less than the 1% increase may be held over, or "banked", to be levied in future years. Levying banked capacity may be exercised by governing board resolution and does not require a vote to implement.



6. **Fleet/Equipment Replacement.** Update the City's fleet and equipment inventory for new equipment placed in service in the past year and update the annual replacement internal service charge estimates in the forecast.
7. **Street Light Maintenance.** Based on a court decision, incorporate estimates for the City's responsibility for street light utility costs and maintenance responsibilities.
8. **Fund Balance Reserve Policies.** Modify the General Fund reserve policy to be based on annual operating expenditures and recurring transfers rather than non-development revenues, and develop a minimum capital reserve policy for the Streets Fund of at least \$1 million.
9. **Streets Funding.** Review the City's pavement condition index (PCI) standards that is realistically achievable and incorporate the costs associated with achieving that PCI level in the forecast.
10. **City Facilities Replacement Reserves.** Incorporate estimates for the replacement of fixtures and other key building systems such as heating/ventilation/air conditioning (HVAC), roof, carpets and interior/exterior paint. These replacement reserves do not include facility replacement.

Revised Forecast Model

Based on our analysis and recommendations, and incorporating the latest known information from the City, the General Fund forecast indicates an ongoing structural deficit that will grow to \$2 million annually by FY 2026, and will continue to grow by nearly \$350,000 per year thereafter, if no corrective action were implemented. Reserves would remain above the existing 20% of annual operating expenditures through FY 2022, but would drop below that level in FY 2023 and would be depleted by FY 2026. These trends are indicated in Figures 1 and 2 below.

Figure 1. Projected General Fund Surplus (Deficit) – FY 2017 to 2026

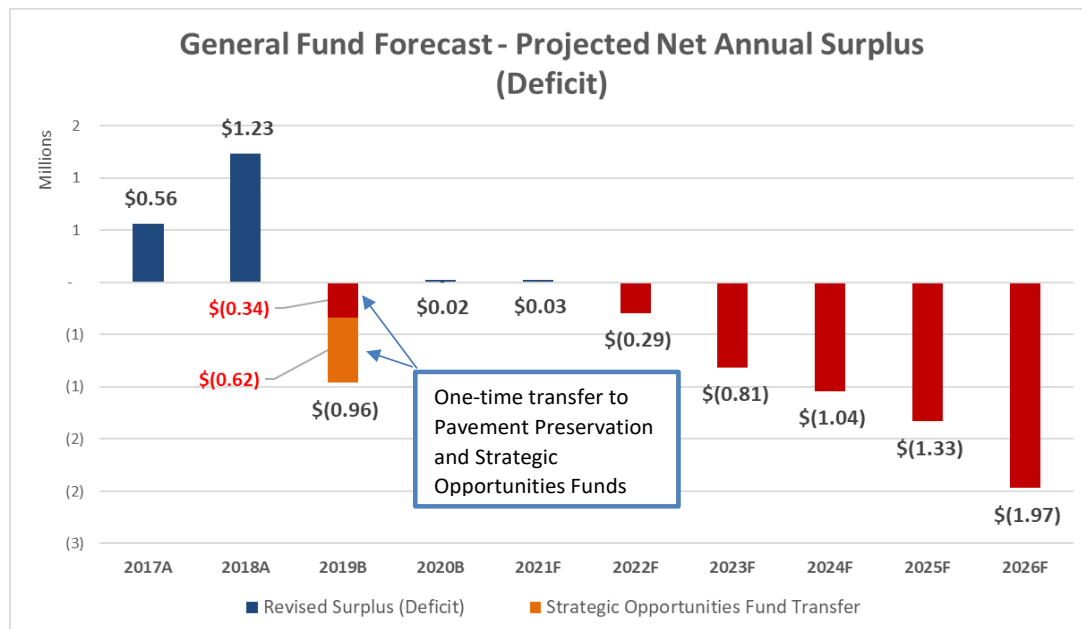
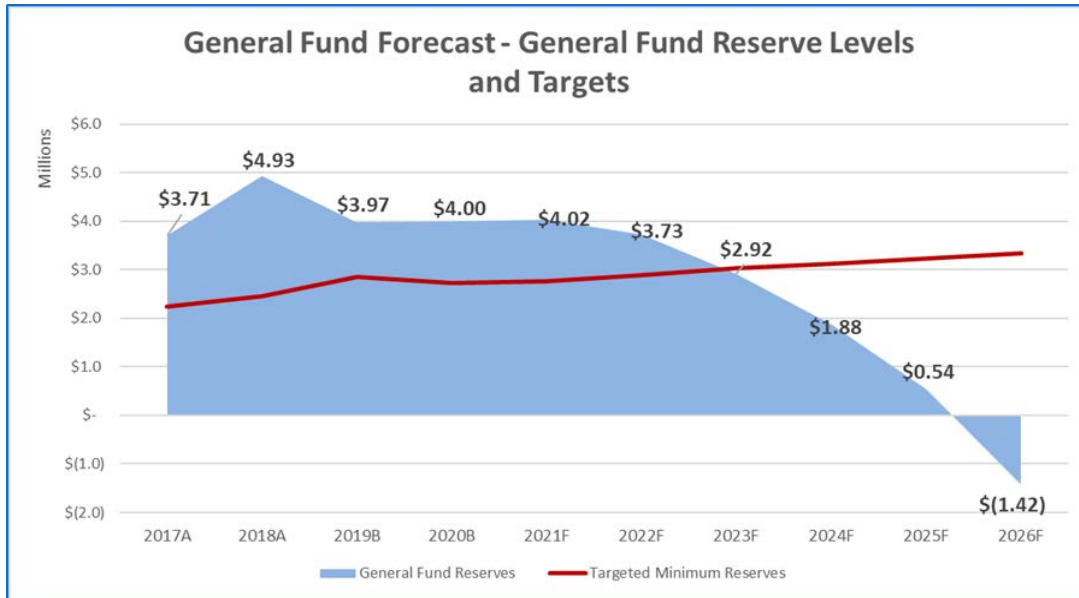


Figure 2. Projected General Fund Reserves – FY 2017 to 2026



During our presentation at the City Council retreat, we will display the updated fiscal model based on our recommendations and will highlight policy issues that the City will need to consider as it prepares to develop a fiscal sustainability plan to address the General Fund fiscal gap.

Attachment – Kenmore General Fund Financial Forecast Review Slide Deck



Kenmore General Fund Financial Forecast Review Used in FY 2019-2020 Biennial Budget

January 10, 2020

Presented by

Steve Toler, Partner



About Management Partners

We are experts at process mapping and business practice improvement

24

years

of service exclusively to local governments

Over
1,500
projects

successfully completed in 42 states

80+

associates

including generalists and subject-matter experts in
finance, IT public works and other areas

3

national
offices

in San Jose and Costa Mesa, CA and
Cincinnati, OH

Services

- Financial Planning/Budgeting
- Process Improvement
- Operations Improvement
- Strategic Planning
- Service Sharing
- Organization Analysis
- Organization Development
- Performance Management
- Facilitation and Training
- Executive Recruitment
- Executive Coaching

Financial Forecasting in Local Government

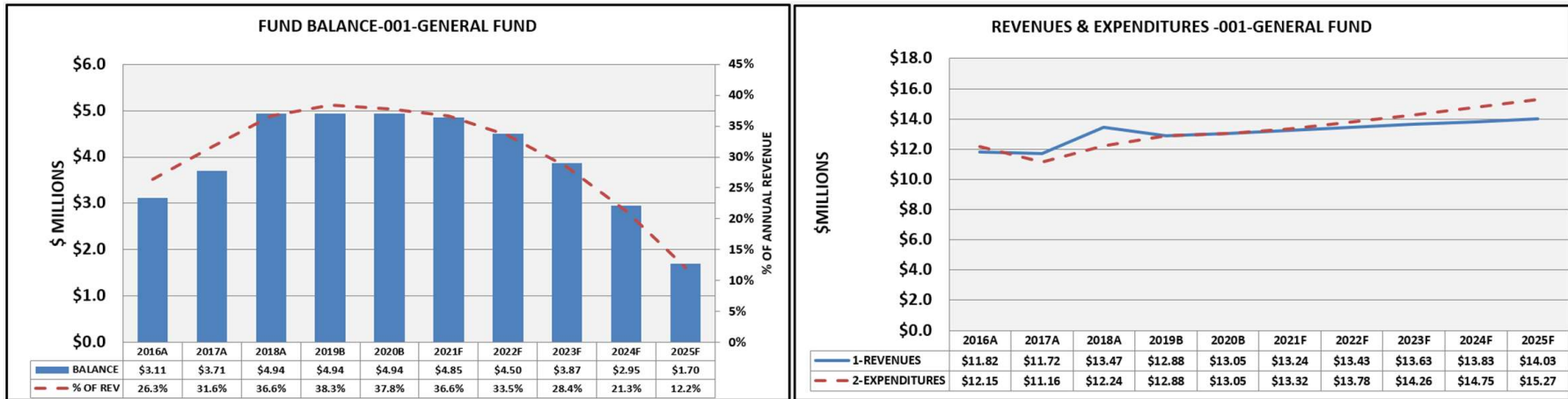
How They Are Used

- Fiscal management tool to inform and assist in decision-making
 - Government policies
 - Strategic goals
 - Provision of community services
- Identifies future revenue and expenditure trends
- Integral to annual budget process
- Promotes sound fiscal discipline in service delivery

What Makes Them Useful

- Credible
 - Transparency
 - Descriptive of external forces
 - Within acceptable accuracy tolerances
 - Solid set of assumptions
- Understandable
 - Clear, simple, reasoned
 - Relating assumptions to projections
 - Implications
- Linked to sound fiscal practices
 - Reserve policies
 - Maintaining structural balance
 - Long-term fiscal planning

Initial Baseline Financial Forecast Developed for FY 2019-2020 Biennial Budget

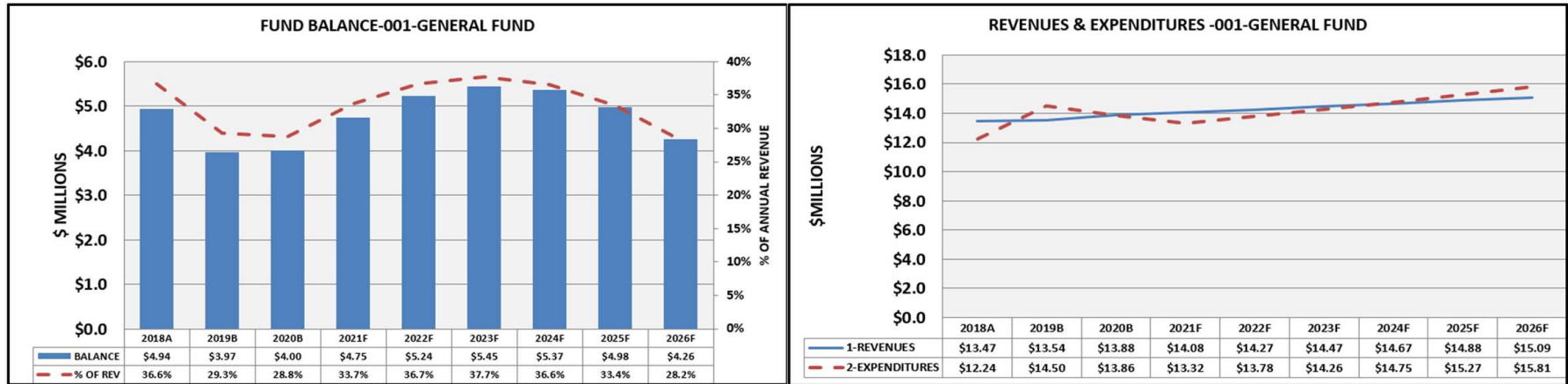


- **Annual Structural Deficit** – Growing annual structural deficit (expenditures and net transfers exceed revenues) of \$1.24 million by FY 2025
- **Reserve Levels** – beginning balance of \$4.9 million for FY 2019 that would be reduced to \$1.7 million by FY 2025
- **Minimum Reserve Policy** – Reserves would fall below minimum reserve target of 20% of annual revenues by FY 2025 if no corrective action was taken

Updated Baseline Financial Forecast for FY 2019-2020 Biennial Budget

- Forecast updated for the following actions:
 - **Tax levy** - FY 2020 levy approved by City Council
 - **Sales tax** – increased baseline for FY 2020 and beyond based on FY 2019 collections to date (increase ~\$630,000)
 - **Development services fees and charges** – increased by 1.7% for FY 2020 approved by City Council
 - **Transfers** – one-time transfers approved for FY 2019 after budget adoption
 - *Strategic Opportunity Fund* – \$624,000
 - *Streets Fund* - \$1,000,000
 - **Public Works Shop** – one-time expenditure carryover of \$810,000 for startup costs of new facility

Updated Baseline Financial Forecast for FY 2019-2020 Biennial Budget



- Annual surplus in FY 2021 to 2023, which then turns into a structural deficit in FY 2024 growing to \$717,000 by FY 2026 (and continuing to grow by \$350,000 per year thereafter)
- Reserves stay above the 20% minimum reserve target throughout the six year forecast

Summary of Key Assumptions

General

- Slight recessionary impact in sales tax and development fee revenues assumed in 2020 and 2021 (historically every seven to ten years; last recession in 2007/2008)
- Maintain existing service levels

Reserves

- General Fund reserve policy of 25% of projected development services revenues plus 20% of all other General Fund revenues sources included as minimum reserve target
- No significant assumptions related to unfunded capital projects to be funded from General Fund

Summary of Key Assumptions

Revenues

- Development activity based on known/reasonably anticipated projects in progress for 2019 and 2020; future years based on modest growth of 1% per year
- Growth in property taxes based on new construction-related growth and Council annual approval of 1% statutory allowable increase, except for 2020 where banked capacity of ~3.5% of revenue growth would be submitted for Council approval
- Sales tax growth based on slight recession in biennium, and 2% growth thereafter
- Utility tax assumes growth of 2% for gas and electric, and 1% for telephony services
- Existing transportation benefit district funding assumed to continue
- Modest growth in other revenue sources

Summary of Key Assumptions

Expenditures

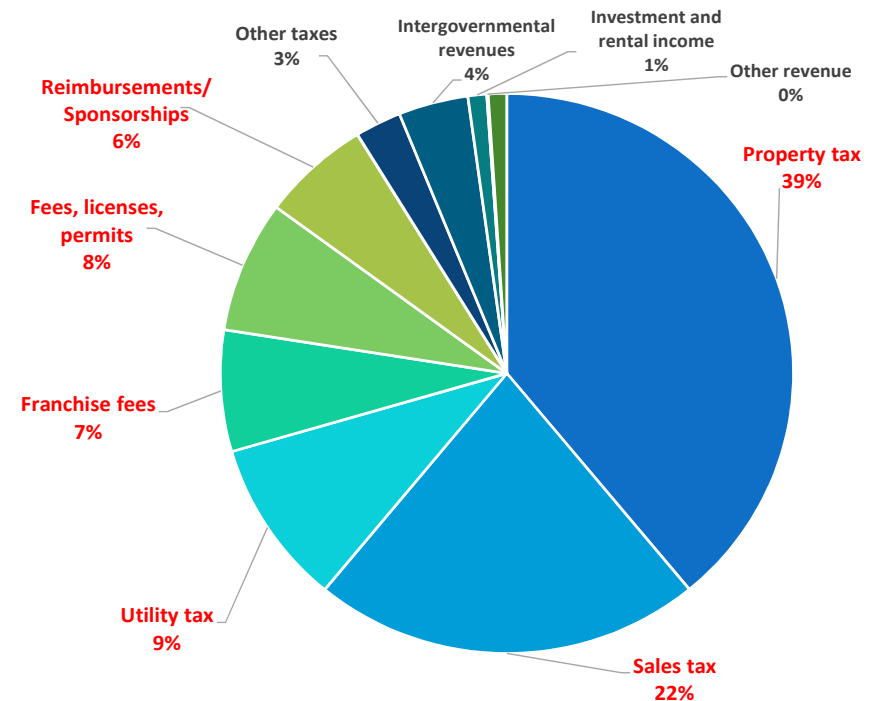
- Salary and benefits projections for 2019 and 2020 based on actual projections for each employee
- Salary adjustment placeholder of 4% growth in salaries in future years for cost-of-living adjustments and potential merit increases
- Benefits costs anticipated to increase by 6% per year (e.g., medical, pension) in future years
- Growth in other expenditures based on CPI projections of 3% per year
- Funding of streets projects included based on existing funding levels
- No expenditures assumed for street light maintenance

Summary of Initial Observations

- City's baseline forecast provided a reasonable basis to identify the future financial trends and to support Council and staff in policy decisions when implemented in the FY 2019 and 2020 biennial budget
- Strong likelihood of modest recession in six-year forecast based on historic trends that will need to be reassessed into the baseline forecast for 2021
- Impacts from changed circumstances will need to be updated in forecast
 - Passage of I-976 (impacting TBD revenues)
 - Court decision regarding cities taking responsibilities for street light maintenance
- City will need to develop a fiscal sustainability plan to identify alternatives to rectify General Fund structural imbalance

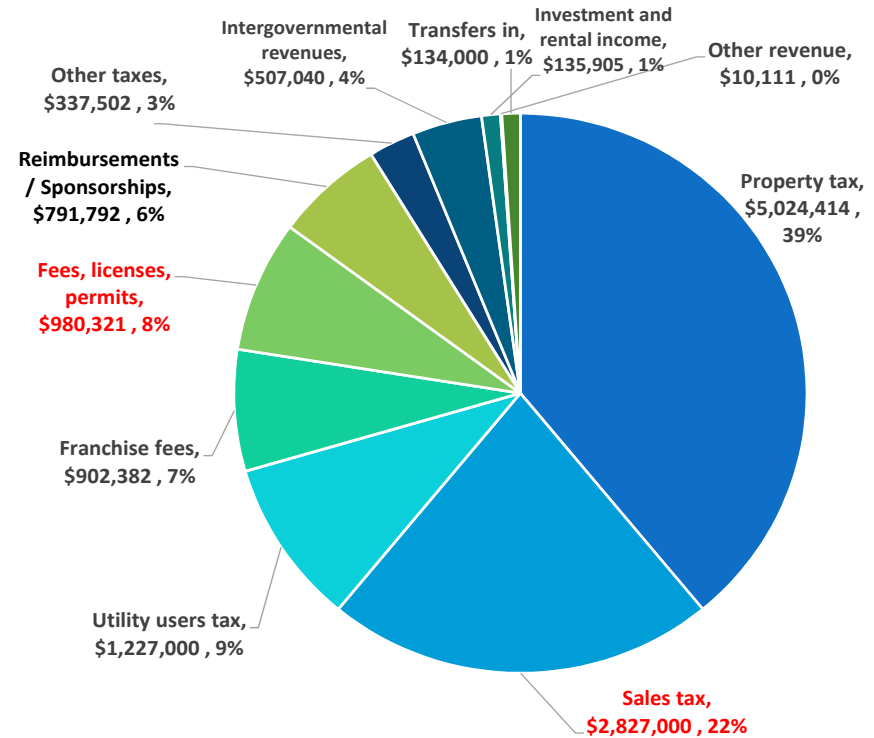
General Fund Revenues

- Total projected revenues for FY 2019: \$12,627,467
- Property and local sales taxes combined total 61% of General Fund revenues
- Top six revenue categories (**noted in red**) comprise 94% of General Fund revenues
- Our analysis focused primarily on these top six categories



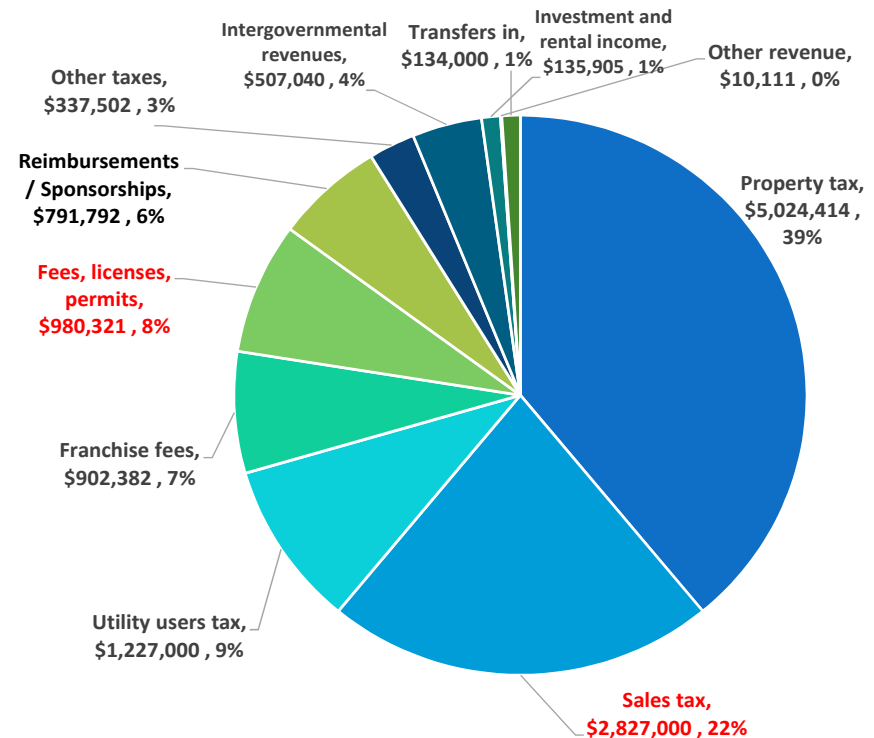
General Fund Revenue Diversification

- Stable revenue sources comprise 70% of General Fund
 - Property taxes provide strong base of revenues for City (not prone to economic volatility)
- Volatile revenue sources (**noted in red**) comprise 30% of General Fund
 - Sales taxes and development revenues are highly volatile
 - Recessions can reduce these revenue sources by 10-25% depending upon severity



General Fund Revenue Diversification

- Blend of stable revenue sources (70%) is good compared to other agencies
- Is volume of stable revenue sources sufficient to cover core expenditures long-term? (e.g., public safety, parks and facilities maintenance, engineering, administration)



Property Taxes

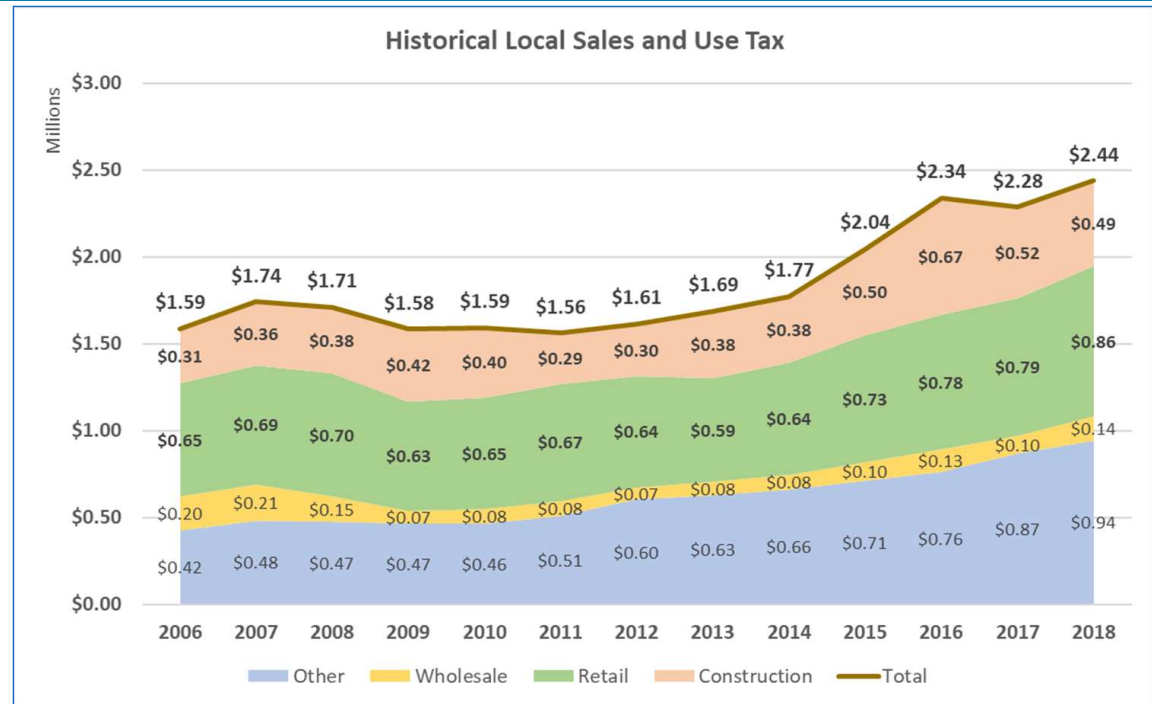
- Single largest General Fund revenue source
- Base levy
 - Ongoing as allowed per state law
 - Generates \$5.2 million per year (2019)
 - Growth limited to lesser of Implicit Price Deflator or 1%
 - ***Assumed banked capacity would be used in 2020, totaling a 3.5% increase***
 - ***Statutory allowable increase of 1% assumed in remaining years of forecast***
- Banked capacity
 - City will have nearly \$350,000 in banked capacity after 2020 that could be exercised in future years
 - ***Forecast does not assume additional banked capacity will be exercised beyond 2020***

Property Taxes

- New construction
 - Based on projected development activity through 2020, realized in succeeding year
 - ***Baseline forecast assumed a 0.5% increment above the base tax levy from new construction***
- **Observations/Recommendations**
 - No specific recommendations for improvement
 - Approach appears reasonable and consistent with best practices
 - Additional banked capacity can be used as a fiscal sustainability revenue enhancement in future models

Local Sales and Use Taxes

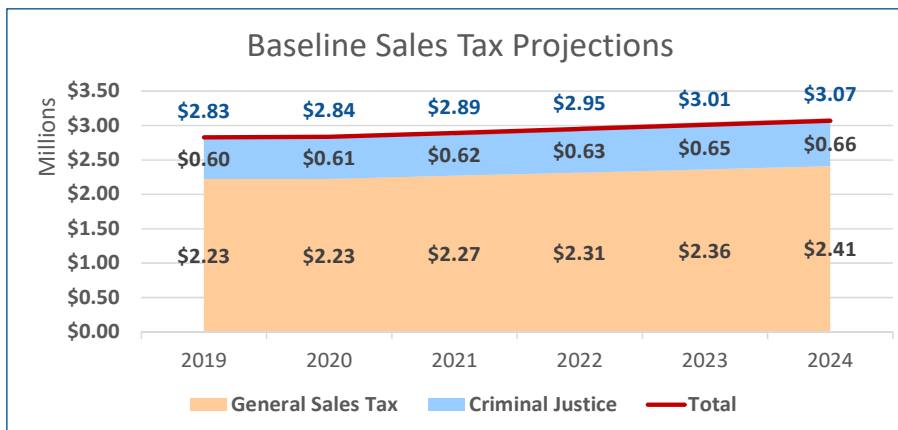
- Two sources
 - Tax on value of construction
 - Sale and/or use of consumer goods (“all other sectors”)
- Sensitive to economic environment
- Overall volatile revenue source
 - Note variability of construction sales tax



Note: “Other” category includes manufacturing, transportation and utilities, agriculture, and public and private services

Sales Taxes

- Kenmore portion of sales taxes is 0.84%
- Growth projections
 - Assumed 5% drop in 2019 based on actual collections, and flat in 2020 due to concerns about sustainability of construction revenues and potential economic slowdown**
 - Assumed 2% growth in 2021 and beyond**
- Collections for 2019 will exceed original projections by \$520,000



Sales Tax Rate in Kenmore (1/2019)

Jurisdiction	Rate %
State of Washington	6.50%
King County	1.16%
Sound Transit	1.40%
Metro Transit	0.90%
City of Kenmore	0.84%
Criminal Justice	0.10%
Mental Health	0.10%
Total	10.0%

Observations/Recommendations:

- Assumption for recession was prudent and should be maintained for FY 2021
- Adjust sales tax projections based on actual collections and incorporate City's inflation assumption estimates for retail sales tax base in future years
- Conduct sales tax audit on most recent year construction revenues when large projects are completed to ensure proper allocation

Impact of Wayfair Decision on Local Sales Taxes

- South Dakota v. Wayfair Inc. (138 S. Ct. 2080 [2018])
 - Prior to decision, out of state businesses not required to report sales tax originating in destination jurisdiction
 - Decision eliminated “physical presence” rule of location of shipped goods
- Impact for Washington State
 - Streamline Sales and Use Tax Agreement (SSUTA) participation with 24 other states
 - Businesses now required to collect sales tax based on point of delivery
 - Online sales – physical address to where good is shipped
- Impact for Kenmore
 - Initially appears favorable, but will be based on three factors
 - Remote retailers collecting/remitting the tax prior to *Wayfair*
 - Taxable items being shipped into Kenmore from online sales (e.g., Amazon)
 - Increasing trend of online orders picked up at brick and mortar stores (e.g., Target, Best Buy, Walmart)



Utility Tax

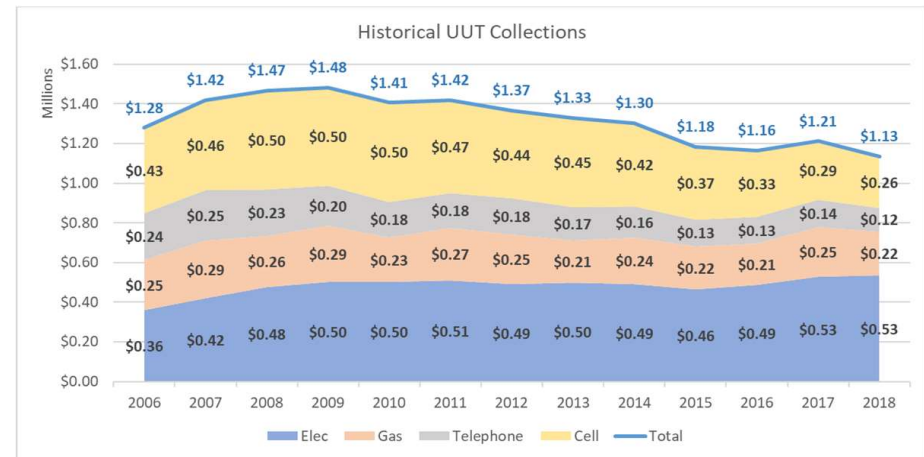
- Kenmore levies utility tax on certain utilities serving Kenmore addresses (see table at right)
- Growth projections
 - Revenue projections increased in 2019 to match actual collections**
 - Assumed 2% growth for gas and electric; 1% growth for cell phones; flat for telephone**

Utility Tax Rate in Kenmore (1/2019)

Utility category	Rate %
Natural gas	4.0%
Electricity	4.0%
Telephone	6.0%
Cellular phones	6.0%

Observations/Recommendations:

- Assumption for cell phone and telephone was prudent given anticipated future trends, although cell phones should likely also be considered flat in future years
- Incorporate future rate estimates (if known) from Puget Sound Electric as basis for growth expectations for gas and electric in future years



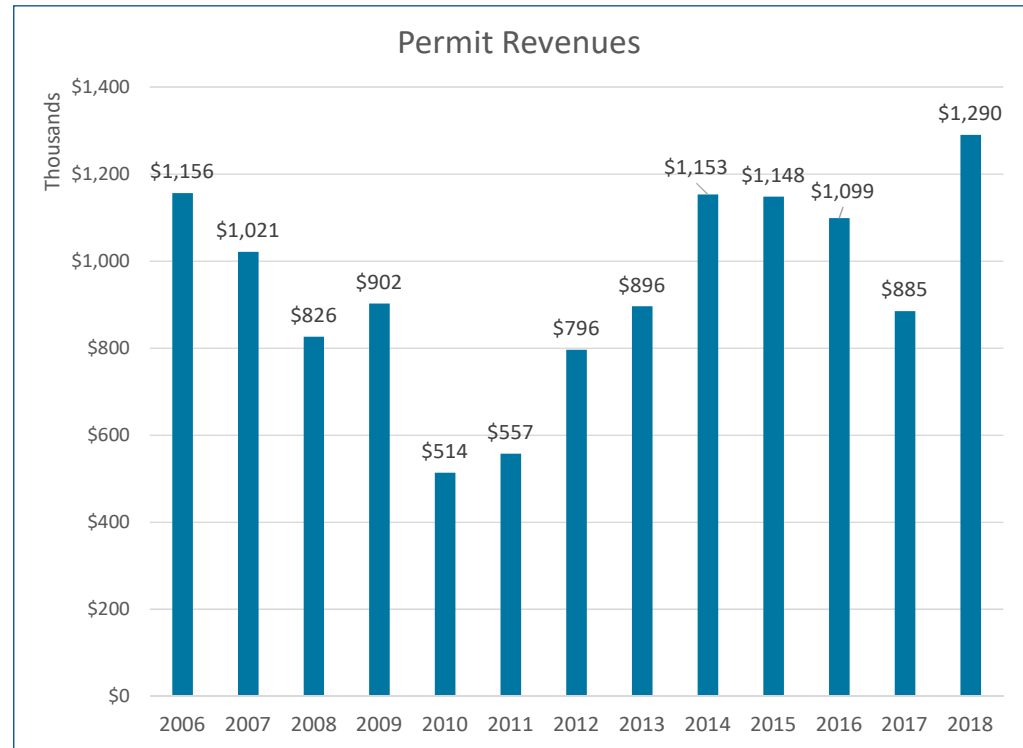
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Development Revenues

- Development fees are most sensitive to economic trends
- Projections are based on analysis of pending projects and estimated permits by category in two-year budget horizon
- Growth Projections
 - ***FY 2019 and 2020 based on estimated permits by category; no assumed increase in fees***
 - ***Future growth estimated at 1% due to built-out state of community and in anticipation of potential recessions***

Observations/Recommendations:

1. Methodology appears reasonable
2. Conduct detailed estimates for significant projects when reasonably anticipated in future budgets (e.g., Lakepointe Development)
3. Update fee study in anticipation of 2021 biennial budget process



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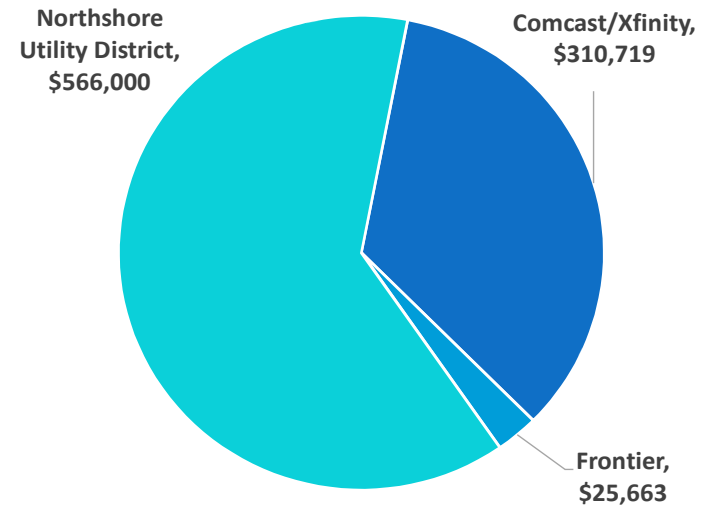
Franchise Fees

- Generates nearly \$900,000 annual General Fund revenue
- Comprised of the following three franchise agreements:
 - **Comcast/Xfinity** – Cable TV services (5%)
 - **Frontier** – Cable (FiOS) TV services (5%)
 - **Northshore Utility District (NUD)** – water and wastewater services (5%)
- Growth projections
 - Adjusted based on actual collections; 3% growth in 2019 and 2020; 2% growth in future years

Observations/Recommendations:

1. Reduce cable TV services growth assumptions to an annual 2-5% **decrease** over next five years, and stable thereafter, due to “cord cutting” trends from customers moving to streaming services
2. Obtain future rate projections from NUD’s long-range rate forecast and incorporate into projections for water/wastewater franchise fees

Projected Franchise Fees - 2019

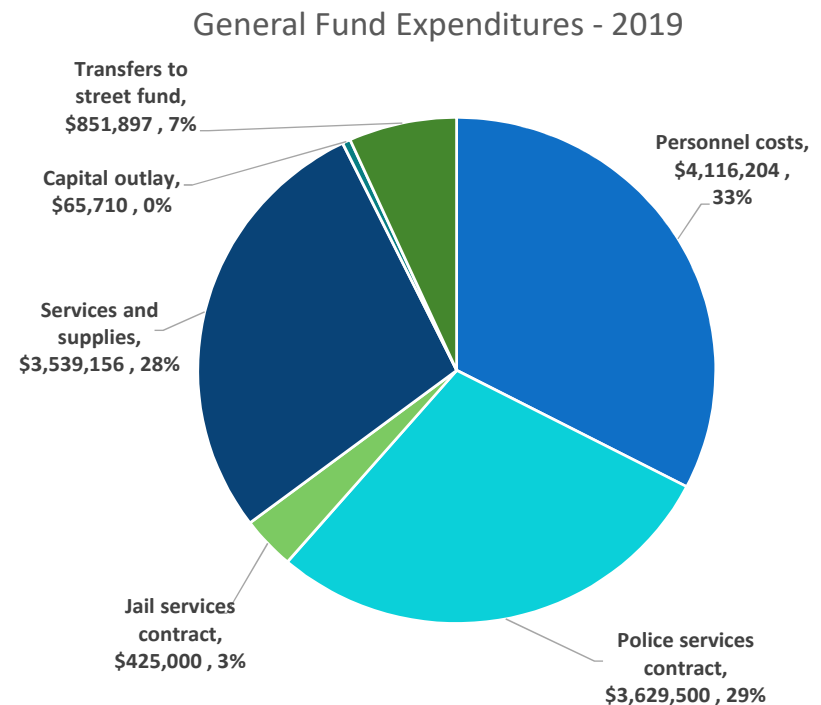


Reimbursements and Sponsorships

- **Reimbursements**
 - ***Capital project reimbursements*** – reimbursements from capital projects funds to General Fund costs for project management
 - Transportation - \$393,000
 - Parks - \$293,000
 - ***Northshore School District (NSSD) reimbursement*** – flat \$76,000 for school resource officer costs
- **Special event sponsorships** – various special event sponsorships totaling \$30,000 per year
- **Observations/Recommendations**
 - Monitor costs associated with capital project management and adjust as necessary based on capital project workload
 - Monitor costs associated with the school resource officer from King County Sheriff's Office to determine if future adjustments to the reimbursement agreement with NSSD is warranted

General Fund Expenditures (2019)

- Total approved operating budget (including transfers) for FY 2019: \$12,627,467
- Our analysis primarily focused on:
 - Personnel costs
 - Police and jail services contracts
 - Public works maintenance services
 - Transfers to street fund (streets maintenance)



Salaries and Benefits

	Current Salary Projection Methodology	Current Baseline Forecast Projection	Proposed Changes to Baseline Forecast
Salaries	Salaries are projected based on current pay within position range. Long-range forecasts typically assume two factors: 1) cost-of-living adjustment (COLA), and 2) Step increases and other equity adjustments		
COLA	Calculated based on current actual pay and/or increases approved based on CPI-W for Seattle-Tacoma-Bellevue area June to June (best practice)	A combined increase of 4% is assumed in future years throughout the forecast period	No changes. CPI-W has ranged from 1.1% to 3.6% over the past five years, with an average of 2.3%. The 4% growth factor used encompasses a potential 3% COLA and a 1% increase for merit.
Step increases, pay for performance, market adjustments	No specific calculations by employees; nearly 1/3 of employees are at top step of pay range		

Salaries and Benefits

	Current Benefits Projection Methodology	Current Baseline Forecast Projection	Proposed Changes to Baseline Forecast
Benefits	Long-range forecasts typically analyze benefits growth based on increases in variable (pension plan enrollment, payroll taxes) and fixed (medical) benefits.		
• Variable benefits	Benefits are projected based on actual calculation for each employee based on existing benefits elections (best practice).	Calculations used for first two years of biennium based on current benefits elections and expected rates; 6% growth factor used in future years.	No changes to current model. Monitor PFC to determine potential impacts from any future reduced investment return rate on employer pension rates and adapt model as necessary.
• Fixed benefits			No changes to current model. Monitor premium projections in future years based on latest available information from health providers

Police Services

- Services provided by King County Sheriff's Office under long-term contract executed in 2000
- Projected Costs
 - Baseline costs (2019)
 - Services assumed to remain at current levels
 - Increases for 2019 incorporated into adopted budget
 - Future costs (2020-2024)
 - Assumed 4% increases in future years
 - No additional officers/expansion of services are incorporated into fiscal model
- **Recommendation** – Monitor impacts on future County Memoranda of Understanding (MOU) with Sheriff's Office personnel to salary and pension benefit costs to determine future impacts on contracted services costs

Jail Services

- Services provided by South Correction Entity (SCORE) under long-term Interlocal Agreement contract executed in 2014
- Projected Costs
 - Based on updated “bed rate” projections from SCORE, historically increased at 2% per year
 - No significant changes anticipated in terms of volume of beds expected to be used
- **Recommendation** – No changes, but monitor impacts on salary and pension benefit costs to determine future impacts on contracted services costs and how those costs will be shared amongst contracting agencies

Public Works Maintenance Services

- Historically provided City services
 - Facilities maintenance (since 2010)
 - Fleet/equipment maintenance
 - Fleet maintenance and fuel contracted to NUD
- Services contracted with King County include:
 - Striping
 - Street signage
 - Street signals
- City on-boarded services previously performed by Lake Forest Park include:
 - Parks maintenance
 - Streets maintenance
 - Stormwater management maintenance
- Select services still contracted out during transition
 - Standard landscape maintenance (“mow and blow”)
 - Janitorial
 - Rodent control
 - Median and right-of-way landscape maintenance
 - Streets maintenance – significant maintenance efforts (e.g., overlays)

Public Works Maintenance Services

- **Budget and Forecast**

- Personnel budgeted as indicated earlier
- Contracted services projected based on discussions with vendors/agencies
- Long-term growth factors based on overall CPI growth assumption of 3% per year
- Fleet/Equipment replacement budgeted through internal service fund charges between operating funds (General Fund, Streets Fund) and Equipment Internal Services Fund at \$67,000 per year, well below estimated required annual replacement contributions of over \$166,000
- Court decision concerning street light maintenance will now require the City to absorb those costs

- **Observations/Recommendations**

- **On-boarded and contracted services -** Incorporate estimates for maintenance costs associated with a new public works facility in the forecast
 - In-house plan projects net operational savings compared with contracting with Lake Forest Park
- **Fleet/Equipment replacement –**
 - Conduct inventory assessment to ensure that all fleet and equipment are on the equipment replacement listing
 - Incorporate internal services charges in the operating budget to ensure advance funding for replacement of fleet and equipment
- **Street light maintenance –** Incorporate estimates for street light utilities and maintenance responsibilities into future budgets and forecast

Streets Maintenance

- Streets maintenance funded through transfers from General Fund for needs unmet through fuel tax and other sources
- Pavement Management Study (PMS)
 - Conducted in 2017
 - Indicated need for \$13 million in capital improvement projects over a 5-year period to maintain a pavement condition index (PCI) of 78
- Current funding is \$2.75 million during a five-year period
- **Observations/Recommendations**
 - **Projections** – current projection methodologies for revenues and expenditures appears reasonable based on currently available funds
 - **Funding based on PMS**
 - PMS calls for an additional \$1.5 million per year to maintain existing PCI levels
 - Review PCI standards to determine a standard that is realistically achievable and incorporate into fiscal forecast

Fund Balance Reserve Policies

- City has established a fund balance reserve policy (“Contingent Accounts”) for the General Fund and Stormwater Management Fund
- General Fund minimum reserve level: targeted at 25% of development services revenues plus 20% of all other revenue sources
- GFOA recommends a minimum General Fund reserve of two months (17%) of annual operating expenditures plus recurring transfers (e.g., Streets Fund)
- General Fund reserve of 20% is prudent given mix of revenues the City relies upon
- There is no minimum reserve policy for the Streets Maintenance Fund
 - City projected ending reserves of approximately \$975,000, or 61% of its annual operating expenditures

Fund Balance Reserve Policies

- **Observations/Recommendations**
 - Convert the minimum reserve calculation to be based on not less than 20% of budgeted ***operating expenditures*** plus recurring transfers to the Streets fund
 - Establish a capital improvement contingency reserve for the Streets Fund to ensure sufficient resources in the event of emergency repairs
 - Minimum reserve recommended to be \$1 million based on nature and extent of roadways within City's maintenance responsibility

Revised Forecast Incorporating Recommendations and Known Impacts

Summary of Revisions to Financial Forecast

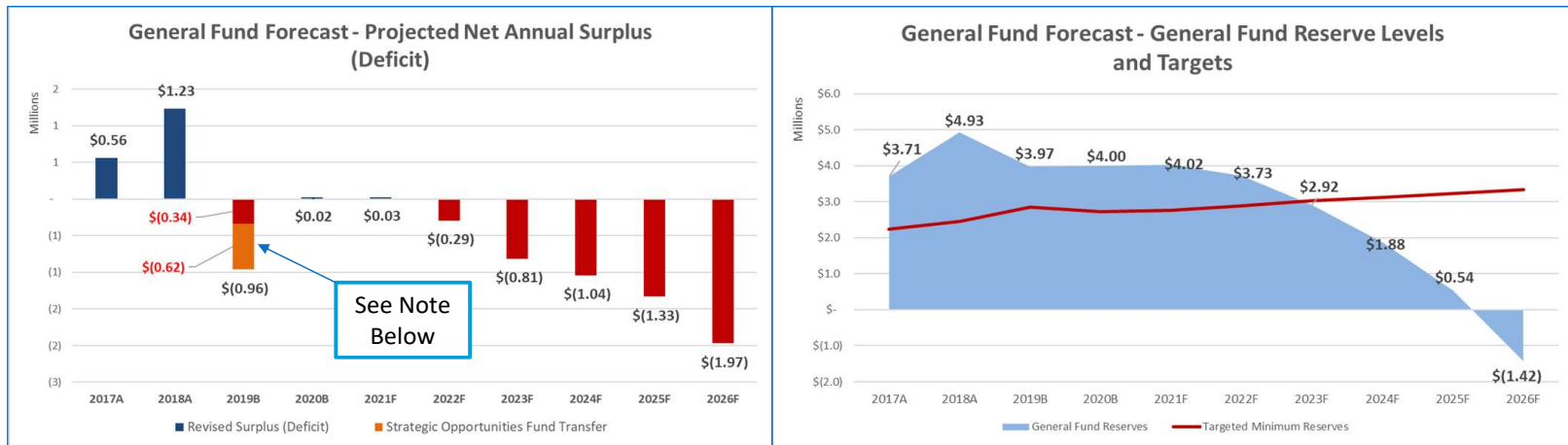
- **Revenues/Transfers In**
 - **Franchise fees** – reduce assumptions for cable TV services for FY 2020 and beyond due to “cord cutting” trend (decrease ~\$35,000)
 - **Recession** – introduce recessionary impacts on sales tax and fees and charges revenues of a 5% reduction in revenues starting in FY 2021, recovery within two years thereafter
 - **Capital project transfers** – include expected transfers from capital project funds totaling \$350,000 through 2025 for General Fund staff working on capital projects

Revised Forecast Incorporating Recommendations and Known Impacts

Summary of Revisions to Financial Forecast

- **Expenditures/Transfers out**
 - **Maintenance and debt service costs for Public Works facilities** – Starting in 2021: increase estimated annual O&M and replacement costs of \$200,000; and use in-house savings to help fund approximately \$240,000¹ in net annual debt service costs (transfers out to debt service funds) for new maintenance facility
 - **Fleet/equipment replacement** – increase annual internal services charges for replacement costs totaling \$90,000 in FY 2021 to fund replacement of all assets
 - **Street light maintenance** – incorporate estimated annual costs for street light maintenance totaling \$150,000 starting in FY 2021
 - **Building replacement reserves** – begin accumulating replacement reserves for City facility systems/fixtures of \$100,000 starting in FY 2021

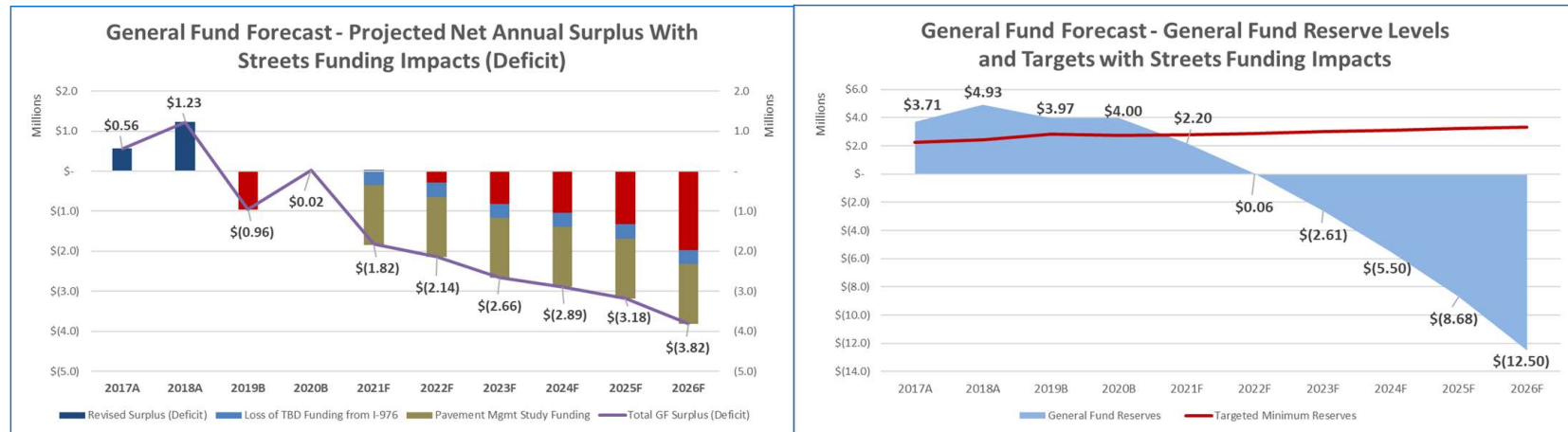
Revised Forecast Impacts



- **Annual Structural Deficit** – grows to \$2 million by FY 2026, and would continue to grow by \$350,000 per year thereafter if no corrective action was taken
- **Reserves** - would fall below minimum reserve target of 20% of annual expenditures by FY 2023, and becomes depleted by FY 2026, if no corrective action was taken

Note: Operating budget for FY 2019 was balanced; graph includes one-time transfers to Pavement Preservation and Strategic Opportunities Funds per Council action.

Further Impacts Including Streets Funding Changes



- **Transportation Benefit District Funding** – If I-976 is upheld, an estimated \$350,000 in annual General Fund transfers would be required to replace the loss in TBD funds starting in FY 2021
- **Streets Funding** - Pavement management study (2017) suggests additional investment of \$1.5 million annually to maintain current PCI levels
- **Combined Impact** – General Fund reserves would be depleted fully in FY 2022

Concluding Remarks on Baseline Financial Forecast

- Baseline financial forecast for FY 2019-2020 Biennium Budget
 - Presented a realistic forecast based on known information when it was prepared
 - Existing model provides a good tool to be used as a basis for fiscal and operational policy decisions
- Recommended changes will refine the existing forecast tool going forward
- Funding capital replacement needs in future years cannot be ignored
- Annual structural deficit in the General Fund is projected to grow
 - Expenditures grow by 3%
 - Largest revenue base (property tax) grows by only 1% per year
- Long-term fiscal sustainability plans must be developed to maintain City's fiscal health for future years

The Path Forward

Solid Fiscal Management

- Two decades of “clean audits”
- Maintains a AAA bond rating
- Accumulated sufficient and appropriate reserves
- Levied property taxes only as necessary

Ensuring Long-Term Fiscal Health

- Prudent fiscal management will be required to fund City’s operating costs, including facilities and equipment necessary to support operations
- Long-term fiscal sustainability plans must be developed to maintain City’s fiscal health for years to come

Questions



Contact Information

Steve Toler | (650) 918-7017 | stoler@managementpartners.com



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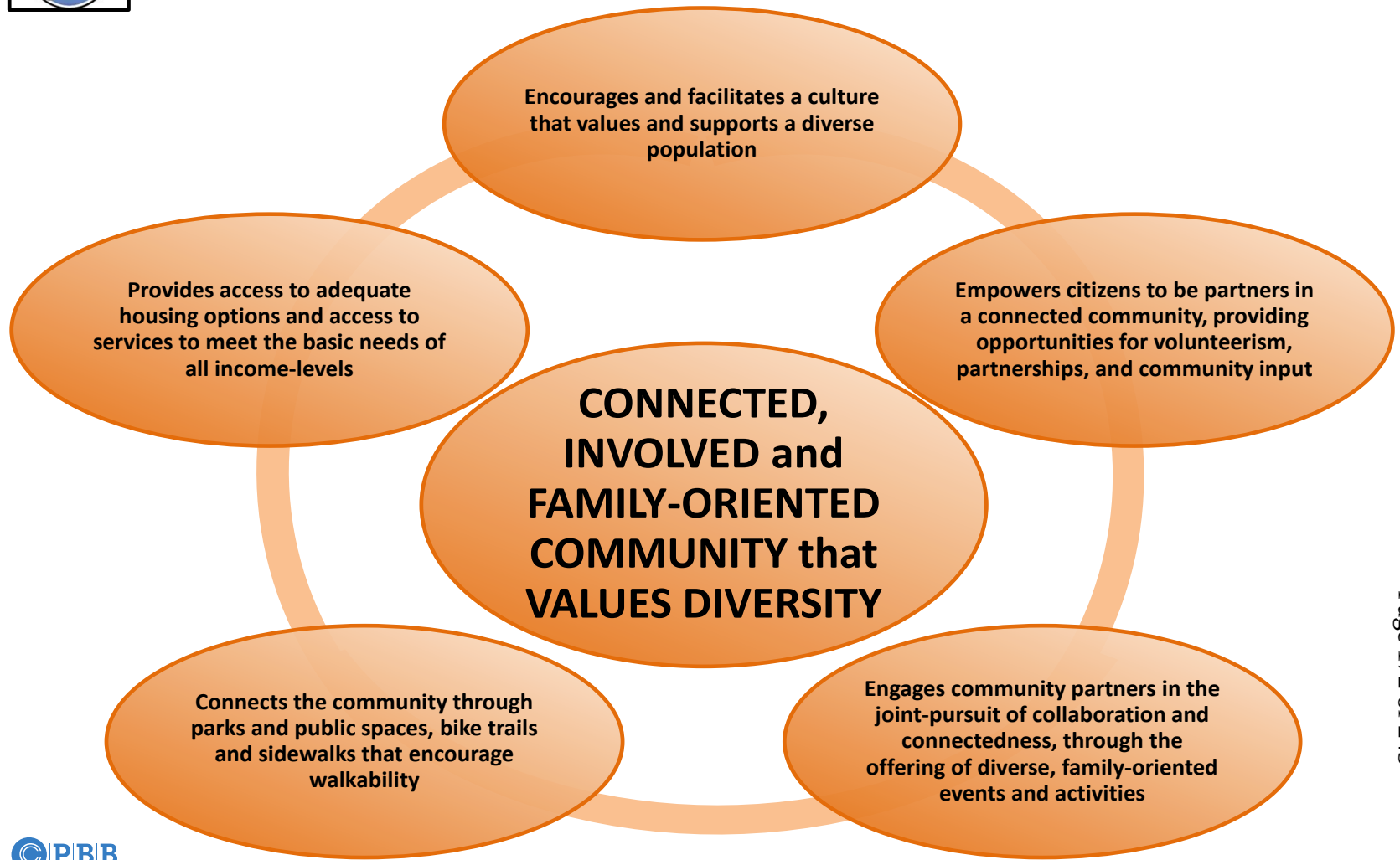


The City of Kenmore



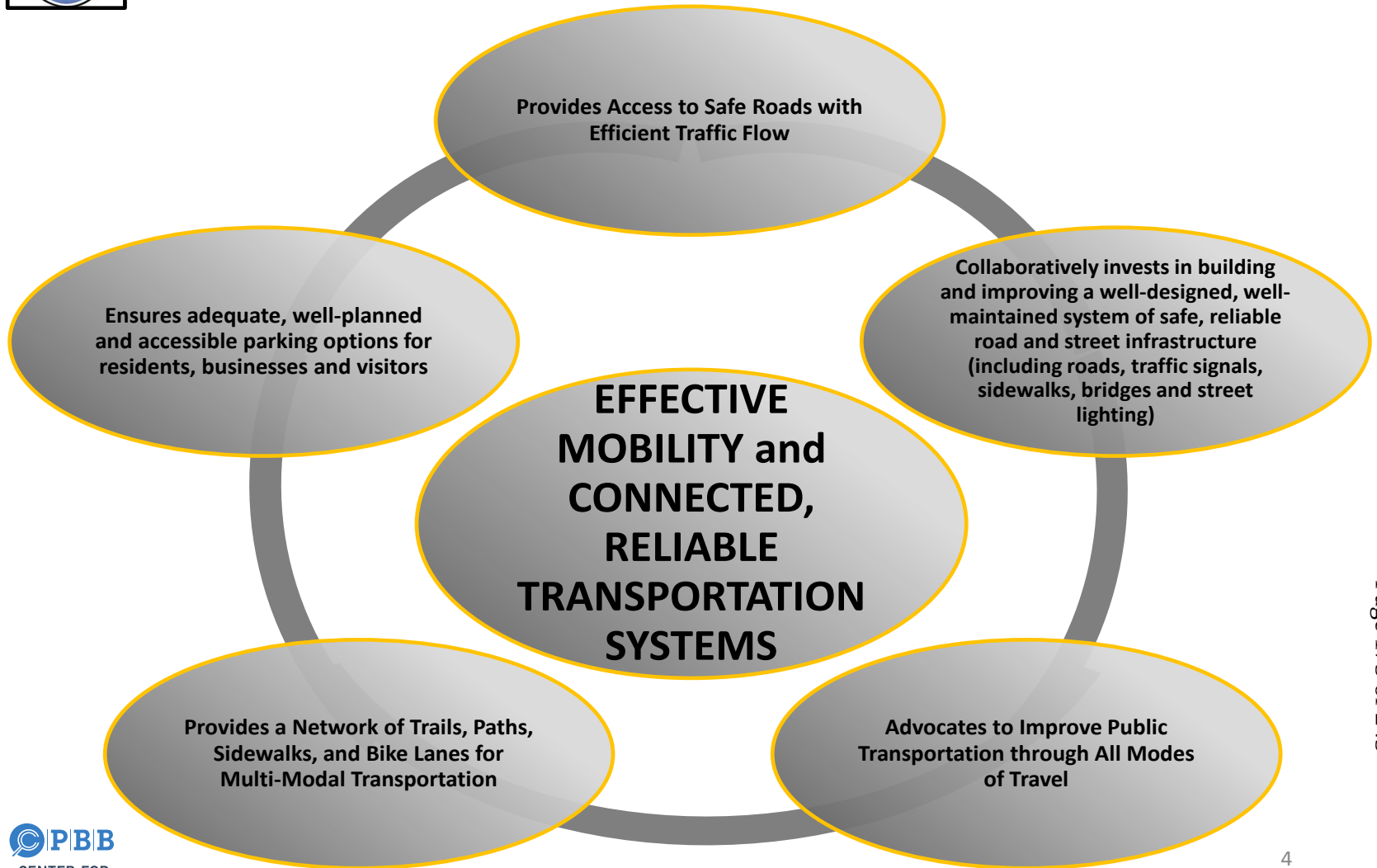


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The City of Kenmore



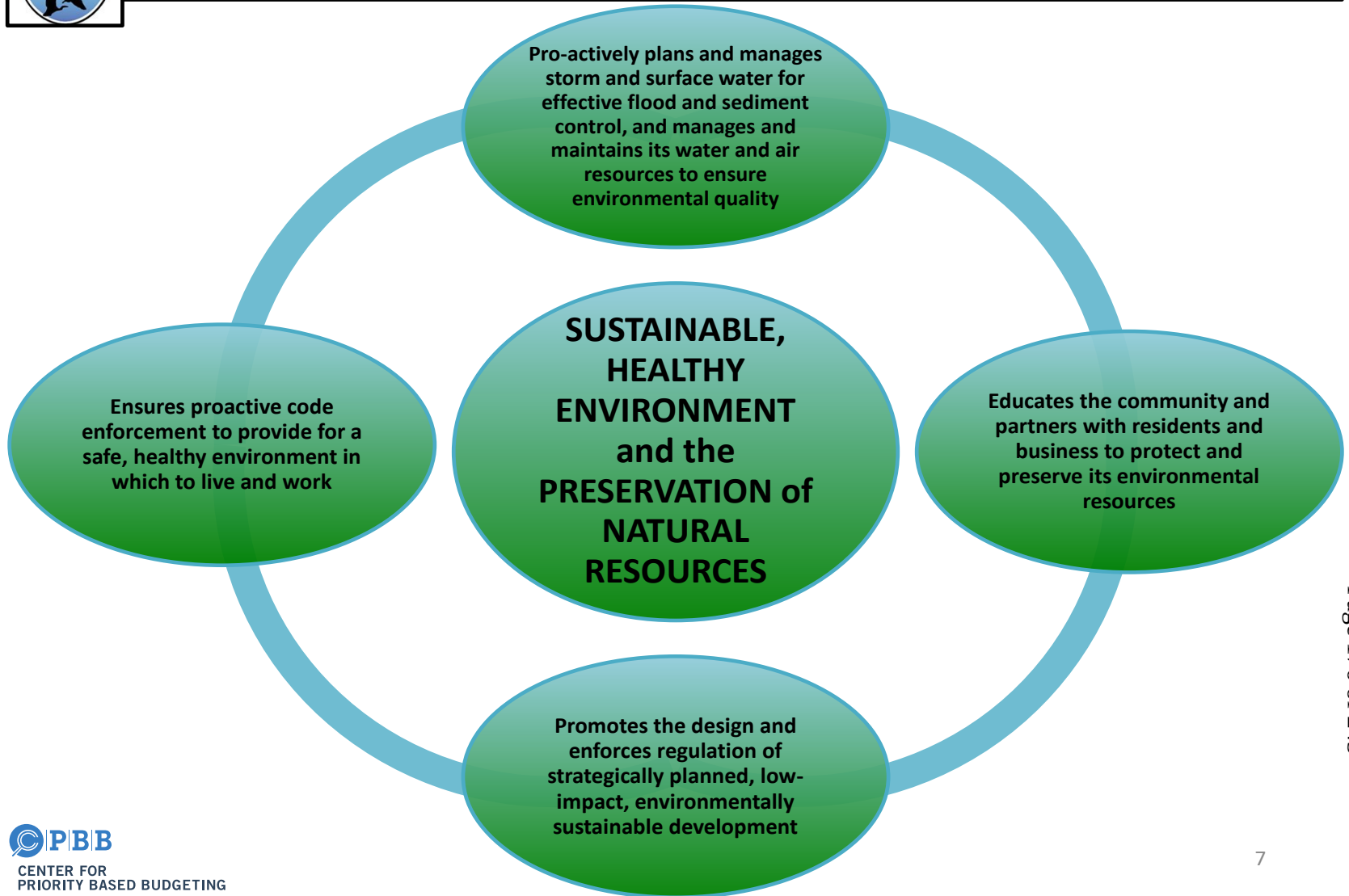


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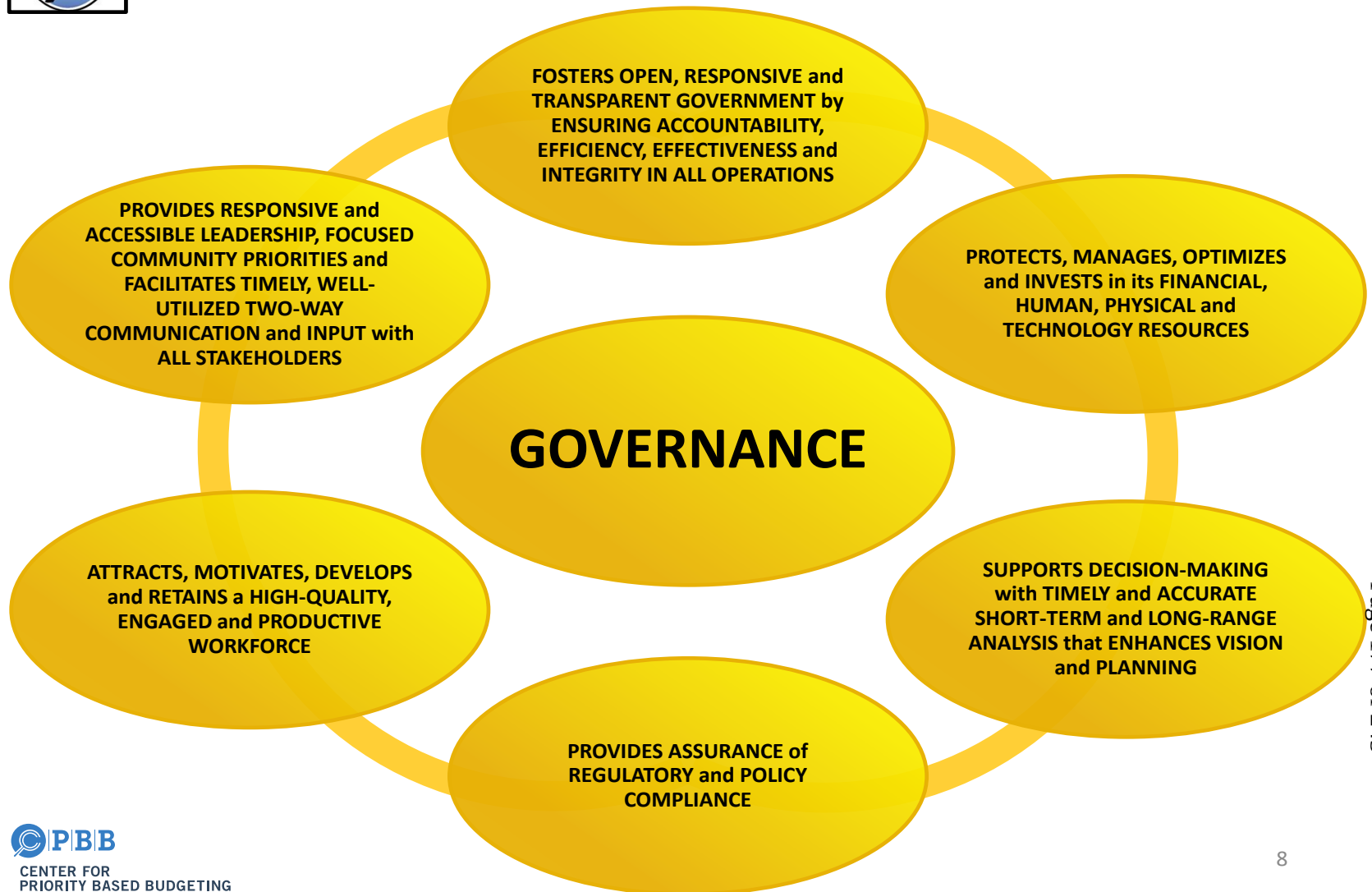


The City of Kenmore





The City of Kenmore





City Of Kenmore, Washington

Memorandum

Date: January 10, 2020
To: City Council
From: Public Works Engineering
Subject: W Sammamish River Bridge Replacement Project

W Sammamish River Bridge:

The project was advertised on October 14th and 6 bids were received on December 10th. Unfortunately, bids received exceeded the available budget by over \$5 million. The project bid was broken into two parts, Base and Alternative 1. Below were the elements of each part:

Base Bid:

- Bridge replacement
- Sidewalk and bike path on west side of 68th from 170th – 175th
- Sidewalk on 68th in front of Rhododendron Park
- New storm drainage and storm treatment facilities
- Underground of aerial utilities
- New street lighting
- Architectural features (accent lighting, decorative hand railing, bridge lookout area, concrete form lines, sidewalk scoring, landscape trellis)
- Edge and median landscaping
- New signals at NE 170th and NE 175th

Alternative Bid 1:

- New sidewalk and landscaping along the east side of 68th Ave NE from the NB bridge to NE 175th St
- Extend the NB right turn lane from NE 175th St to the bridge

Bids received for the Base Bid ranged from \$30M to \$35M and bids for the additive bid ranges from \$1M to \$2.1M. The available budget for the construction contract was approximately \$25M. The lowest bid for the Base bid was \$30M and the lowest bid for the Base plus Alternative bid was \$31.3M.

The following are options for next steps:

1. Find additional funding and award either the Base Bid or the Base Bid plus Additive Bid
2. Reject bids, reduce scope and re-advertise in the fall of 2021

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W Sammamish River Bridge Project
January 10, 2020

2

Staff recommends proceeding with option 1. Option 2 will require additional time to assess scope changes, adjust the design, reinitialize permitting, and advertise. Given the cost to make changes, impacts to construction easements, and the time frame to re-advertise, it is not expected that bids will be much different than those received.

Project Funding

The current available project funding is between \$36,791,482 (Base+Alternative) and \$37,962,242 (Base). The difference in available funding is how the respective utilities contribute to the overall cost of the construction. Below is a breakdown on overall budget and additional funding needed:

Bid Option	Low Bid Amount	Other Construction Costs ¹	Total Construction Budget ²	Councilmanic Debt Needed
Base Bid	\$30,036,588.52	\$8,400,900	\$33.4M	\$5.03M
Base Bid + Alternative Bid	\$31,318,343.00	\$8,540,901	\$32.2M	\$7.66M

¹ Staff time, construction management consultant, engineering consultant, construction contingency, 10-yr mitigation monitoring

² Utility contribution for Base bid (\$3.03M) and for Base + Alternative Bid (\$1.86M)

Proposed Strategy

The recommended strategy for funding this project is as follows:

1. Incur approximately \$5.03M (\$7.66M if including the alternative bid) in debt service
2. Redirect REET (currently planned for asphalt overlays) and Transportation Impact Fee funds over a ten-year period to pay off debt
3. Request legislation to transfer \$5M (\$6M if the base + alternative bid is preferred) in Connecting Washington Funds from SR522 West B project (this cannot be confirmed until April 2020 but could supplant debt service funds if approved)

Staff have consulted with our other funding partners and no other additional funds are available through those sources.

Staff will present a funding option to Council for approval on January 13th. If a funding option is approved, staff will recommend an award at the January 21st Council date.

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Kenmore Climate Action Plan - Proposal

Why does Kenmore need a Climate Action Plan? Action is needed urgently to forestall and reduce the magnitude of climate change. Cities have an important role as they: own buildings and are responsible for zoning and urban form; building and energy codes; and streets, bikeways and sidewalks. Also, Kenmore has joined K4C which has set forth joint commitments to reduce greenhouse gases (GHG).

What are the focus areas of a Climate Action Plan?

K4C goals and climate plans reviewed denote action areas with the largest impact on GHG emissions:

- a. Building energy use
- b. Clean energy for buildings (i.e., reducing fossil fuels in production of electricity)
- c. Transportation/vehicles

Climate action plans also address:

- d. increasing carbon uptake – through trees
- e. planning for climate change (e.g., flood management). Proposal below doesn't include this

Who's taking the Action?

All plans have strategies that cities can take that impact two levels: government controlled facilities/activities and community level

What are proposed first steps?

1. Join ICLEI. Has free webinars, software and technical assistance for establishing baseline, determining best strategies, and monitoring over time – for Kenmore size just \$600/yr (Bellevue pilot tested their software – ICEI in 42 states, 1000s of cities and 86 countries)
2. Adopt Environmentally Preferable Purchasing policies (including fleet and recycled products) – see KC 2018 policy
3. Analyze and implement building code changes – per RCC
4. Promote the various actions residents can take to lower GHG emissions to residents in each qtrly newsletter (e.g., PSE incentives, home energy audit, alternatives to driving, inflating tires)
5. Use and promote high efficiency irrigation and use of native plants (do we need policy?)
6. Provide discounted ORCA cards to employees as part of a Commute Trip Reduction program
7. Analyze 'connectedness' of Kenmore neighborhoods – using Portland model
8. Become a Tree City USA city
9. Develop a tree planting program
10. Become a Forterra Green City partner
11. Locate recycling and foodwaste recycling bins at all City facilities
12. Offer food scrap buckets (\$1store) and LED lights to residents

Kenmore Climate Action Plan - Proposal

Why does Kenmore need a Climate Action Plan? Action is needed urgently to forestall and reduce the magnitude of climate change. Cities have an important role as they: own buildings and are responsible for zoning and urban form; building and energy codes; and streets, bikeways and sidewalks. Also, Kenmore has joined with other cities in our region to be part of K4C which has set forth joint commitments to reduce greenhouse gases (GHG) via: reducing energy use in buildings, increasing green building, using clean electricity, reducing fuel emissions, reducing driving, concentrating growth near transit, increasing recycling, and increasing carbon uptake through increasing tree canopy.

What are the focus areas of a Climate Action Plan?

K4C goals served as the framework of the proposed plan as they were also included Shoreline and Portland's plans. They fall into three areas:

1. Reducing GHG Emissions - focus areas that can make the largest contributors to GHG emission reductions are:
 - a. Building energy use – new and existing
 - b. Clean energy for buildings (i.e., reducing fossil fuels in production of electricity) – new and existing
 - c. Transportation/vehicles
2. Increasing Carbon uptake
3. Planning for Climate change – proposal below doesn't include this... but mainly: flood/storm and landslide management; EmergOps

Note: Strategies listed in the proposed plan are those that could reasonably be implemented by Kenmore. Larger cities and counties also suggest: transit operations changes; landfill emissions reductions; support to farmers, etc.

Who's taking the Action?

All plans have strategies that cities can take that impact two levels: government controlled facilities/activities and community level

How can we create a Plan with limited resources?

1. Join ICLEI. Has free webinars, software and technical assistance for establishing baseline, determining best strategies, and monitoring over time – for Kenmore size just \$600/yr (Bellevue pilot tested their software – ICEI in 42 states, 1000s of cities and 86 countries)
2. Use locally-available data: PSE energy monitoring; Energy Star Portfolio mngr (K4C); Metro/Sound Transit ridership; PSRC vehicle use
3. Use and promote use of existing tools:
 - a. Carbon footprint calculators – Seattle's or <https://coolclimate.org/calculator>
 - b. EPA's WARM model
4. Apply for grants. Shoreline used: Wash State Coordinated Prevention Grant (DOE –for solid waste planning); and KC Solid Waste Reduction and Recycling Grant. NOTE: Maureen worked on Shoreline's!

Climate Action Plan Strategy comparison - suggested starting strategies are indicated with *

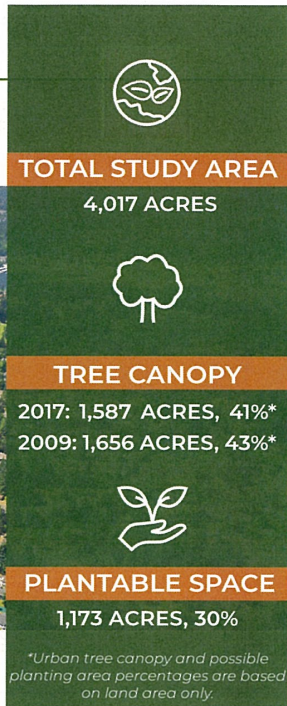
Topic	Subtopic	Strategy	Level	Shore-line	KC	K4C	Port-land
Reducing GHG emissions	Reduce bldg. and facility energy use	Green buildings: Gov't buildings over Xsqft get EnergyStar certified – and are solar-ready	Govt	x	x	x	x
		*Adopt Environmentally Preferable Purchasing policies (KC's 2018 policy)	Govt	X	x	x	
		Train staff on energy efficient practices	Govt		x		
		*LED streetlights (this was over 1/3 of Shoreline emissions)	Govt	X	x	x	x
		Encourage Chamber's Green Business certification	Comm	X			
		*Offer free LED lights at events	Comm	X			
		*Implement building code changes to promote energy efficient buildings (part of RCC -see https://www.kingcounty.gov/depts/dnrp/solid-waste/programs/green-building/sustainable-cities/city-government/green-building-land-use-codes.aspx	Comm	X	X	x	
		Adopt building energy benchmarking and disclosure ordinances for non-residential bldgs.; & resid energy disclosure at the point of sale (like Seattle)	Comm			x	x
		Energy efficiency retrofits – encourage/incent during permitting & in comms	Comm		X		
		Support Green Building Challenge; Built Green, LEED, and net-zero projects	Comm		X	x	x
		Promote use of KC DPER's Green Building Handbook – for green building dev	Comm		X		
		*Promote PSE energy efficiency incentives	Comm	X	x		
		*Promote home energy audit (Sustainable Works)	Comm	X	x		x
		*Promote installing programmable thermostat	Comm	X			
		*Promote sealing/insulating heating/cooling ducts	Comm	X			
		*Promote using EnergyStar ratings when replacing appliances	Comm	X			
		*Promote eco roofs	Comm				x
	Use clean electricity	Assure electricity supplied is GHG neutral –e.g., with PSE Green Direct – phase out fossil-fueled electricity	Govt	X	x	x	x
		Support a green power community challenge	Comm			X	
		Provide/promote renewable energy incentives	Comm			X	
		*Streamline permitting for solar (Kirkland and Bellevue)	Comm	X	x	X	x
		Community solar - bulk purchase solar via NW SEED (Mukilteo etc)	Comm	X		X	X

		Promote installing solar on homes and businesses	Comm	X			X
	Reduce water consumption	*Use and promote high efficiency irrigation and use of native plants	Govt/Comm	x			
		*Use and promote low flow toilets and high efficiency showerheads	"	X			
		Do and promote rainwater harvesting	"	X	x		
		Use and promote use of greywater (see DOH greywater)	"	X	x		
	Reduce fossil fuel consumption	*Use a Green fleet (can join Evergreen Fleet for guidance and certification) – if some are not EV, then use biodiesel	Govt	X	x	X	x
		*Install EV charging stations	Govt	X	x	x	x
		Incentives for installing EV stations in bldgs. and at developmt sites	Govt			x	
		Install smart water meters (we have this?) to not drive to them	Govt	X			
		*Promote driving high efficiency or EV cars (incentives suggested by K4C)	Comm	X		x	x
		*Promote maintaining full tire pressure	Comm	X			
	Reduce car use	*Create a Commute Trip Reduction program for employees	Govt	X	x	x	
		*Provide discounted ORCA cards to employees	Govt	X	X		
		*Have a Bike-to-Work challenge for employees	Govt	X	X		
		Work with employers to do the items above	Govt	X			
		Work with School Dist to reduce driving/increase bus riding	Govt	X			
		*Increase sidewalks, bikeways, Safe Routes – already doing items suggested	Govt	X	x	X	x
		Lead "Kenmore Walks" events... Shoreline has guided walks with 'difficulty' ratings – partnered with Feet First	Comm	X			
		*Promote alternative to driving (e.g., RideShare, transit, bike, walk)	Comm	X	x		x
		*Promote starting an InMotion community social media program (KC)	Comm	X	x		
		*Promote participating in Walking Schoolbus	Comm	X			
	Concentrate growth near transit	*Already doing this. Portland's goal: "connected neighborhoods" (stores, school, libraries, parks etc) accessible by foot (20 min/1mile) or bike (3 miles) – goal is 80% of residents can walk/bike to meet needs & get to transit	Govt	X	x	x	x
Increase carbon uptake	Protect and increase urban trees	*Implement development requirements to include/retain trees – already doing	Govt	X	x		x

		Improve tree health (use Silva cells, bioretention boxes)	Govt	X			
		*Consider being a Tree City USA (i.e., Board, \$44k/yr to trees, Arbor Day)	Govt	X			
		*Have a tree planting program/incentives (KC 1million/5 yrs; Kenmore's 2,687) and/or Seattle tree program for residential (up to 4 trees and help for them) – use Kenmore's tree canopy data to focus these efforts	Comm		x		x
		*Use Kenmore's tree canopy data and scenarios with Canopy Planner tool to help secure grants; work with partners (e.g., Inglewood that has sig. loss) and post to website to make public (down to census tract)	Comm				
		*Become a Forterra Green City partner... Kirkland, Redmond, Kent, Everett, Puyallup Tukwila etc have – volunteer hours planting and caring for trees	Comm				
		De-paving – reducing impervious surface	Comm				x
	Improve parks	Identify parkland/open space to preserve and restore - removing invasives (goats?), restoration projects; planting native plants	Govt	X			
Reduce waste	Increase Recycling	*Purchase recycled products	Govt	x	x	x	X
		*Reduce paper/go paperless – already do this	Govt		x	x	X
		*Have all recycling (inc organics) bins at City facilities, parks and busstops	Govt	X	x		
		*Offer food scrap buckets to residents	Govt	X			
		*Recycle maintenance yard debris	Govt	X	x		
		Require construction >1000sqft to divert 50% of debris (KC is 80%)	Govt	X	x		x
		*Require contractors/consultants to use recycled materials when possible	Govt		x		
		*Ensure multifamily have food waste and other types of recycling	Govt	X			
		Become EPEAT (electronic products environmental assessment tool) purchasing partner	Govt	X			
		Consider RAS (recycled asphalt shingles) for paving and alt to concrete	Govt	X	x		
		*Promotion of food waste recycling - resid and business (KC requires resid)	Comm	X	x		x
		*Promotion of Repair/Recycle/Reuse	Comm	X	x	x	x
Food and Agricult.	Lower carbon foods	Increase access to fresh fruits/vegs	Comm	x			x
		*Promote/educate re: lower carbon foods		x			x

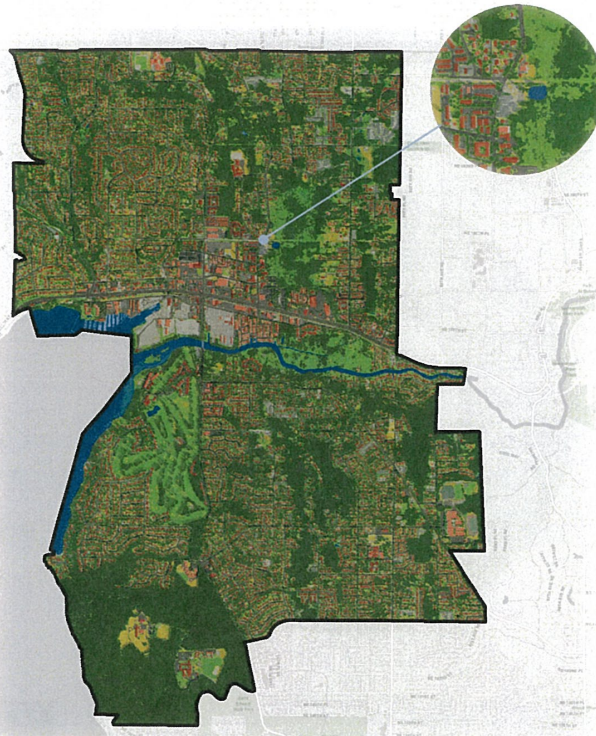
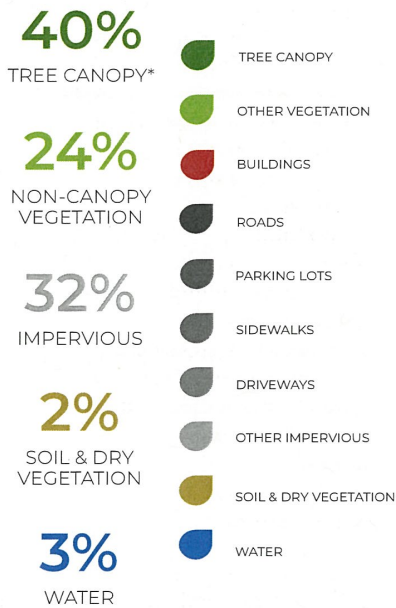
KENMORE, WA

TREE CANOPY ASSESSMENT



The urban forest in Kenmore is a valuable asset that provides residents and visitors with many ecological, environmental, and community benefits. This assessment analyzed the City's urban tree canopy (UTC), possible planting area (PPA), and change in UTC over an 8-year period (aerial Imagery 2009-2017). The results provide an updated baseline to develop strategies to protect and expand Kenmore's trees and natural areas during planning and development. The maps and project report help to concentrate efforts in areas where needs are greatest, tree planting space is available, and benefits can be realized.

LAND COVER



*Note: Land cover percentages are based on total area.

Assessment funded by the King Conservation District | Assessment conducted by Plan-It Geo, LLC | www.planitgeo.com | info@planitgeo.com

URBAN TREE CANOPY **ASSESSMENT**

KENMORE,
WASHINGTON
APRIL | 2019

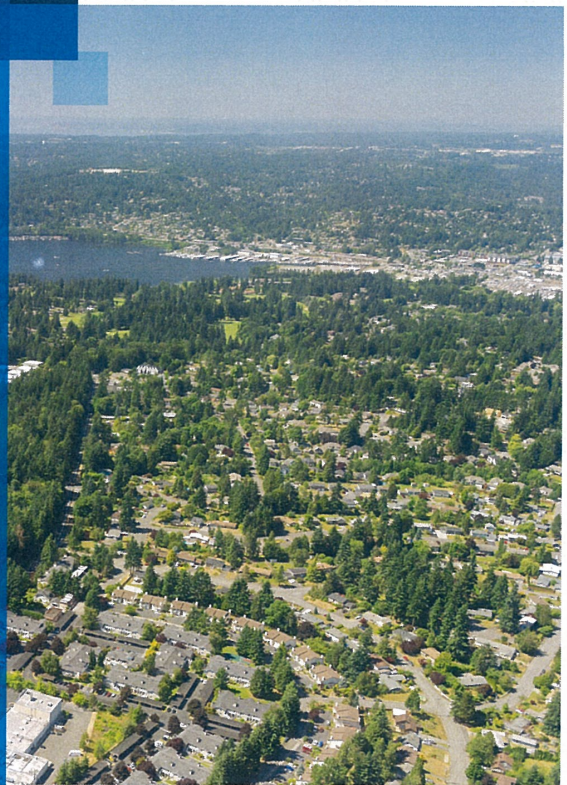


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UTC ASSESSMENT | KENMORE, WA 5

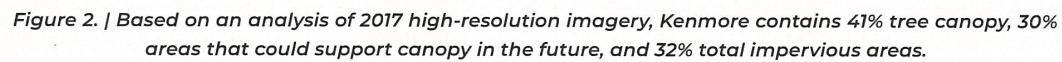
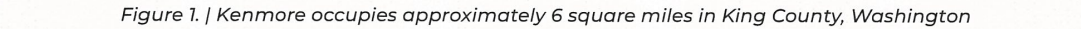




Figure 4. | Vegetated areas where it would be biophysically feasible for tree plantings but undesirable based on their current usage (left) were delineated in the data as “Unsuitable” (right). These areas included recreational sports fields, golf courses, and other open space.

DEFINING ASSESSMENT LEVELS

In order to best inform the City Council and all of Kenmore's various stakeholders, urban tree canopy and other associated metrics were tabulated across a variety of geographic boundaries (Figure 5). These boundaries include the city boundary, watersheds, land use, zoning types, census block groups, city, and parcels.

- The City of Kenmore's citywide boundary is the one (1) main area of interest over which all metrics are summarized.
- Three (3) HUC-12 watersheds intersect the City of Kenmore. Delineated by the U.S. Geological Survey, each unique 12-digit identification code represents a different subwatershed. These were analyzed to explore differences in tree canopy across a naturally-occurring geographic boundary.
- Seven (7) King County land use classes were analyzed to assess differences in tree canopy across different human uses of land.
- Sixteen (16) unique zoning categories were assessed to provide detail on tree canopy within the current human uses of land across the city.
- Twenty (20) census block groups were assessed to provide information at a small geographic scale. Census block groups (CBGs) are used by the U.S. Census Bureau to assure statistical consistency when tracking populations across the United States and can be valuable indicators of environmental justice as they are directly linked with demographic and socioeconomic data.
- The smallest unit of analysis was parcels, of which there were over seven thousand (7,571) in total. This unit is helpful for assessing the canopy on an individual piece of property.

STATE OF THE CANOPY AND KEY FINDINGS



The results and key findings of this study, including the land cover map and canopy analysis results, are presented below. These results, or metrics, help inform a strategic approach to identifying existing canopy and future planting areas. Land cover percentages are based on the total area of interest while urban tree canopy, possible planting area, and unsuitable percentages are based on land area. Water bodies are excluded from land area because they are typically unsuitable for planting new trees without significant modification.

CITYWIDE LAND COVER

In 2017, tree canopy constituted 40% of Kenmore's total land cover; non-canopy vegetation was 24%; soil/dry vegetation was 2%; impervious was 32%; and water was 3%. These generalized land cover results are presented below in Table 1.

The impervious land cover class was then subdivided into more specific classifications. Approximately 9% of Kenmore was buildings, 6% was roads, 3% was parking lots, 1% was sidewalks, 3% was driveways, and 9% was "other impervious". The detailed land cover results, including impervious classifications, are presented in Figure 6.

Table 1. | Generalized land cover classification results.

City Boundary	City Boundary	Tree Canopy	Impervious Surfaces	Non-Canopy Vegetation	Soil & Dry Vegetation	Water
Acres	4,017	1,587	1,274	953	79	123
% of Total	100%	40%	32%	24%	2%	3%

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UTC ASSESSMENT | KENMORE, WA 11

CITYWIDE URBAN TREE CANOPY

This urban tree canopy assessment utilized the land cover map as a foundation to determine Possible Planting Areas throughout the City. Additional layers and information regarding land considered unsuitable for planting were also incorporated into the analysis. Note that the results of this study are based on land area as opposed to total area (note the difference between Total Acres and Land Acres in Table 2).

Results of this study indicate that within the City of Kenmore, 1,587 acres are covered with urban tree canopy, making up 41% of the City's 3,894 land acres; 1,173 acres are covered with other vegetation or impervious surfaces such as parking lots where it would be possible to plant trees (PPA), making up 30% of the City; and the other 1,133 acres were considered unsuitable for tree planting, making up 29% of the City. The unsuitable areas include recreational sports fields, golf course playing areas, buildings, roads, and areas of bare soil and dry vegetation.

Kenmore Urban Tree Canopy Potential

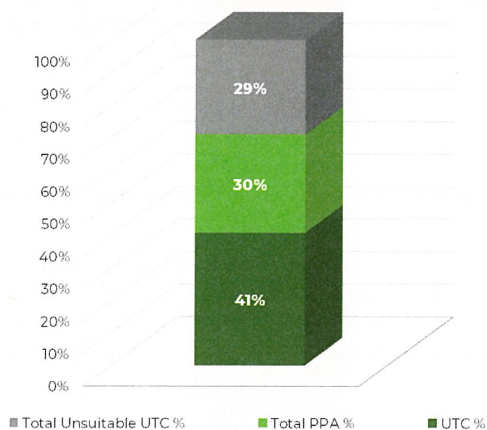


Figure 7. | Urban tree canopy, possible planting area, and area unsuitable for UTC in the City of Kenmore

Table 2. | Urban tree canopy assessment results by acres and percent. (Percentages based on land acres.)

City of Kenmore	Acres	%
Total Area	4,017	100%
Land Area	3,894	97%
Urban Tree Canopy	1,587	41%
Possible Planting Area - Vegetation	897	23%
Possible Planting Area - Impervious	276	7%
Total Possible Planting Area	1,173	30%
Unsuitable Vegetation	56	1%
Unsuitable Impervious	998	25%
Unsuitable Soil	79	2%
Total Unsuitable Areas	1,134	29%

APRIL 2019

UTC ASSESSMENT | KENMORE, WA 13

URBAN TREE CANOPY BY WATERSHEDS

UTC and PPA were assessed for the three watersheds found within Kenmore. UTC was relatively uniform across watershed boundaries with the lowest having 39% UTC (Bear Creek-Sammamish River) and the highest having 41% (Lake Washington-Sammamish River). PPA ranged from 28% in the Lake Washington-Sammamish River watershed to 32% in the Bear Creek-Sammamish River watershed. The largest watershed, Lake Washington-Sammamish River, contained the greatest proportion of the city's overall UTC (45%) and PPA (42%).

Table 4. | Urban Tree Canopy assessment results by watersheds. UTC and PPA results include acres, percent of area covered by UTC or PPA (%), and distribution of the City's total UTC or PPA within each watershed.

Watersheds	Land Area		Urban Tree Canopy			Possible Planting Area		
	Acres	Dist.	Acres	%	Dist.	Acres	%	Dist.
Bear Creek-Sammamish River	1,012	26%	397	39%	25%	320	32%	27%
Lake Washington-Sammamish River	1,728	44%	717	41%	45%	490	28%	42%
Swamp Creek	1,153	30%	473	41%	30%	363	31%	31%
Totals	3,894	100%	1,587	41%	100%	1,173	30%	100%

UTC (Acres) Compared to Total Area and Land Area by Watersheds

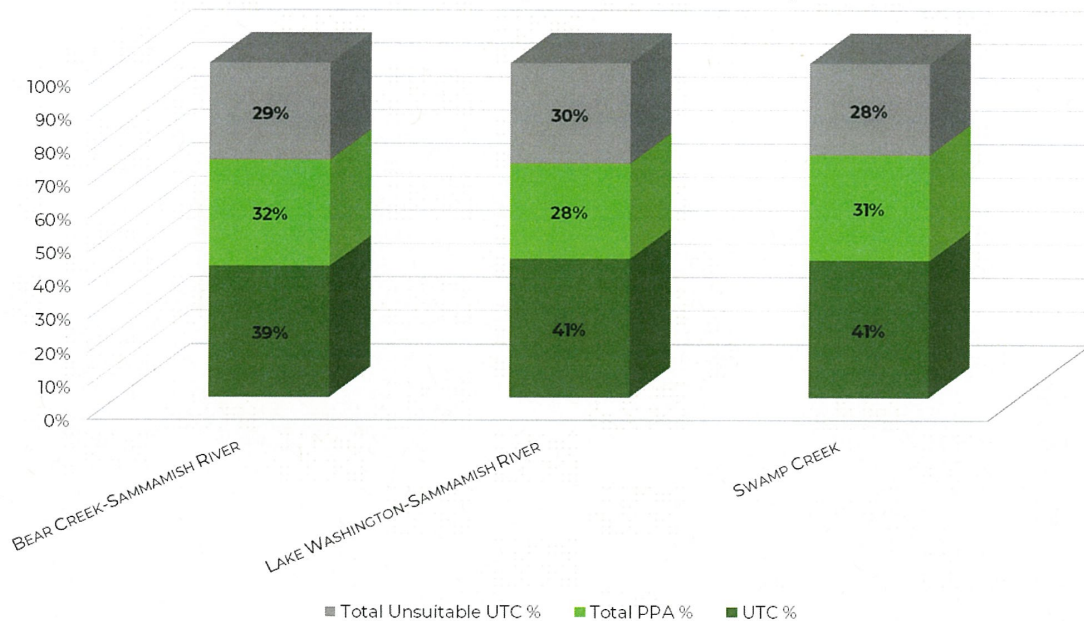


Figure 9. | Urban tree canopy in Kenmore by watersheds.

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UTC ASSESSMENT | KENMORE, WA 15

Table 5. | Urban tree canopy assessment results by watershed. UTC and PPA results include acres, percent of area covered by UTC or PPA (%), and distribution of the city's total UTC or PPA within each land use (dist.).

Land Use	Land Area		Urban Tree Canopy			Possible Planting Area		
	Acres	Dist.	Acres	%	Dist.	Acres	%	Dist.
Central Business District	44	1%	3	7%	0%	25	55%	2%
General Commercial	104	3%	10	9%	1%	31	30%	3%
General Mixed Use	27	1%	3	11%	0%	15	56%	1%
Single-Family Residential	2,313	59%	977	42%	62%	746	32%	64%
Multi-Family Residential	168	4%	47	28%	3%	58	34%	5%
Public Use/Institutional	778	20%	452	58%	29%	176	23%	15%
Undesignated	456	12%	93	20%	6%	121	26%	10%
Totals	3,891	100%	1,586	41%	100%	1,172	30%	100%

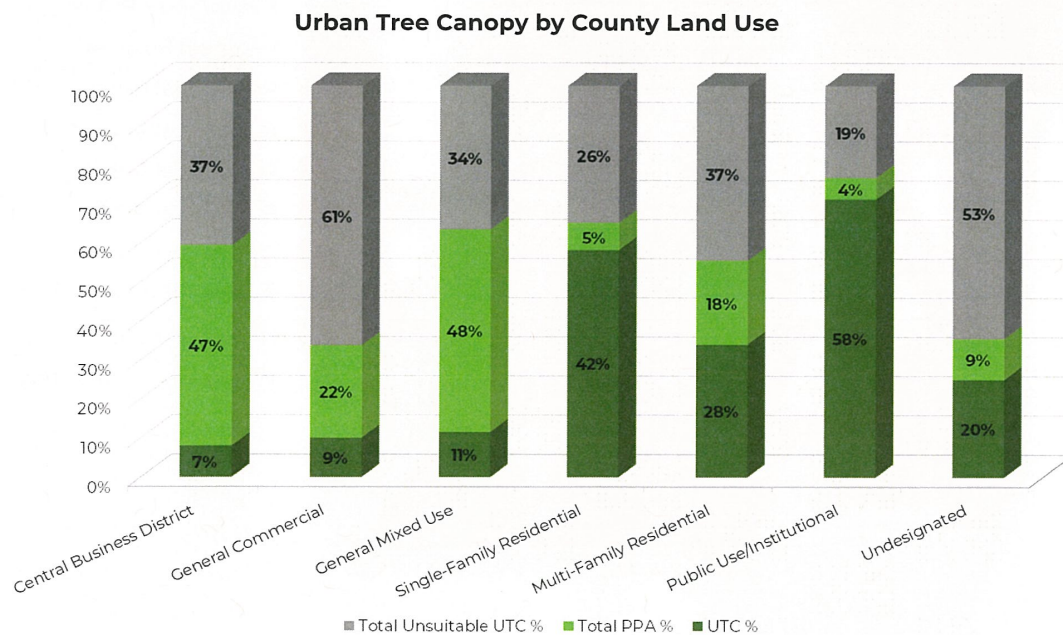


Figure 11. | Urban tree canopy, potential planting area, and area unsuitable for UTC by county land use.

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UTC ASSESSMENT | KENMORE, WA 17

Table 6. | Urban tree canopy assessment results by zoning type. UTC and PPA results include acres, percent of area covered by UTC or PPA (%), and distribution of the city's total UTC or PPA within each zoning type (dist.).

Zoning	Land Area		Urban Tree Canopy			Possible Planting Area		
	Acres	Dist.	Acres	%	Dist.	Acres	%	Dist.
Community Business	19	0%	3	13%	0%	7	39%	1%
Downtown Commercial	53	1%	4	7%	0%	26	49%	2%
Downtown Residential	34	1%	5	15%	0%	14	43%	1%
Golf Course	145	4%	33	23%	2%	60	41%	5%
Neighborhood Business	2	0%	0	5%	0%	1	52%	0%
Parks	487	12%	361	74%	23%	75	15%	6%
Public/Semi-Public	177	5%	65	36%	4%	47	26%	4%
Regional Business	87	2%	8	9%	0%	20	23%	2%
Residential 1 Dwelling Per Acre	242	6%	118	49%	7%	88	36%	7%
Residential 4 Dwellings Per Acre	578	15%	312	54%	20%	154	27%	13%
Residential 6 Dwellings Per Acre	1,882	48%	632	34%	40%	611	32%	52%
Residential 12 Dwellings Per Acre	62	2%	21	35%	1%	17	27%	1%
Residential 18 Dwellings Per Acre	35	1%	13	37%	1%	11	32%	1%
Residential 24 Dwellings Per Acre	51	1%	11	21%	1%	19	37%	2%
Urban Corridor	39	1%	3	9%	0%	18	46%	2%
Waterfront Commercial	11	0%	1	6%	0%	7	65%	1%
Totals	3,905	100%	1,590	41%	100%	1,175	30%	100%



STATE OF THE CANOPY AND KEY FINDINGS

APRIL 2019

UTC ASSESSMENT | KENMORE, WA 19

URBAN TREE CANOPY BY PARCELS

UTC and PPA were assessed within the City's 7,571 parcels. This unit of measure provides the finest possible scale at which to assess canopy, short of quantifying every individual tree, defining UTC and PPA metrics for every piece of public or privately-owned property within the City. Canopy cover is representative of land areas only. Water bodies were removed from canopy cover calculations. Results showed that 34 of Kenmore's parcels were completely covered in canopy, and 340 had no canopy at all. The average UTC of all parcels was 28% compared to the citywide average of 41% indicating that the majority of parcels have a lower UTC and the city's average value is strongly influenced by a few heavily forested parcels. In fact, 24% of parcels had a UTC above 41%, 75% fell below the citywide average, and 22% fell below 10% UTC. 16% of parcels had a UTC of 50% or greater.

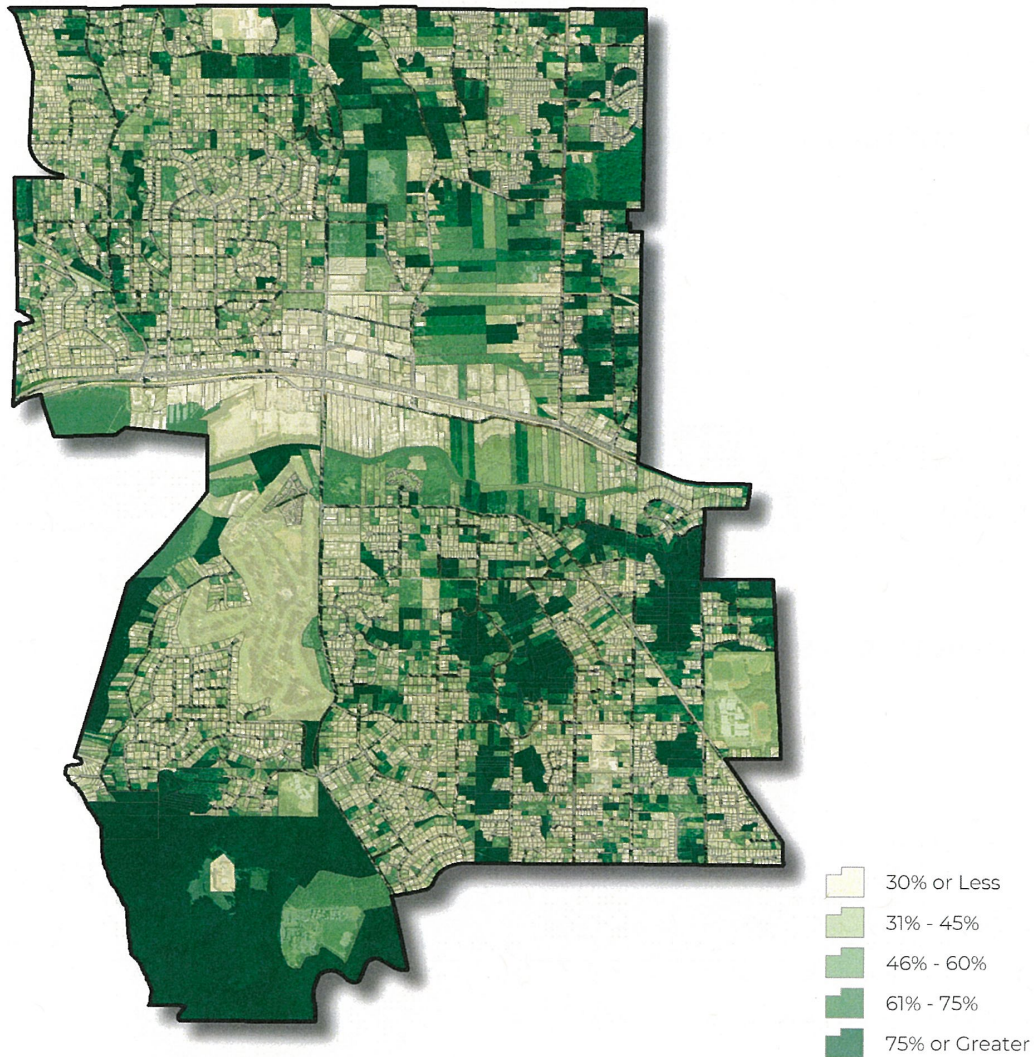


Figure 14. | Urban tree canopy in Kenmore by parcels.

STATE OF THE CANOPY AND KEY FINDINGS

APRIL 2019

UTC ASSESSMENT | KENMORE, WA 21

URBAN TREE CANOPY CHANGE BY COUNTY LAND USES

UTC change over the eight-year period was assessed by King County Comprehensive Plan land use classes. There were slight changes in each land use class with mainly decreases in canopy coverage. The largest losses were found in Single-Family Residential areas where there was a loss of 3%. Over half of all canopy in Kenmore is found within this class, but there was a loss of 59 acres between 2009 and 2017. The Undesignated, Central Business District, and Multi-Family Residential classes all had relatively low UTC in 2009 (ranging from 7%-28%), but the canopy in each increased by nearly .5% to 1% for a combined total of seven additional acres.

Table 9. | Urban tree canopy change by City of Kenmore land uses.

Land Use	Land Area		UTC 2009		UTC 2017		UTC Change	
	Acres	Dist.	Acres	%	Acres	%	Acres	%
Central Business District	44	1%	3	7%	3	7%	0	1%
General Commercial	104	3%	10	10%	10	9%	-1	-1%
General Mixed Use	27	1%	3	11%	3	11%	-0	-1%
Single-Family Residential	2,313	59%	1,037	45%	977	42%	-59	-3%
Multi-Family Residential	168	4%	47	28%	47	28%	1	0%
Public Use/Institutional	778	20%	467	60%	452	58%	-15	-2%
Undesignated	456	12%	88	19%	93	20%	5	1%
Totals	3,891	100%	1,654	43%	1,586	41%	-69	-2%

Urban Tree Canopy Change by Land Use from 2009 - 2017

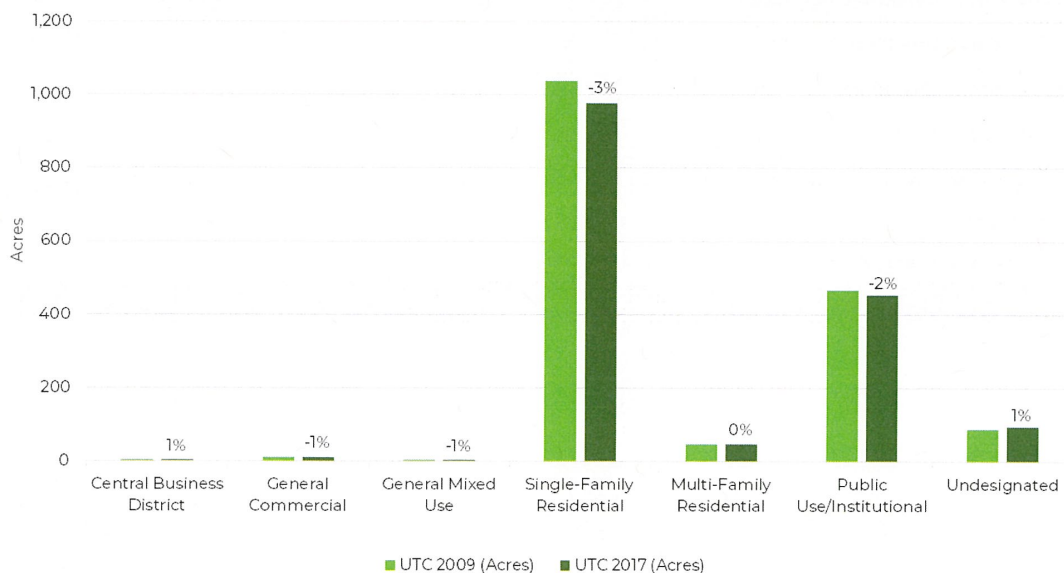


Figure 15. | Urban tree canopy change by county land uses in Kenmore from 2009-2017.

URBAN TREE CANOPY CHANGE ANALYSIS

URBAN TREE CANOPY CHANGE BY CENSUS BLOCK GROUPS

As one of the smallest geographic units census block groups provide an additional measure for understanding canopy change in Kenmore. Some block groups lost as much as 5% of their canopy while others gained just over one percent. The greatest losses in canopy tended to be concentrated near the west-central and northern parts of the city, while the southern and eastern parts experienced smaller decreases or more increases. Refer to the UTC Results spreadsheet for the full change assessment results by census block groups.

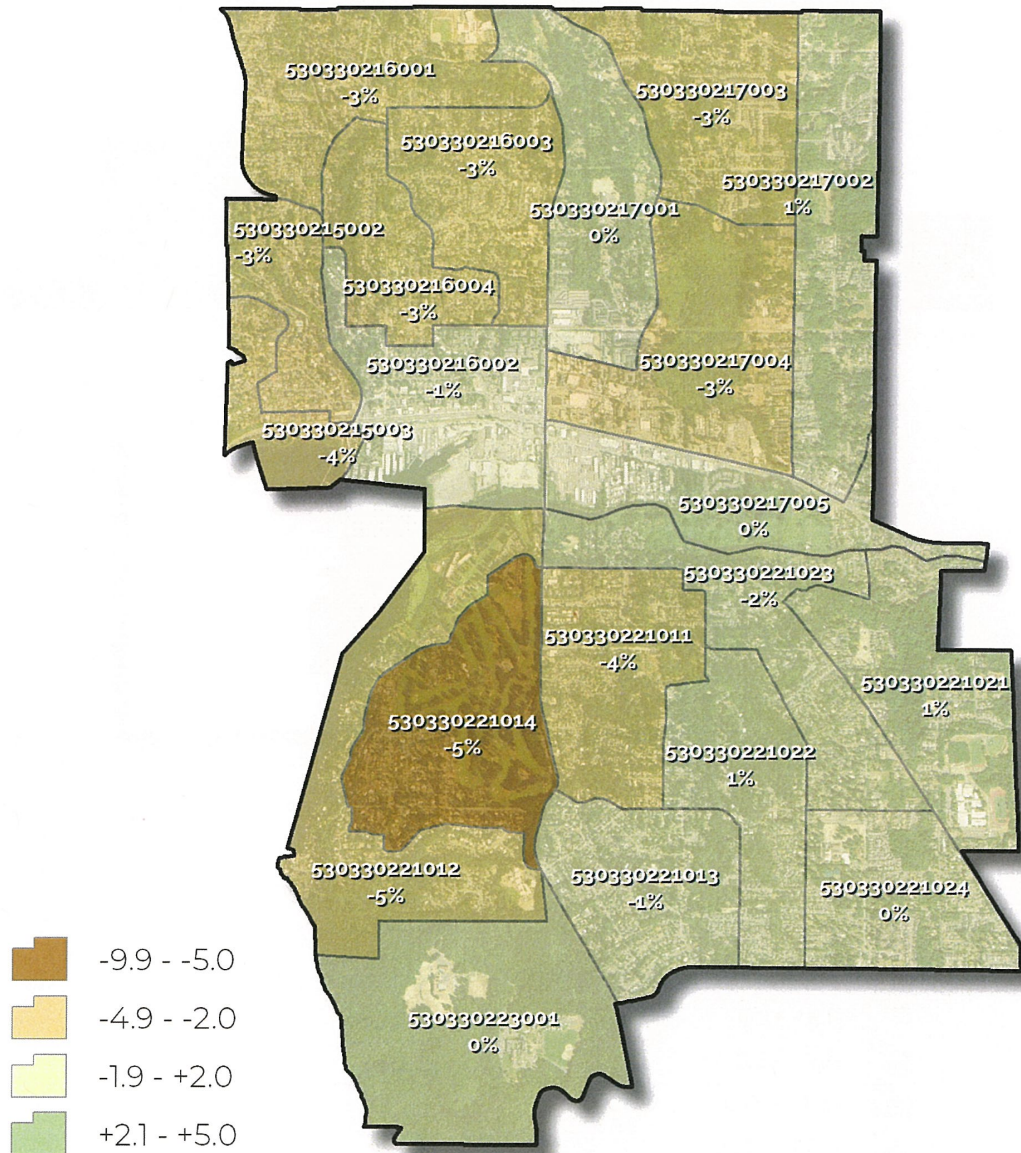


Figure 16. | Urban tree canopy change in Kenmore by U.S. Census block groups.

RECOMMENDATIONS

To preserve, protect, and maintain Kenmore's tree canopy, the City should continue to have a tree canopy assessment performed at regular intervals. As the City changes, they will be able to use these recommendations to ensure that their urban forest policies and management practices prioritize its maintenance, health, and growth. This study assessed tree canopy in two time periods, 2009 and 2017, providing the City with valuable information. Kenmore's urban forest provides the City with a wealth of environmental, social, and even economic benefits which relate back to greater community interest in citywide initiatives and priorities. These updated results can be used to interpret where these gains have been felt most significantly and where there is still work to be done in accordance with the City's broader goals and vision for its future.

Target PPA on city-owned properties within Parks and Public/Semi- Public areas

A nation-wide analysis conducted by USFS researchers stated that under ideal conditions, forested states such as Washington could achieve a canopy cover of 40-60%. With its current canopy cover of 41%, Kenmore is within that range. The assessment did show a decrease in tree canopy. For that reason, the City needs to be strategic in making use of the 30% PPA to accommodate for losses and maintain its current tree canopy coverage. Therefore, the City should put these UTC, PPA, and change results to work to preserve and promote tree its canopy in working towards that goal.

The results of this assessment can and should be used to encourage investment in forest monitoring, maintenance, and management; to prepare supportive information for local budget requests/

grant applications; and to develop targeted presentations for city leaders, planners, engineers, resource managers, and the public on the functional benefits of trees in addressing environmental issues. The results by geographic area (such as census block group) may be particularly helpful for soliciting grant funding since they demonstrate which areas have the greatest need. The land cover data should be disseminated to diverse partners for urban forestry and other applications while the data is current and most useful for decision-making and implementation planning. The information from this study can help establish canopy cover goals for the short- and long-term. The City should inform, train, and discuss the UTC data with other departments such as IT, GIS, Public Works, etc. to identify opportunities to use the data for a collaborative approach to tree canopy preservation and enhancement. Kenmore can also update its website to include information about the UTC results for the general public.

Additionally, the City and its various stakeholders can utilize the results of the UTC, PPA, and change analyses to identify the best locations to focus future tree planting and canopy expansion efforts. While the City has canopy coverage spread throughout its entire area, breaking up the results by several different geographic boundaries demonstrated that this canopy is not evenly distributed. These results can be used as a guide to determine which areas would receive the greatest benefits from the investment of valuable time and resources into Kenmore's urban forest.

This study provides the City of Kenmore with information on many ways to protect its urban forest. By assessing its UTC using a wide variety of geographic boundaries, the City can take many different paths to expand and preserve its canopy depending on the City's priorities. For example, the results by census block group can be overlaid with the

APPENDIX

ACCURACY ASSESSMENT

Classification accuracy serves two main purposes. Firstly, accuracy assessments provide information to technicians producing the classification about where processes need to be improved and where they are effective. Secondly, measures of accuracy provide information about how to use the classification and how well land cover classes are expected to estimate actual land cover on the ground. Even with high resolution imagery, very small differences in classification methodology and image quality can have a large impact on overall map area estimations.

The classification accuracy error matrix illustrated in Table A1 contain confidence intervals that report the high and low values that could be expected for any comparison between the classification data and what actual, on the ground land cover was in 2017. This accuracy assessment was completed using high resolution aerial imagery, with computer and manual verification. No field verification was completed.

THE INTERNAL ACCURACY ASSESSMENT WAS COMPLETED IN THESE STEPS

1. One hundred (100) sample points, or approximately 15 points per square mile area in Kenmore (6 sq. miles), were randomly distributed across the study area and assigned a random numeric value.
2. Each sample point was then referenced using the NAIP aerial photo and assigned one of five generalized land cover classes ("Ref_ID") mentioned above by a technician.
3. In the event that the reference value could not be discerned from the imagery, the point was dropped from the accuracy analysis. In this case, no points were dropped.
4. An automated script was then used to assign values from the classification raster to each point ("Eva_ID"). The classification supervisor provides unbiased feedback to quality control technicians regarding the types of corrections required. Misclassified points (where reference ID does not equal evaluation ID) and corresponding land cover are inspected for necessary corrections to the land cover.¹

Accuracy is re-evaluated (repeat steps 3 & 4) until an acceptable classification accuracy is achieved.

SAMPLE ERROR MATRIX INTERPRETATION

Statistical relationships between the reference pixels (representing the true conditions on the ground) and the intersecting classified pixels are used to understand how closely the entire classified map represents Kenmore's landscape. The error matrix shown in Table A1 represent the intersection of reference pixels manually identified by a human observer (columns) and classification category of pixels in the classified image (rows). The blue boxes along the diagonal of the matrix represent agreement between the two-pixel maps. Off-diagonal values represent the number of pixels manually referenced to the column class that were classified as another category in the

¹ Note that by correcting locations associated with accuracy points, bias is introduced to the error matrix results. This means that matrix results based on a new set of randomly collected accuracy points may result in significantly different accuracy values.

GLOSSARY/KEY TERMS

Land Acres: Total land area, in acres, of the assessment boundary (excludes water).

Non-Canopy Vegetation: Areas of grass and open space where tree canopy does not exist.

Possible Planting Area - Vegetation: Areas of grass and open space where tree canopy does not exist, and it is biophysically possible to plant trees.

Possible Planting Area - Impervious: Paved areas void of tree canopy, excluding buildings and roads, where it is biophysically possible to establish tree canopy. Examples include parking lots and sidewalks.

Possible Planting Area - Total: The combination of PPA Vegetation area and PPA Impervious area.

Soil/Dry Vegetation: Areas of bare soil and/or dried, dead vegetation.

Total Acres: Total area, in acres, of the assessment boundary.

Unsuitable Impervious: Areas of impervious surfaces that are not suitable for tree planting. These include buildings and roads.

Unsuitable Planting Area: Areas where it is not feasible to plant trees. Airports, ball fields, golf courses, etc. were manually defined as unsuitable planting areas.

Unsuitable Soil: Areas of soil/dry vegetation considered unsuitable for tree planting. Irrigation and other modifiers may be required to keep a tree alive in these areas.

Unsuitable Vegetation: Areas of non-canopy vegetation that are not suitable for tree planting due to their land use.

Urban Tree Canopy (UTC): The "layer of leaves, branches and stems that cover the ground" (Raciti et al., 2006) when viewed from above; the metric used to quantify the extent, function, and value of Kenmore's urban forest. Tree canopy was generally taller than 10 feet, but a combination of height and contextual clues are used to classify trees versus other vegetation.

Water: Areas of open, surface water not including swimming pools.

2019 City of Kenmore Parks and Recreation Survey Executive Summary

Overview

ETC Institute administered a Parks and Recreation Survey for the City of Kenmore in the winter of 2019. The City is beginning to update its Parks, Recreation, and Open Space Plan and data collected from the survey will be used to objectively assess leisure and recreation needs in the community. The survey and its results will guide the City of Kenmore in establishing priorities for the future improvement of parks, recreation facilities, programs, and services within the community that best represent residents' needs.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Kenmore. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.KenmoreParkSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete. To prevent people who were not residents of the City of Kenmore from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 578 residents completing the survey. The overall results for the sample of 578 households have a precision of at least $\pm 4.02\%$ at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the City's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized on the following pages.

Overall Use and Ratings of Park and Recreation Facilities

Facility Use. Ninety-three percent (93%) of respondent households indicated they have visited City Parks and Recreation facilities in the past 12-months. The most frequently used Parks and Recreation facilities, as indicated by responding households, were: Log Boom Park (61%), Rhododendron Park (49%), and Town Square/Hangar Building (38%). Five percent (5%) of respondent households visit City Park and Recreation facilities “daily,” 29% of respondent households visit City Park and Recreation facilities “weekly,” 34% of respondent households visit City Park and Recreation facilities “monthly,” and 21% of respondent households visit City Park and Recreation facilities “quarterly.”

The top two facilities most regularly visited by respondent households, that are operated by non-City providers, were: Burke Gilman Trail (75%) and St. Edward State Park (74%).

Ratings. Thirty-percent (30%) of respondent households rated the physical condition of City Parks and Recreation facilities as “excellent,” 62% of respondents rated the physical condition of City Parks and Recreation facilities as “good,” 8% of respondent households rated the physical condition of City Parks and Recreation facilities as “fair,” and less than one-percent (0.4%) of respondent households rated the condition of Parks and Recreation facilities as “poor.”

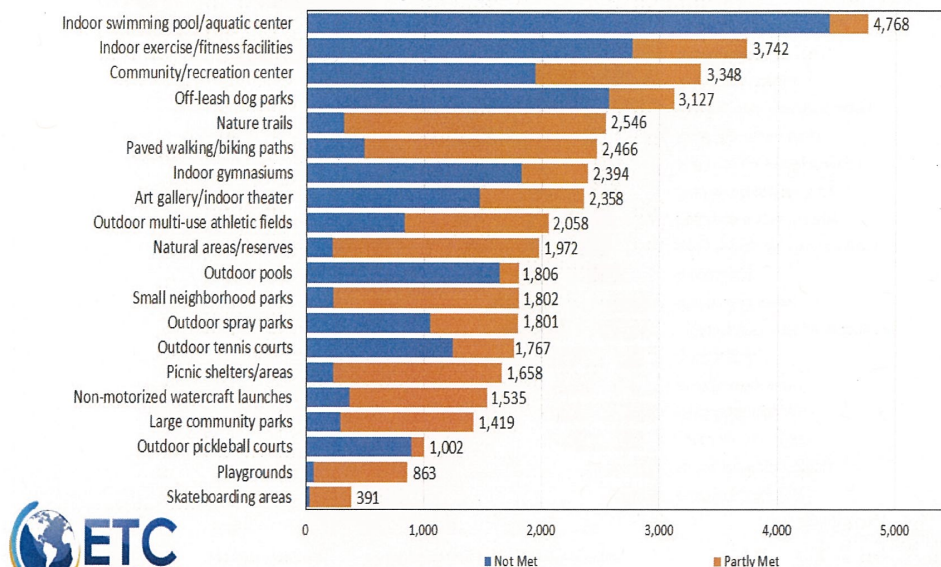
Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 20 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The top four recreation facilities with the highest percentage of households that indicated a need for the facility were: nature trails (72%), paved walking/biking paths (68%), natural areas/reserves (65%), and indoor swimming pool/aquatic center (57%). ETC Institute estimates a total of 6,446 households out of the 8,941 households in the City of Kenmore have a need for natural trails, an estimated total of 6,044 households out of the 8,941 households in the City of Kenmore have a need for paved walking/biking trails, and an estimated total of 5,767 households out of the 8,941 households in the City of Kenmore have a need for natural areas/reserves. ETC Institute estimated a total of 4,768 households out of the 8,941 households in the City of Kenmore have unmet needs for an indoor swimming pool/aquatic center, an estimated total of 3,742 households out of the 8,941 households in the City of Kenmore have unmet needs for indoor exercise/fitness facilities, and an estimated total of 3,348 households out of the 8,941 households in the City of Kenmore have unmet needs for a community/recreation center. The estimated number of households that have unmet needs for each of the 20 facilities that were assessed is shown in the table at the top of the following page.

Q15. Estimated Number of Households Whose Needs for Facilities Are Being Not Met or Partly Met

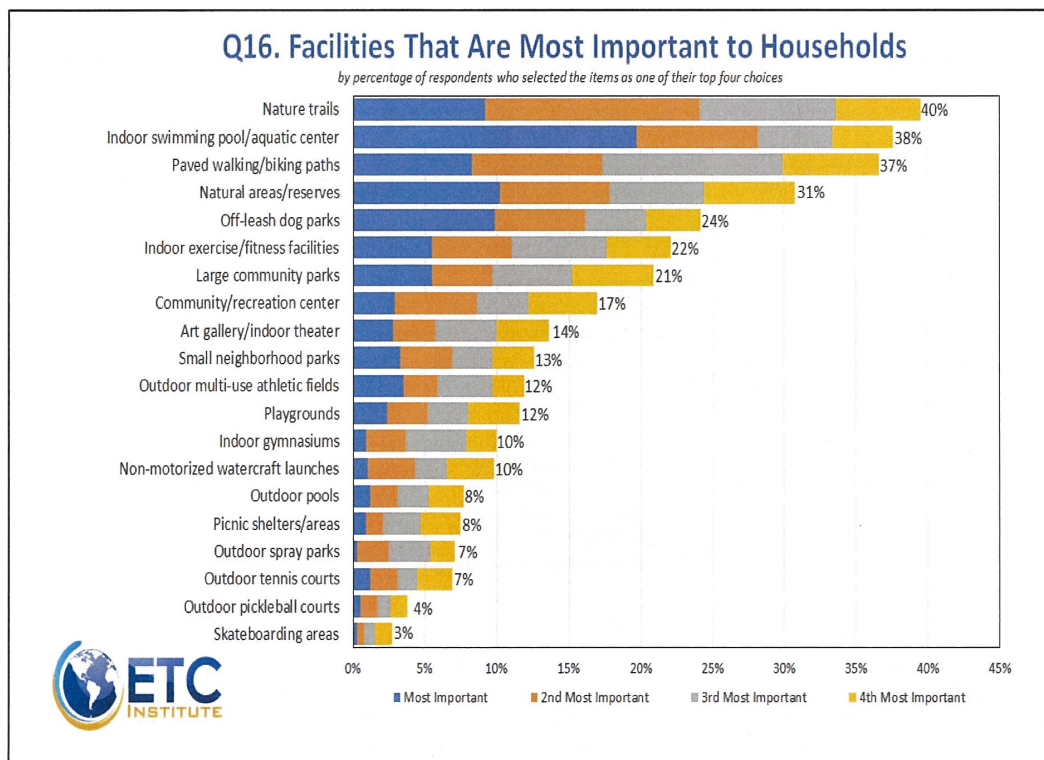
by number of households based on 8,941 households in the City of Kenmore, Washington



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the four most important facilities to residents were:

1. nature trails (40%),
2. indoor swimming pool/aquatic center (38%),
3. paved walking/biking paths (37%), and
4. natural areas/reserves (31%).

The percentage of residents who selected each facility as one of their top four choices is shown in the chart at the top of the following page.

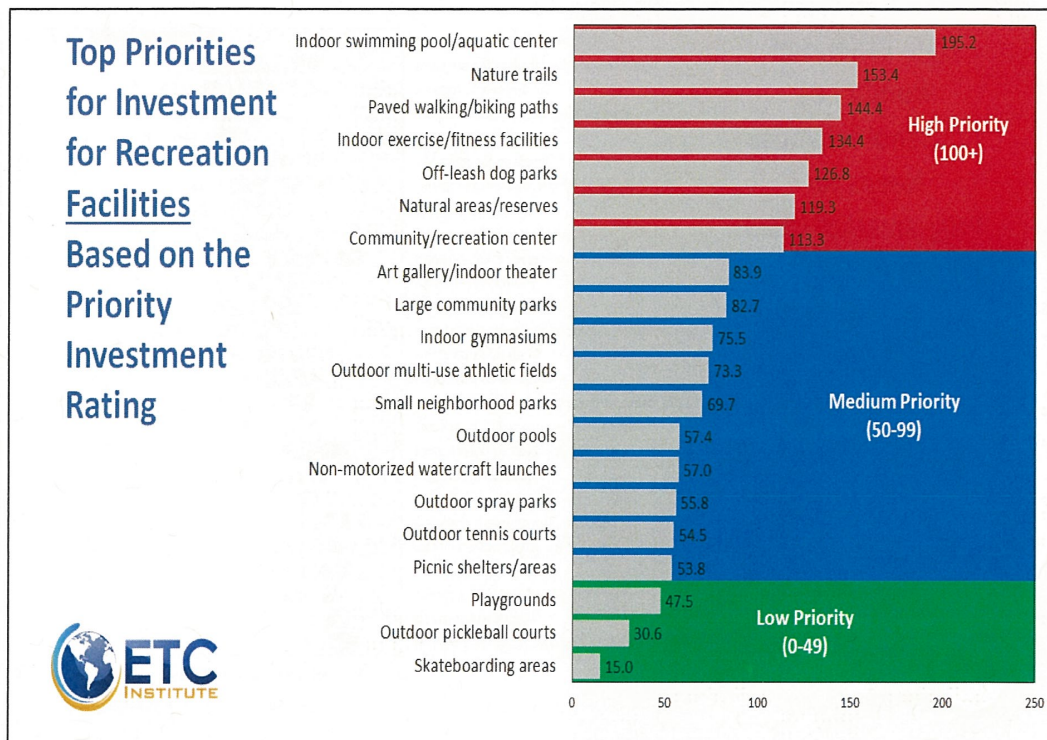


Priorities for Facility Investments. The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The **Priority Investment Rating (PIR)** equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

Based the **Priority Investment Rating (PIR)**, the following seven facilities were rated as high priorities for investment:

- Indoor swimming pool/aquatic center (PIR=195.2)
- Nature trails (PIR=153.4)
- Paved walking/biking paths (PIR=144.4)
- Indoor exercise/fitness facilities (PIR=134.4)
- Off-leash dog parks (PIR=126.8)
- Natural areas/reserves (PIR=119.3)
- Community/recreation center (PIR=113.3)

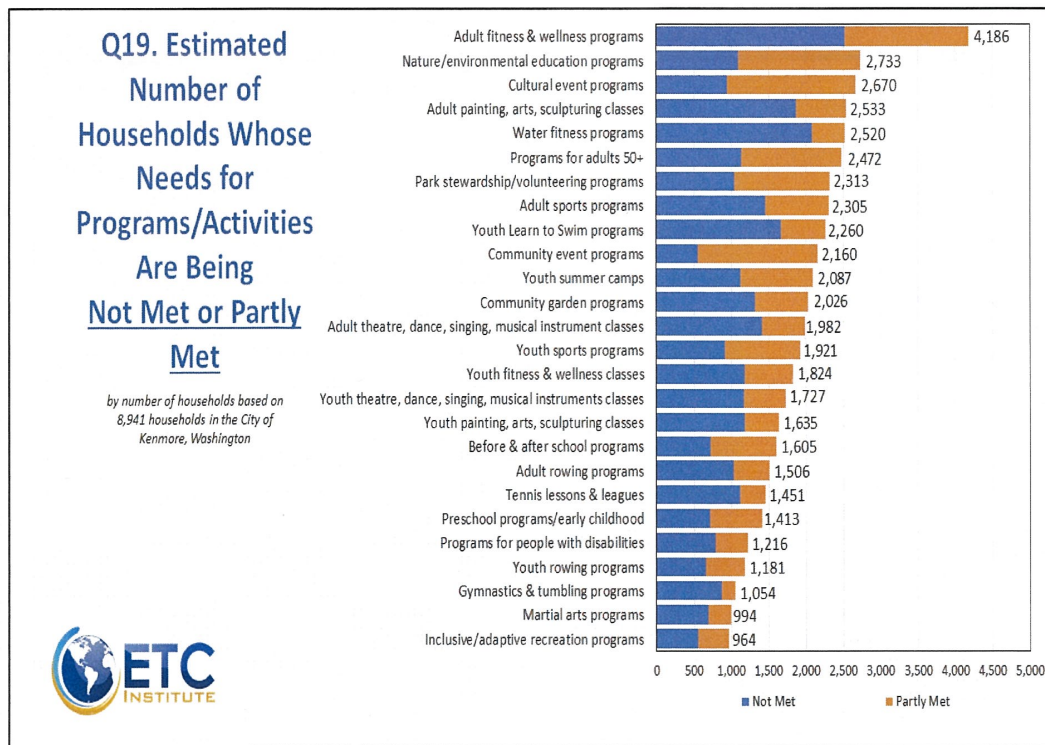
The chart at the top of the following page shows the **Priority Investment Rating (PIR)** for each of the 20 facilities that were assessed on the survey.



Program/Activity Needs and Priorities

Program/Activity Needs. Respondents were also asked to identify if their household had a need for 26 recreational programs/activities and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

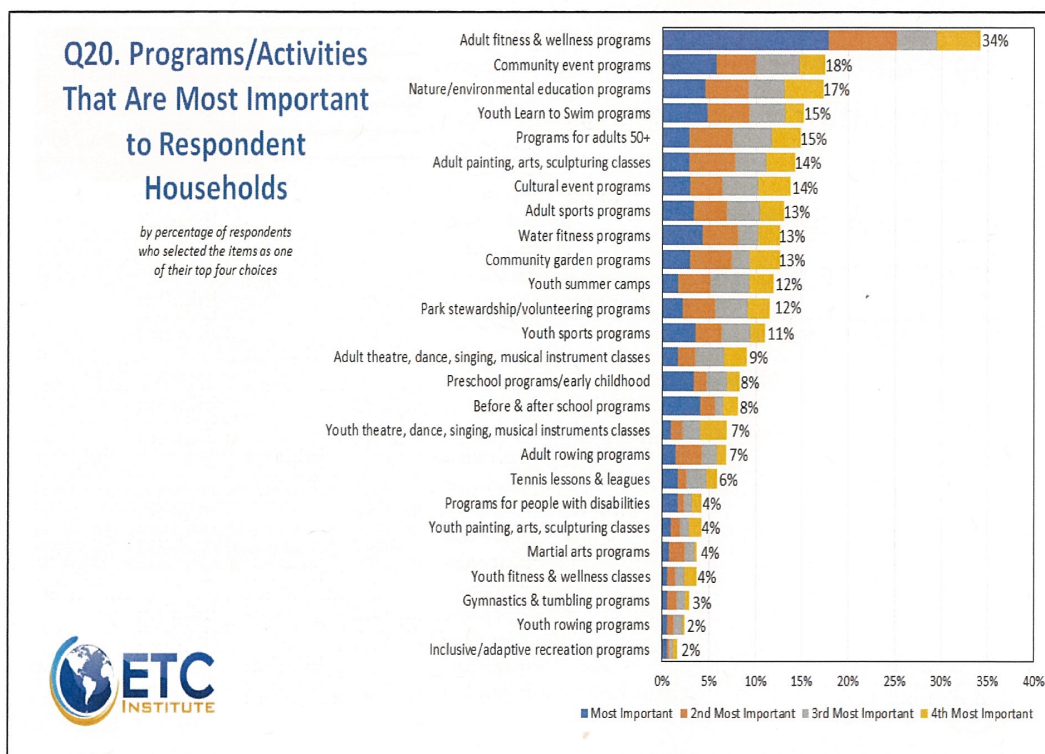
The four programs/activities with the highest percentage of households that had needs were: adult fitness and wellness programs (54%), community event programs (41%), cultural event programs (37%), and nature/environmental education programs (36%). ETC Institute estimates a total of 4,783 households out of the 8,941 households in the City of Kenmore have a need for adult fitness and wellness programs, an estimated total of 3,693 households out of the 8,941 households in the City of Kenmore have a need for community event programs, and an estimated total of 3,263 households out of the 8,941 households in the City of Kenmore have a need for cultural event programs. ETC Institute estimates a total of 4,186 households out of the 8,941 households in the City of Kenmore have unmet needs for adult fitness and wellness programs, an estimated total of 2,733 households out of the 8,941 households in the City of Kenmore have unmet needs for nature/environmental education programs, and an estimated total of 2,670 households out of the 8,941 households in the City of Kenmore have unmet needs for cultural event programs. The estimated number of households that have unmet needs for each of the 26 programs/activities that were assessed is shown in the chart at the top of the following page.



Program/Activity Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each program. Based on the sum of respondents' top four choices, the five most important programs to residents were:

1. adult fitness and wellness programs (34%),
2. community event programs (18%),
3. nature/environmental education programs (17%),
4. Youth Learn to Swim programs (15%), and
5. Programs for adults 50+ (15%).

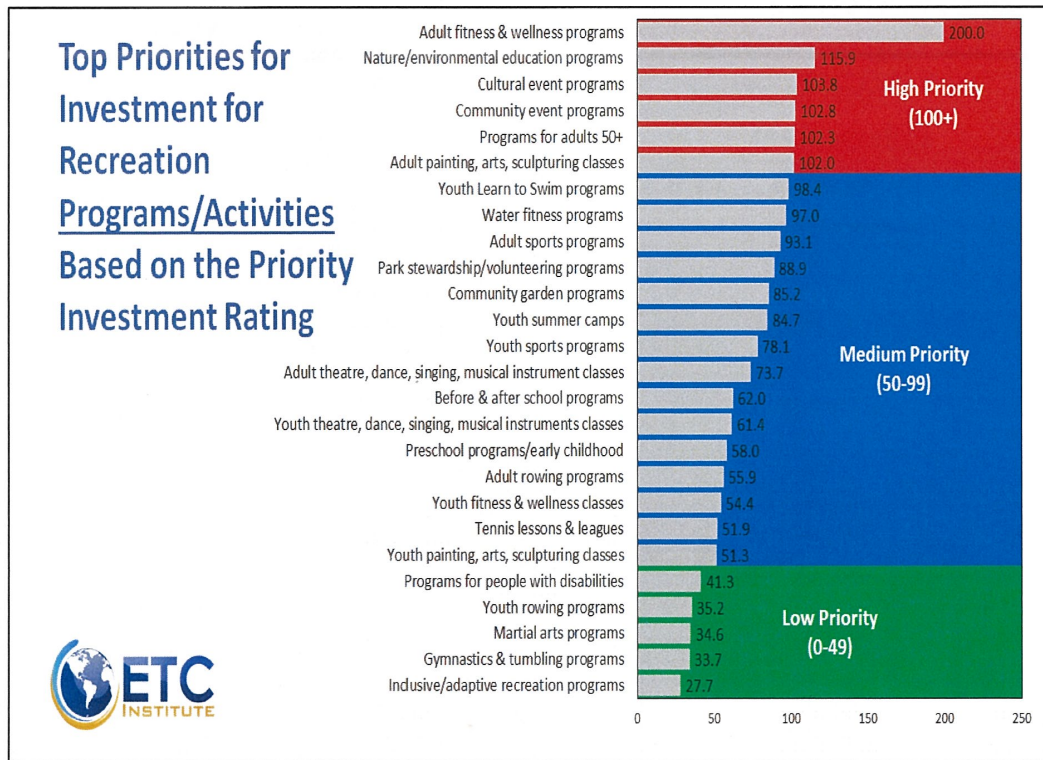
The percentage of residents who selected each program/activity as one of their top four choices is shown in the table at the top of the following page.



Priorities for Program/Activity Investments. Based on the **Priority Investment Rating (PIR)**, which was described briefly on Page iv of this Executive Summary and is described in more detail in Section 2 of this report, the following six programs/activities were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=200)
- Nature/environmental education programs (PIR=115.9)
- Cultural event programs (PIR=103.8)
- Community event programs (PIR=102.8)
- Programs for adults 50+ (PIR=102.3)
- Adult painting, arts, sculpturing classes (PIR=102.0)

The chart at the top of the following page shows the **Priority Investment Rating (PIR)** for each of the 26 programs that were rated.



Improving and Expanding Parks and Recreation Facilities

Respondents were asked to rate their level of support for 18 potential actions the City of Kenmore could take in the future to improve and expand parks and recreation facilities in the City. The actions that received the highest levels of support, based upon the combined percentage of “very supportive” and “somewhat supportive” responses among respondents, were: acquiring shoreline for water/beach access (87%), developing multi-purpose paths/trails in parks (85%), developing multi-purpose trails connecting to parks (85%), acquiring properties to preserve natural open space and wildlife habitats (84%), and upgrading nature trails (84%). Developing skateboarding areas (28%) was the potential action that received the lowest levels of support.

Respondents were then asked to indicate which three of the potential actions are most important to their household. Based on the sum of respondents’ top three choices acquiring shoreline for water/beach access (39%), developing a new regional indoor community aquatic center (29%), and acquiring properties to preserve natural open space and wildlife habitats (25%) were the most important potential actions that are most important to households.

Additional Findings

- Most of respondents (95%) are aware of Log Boom Park and 94% of respondents are aware of Rhododendron Park.
- Sixty-nine percent (69%) of respondents' access City Parks and Recreation facilities by driving, 57% of respondent households access City Parks and Recreation facilities by walking, 17% of respondents access City Parks and Recreation facilities by biking, and 1% of respondent households ride the bus to access City Parks and Recreation facilities.
- Fifty-six percent (56%) of respondents indicated they currently get information about recreational, cultural, and community event programs in the City of Kenmore from friends and family/word of mouth, 46% use the City of Kenmore's printed newsletter, and 36% use the Bothell-Kenmore Reporter newspaper. The radio (4%) was the least used method of communication.
- Restrooms (73%), walking paths (67%), and parking (55%) were the most important park features to respondents and their households. Based on the sum of respondents' top three choices walking paths (47%), restrooms (45%), and parking (29%) are the three most important features to be added to or improved in the City of Kenmore.
- State parks (60%), King County Parks (55%), Cities of Bothell, Kirkland, Woodinville, and Lake Forest Park (53%), and the City of Kenmore (52%) are the organizations most used by households for parks, recreation, and cultural programs and facilities.
- Seventy-four percent (74%) of respondent households gave recreation opportunities in the City a rating between 6 to 8, on a 10-point scale (1 being "no opportunities" and 10 being "extensive opportunities").
- Seventy percent (70%) of respondent households gave the quality of recreation programs/classes in the City a rating between 6 to 8, on a 10-point scale (1 being "lowest quality" and 10 being "highest quality").
- Sixty-eight percent (68%) of respondent households gave the opportunity to attend community event(s) in the City a rating between 6 to 8, on a 10-point scale (1 being "no opportunities" and 10 being "extensive opportunities").
- Fifty-three percent (53%) of respondents indicated they or members of their household has attended community event(s) in the past 12-months. The most attended community events in the past 12 months include: Kenmore Fourth of July Fireworks (59%), Kenmore Summer Concert Series (57%), and Tree Lighting Festival and Holiday Market (30%).

Conclusions

The survey data suggests the City of Kenmore is currently meeting or exceeding most of the parks and recreation needs of residents in the community. Respondents are extremely satisfied with the physical condition of the parks and recreation facilities they visit (92% gave "excellent" or "good" ratings), there are high usage rates of the City's facilities and parks, and most respondents

(79%) are satisfied with the number of City-owned parks and recreation facilities available to their household. More than half (54%) of respondents indicated they are either “very satisfied” or “satisfied” with the overall value their household receives from the City of Kenmore for parks, recreation, and community events and respondents are satisfied with the progress the City is making in improving and investing in parks and recreation facilities.

To ensure the City of Kenmore continues to meet the needs and expectations of the community, ETC Institute suggests the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the **Priority Investment Rating (PIR)**. In addition to focusing on the “high priority” areas identified by the Priority Investment Ratings, City leaders should take note of the overwhelming support for and importance of shoreline water/beach access. Acquiring shoreline for water/beach access received the highest levels of support from respondents and was also found to be the most important potential improvement to households. The facilities and programs/activities with the highest PIR ratings are listed below.

Facility Priorities

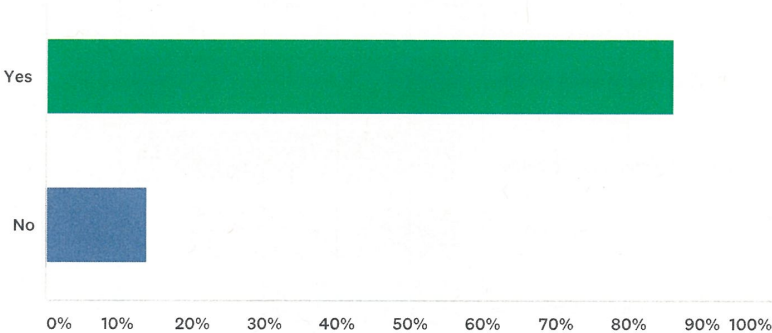
- Indoor swimming pool/aquatic center (PIR=195.2)
- Nature trails (PIR=153.4)
- Paved walking/biking paths (PIR=144.4)
- Indoor exercise/fitness facilities (PIR=134.4)
- Off-leash dog parks (PIR=126.8)
- Natural areas/reserves (PIR=119.3)
- Community/recreation center (PIR=113.3)

Program/Activity Priorities

- Adult fitness and wellness programs (PIR=200)
- Nature/environmental education programs (PIR=115.9)
- Cultural event programs (PIR=103.8)
- Community event programs (PIR=102.8)
- Programs for adults 50+ (PIR=102.3)
- Adult painting, arts, sculpturing classes (PIR=102.0)

Q1 Are you a Kenmore resident?

Answered: 532 Skipped: 0

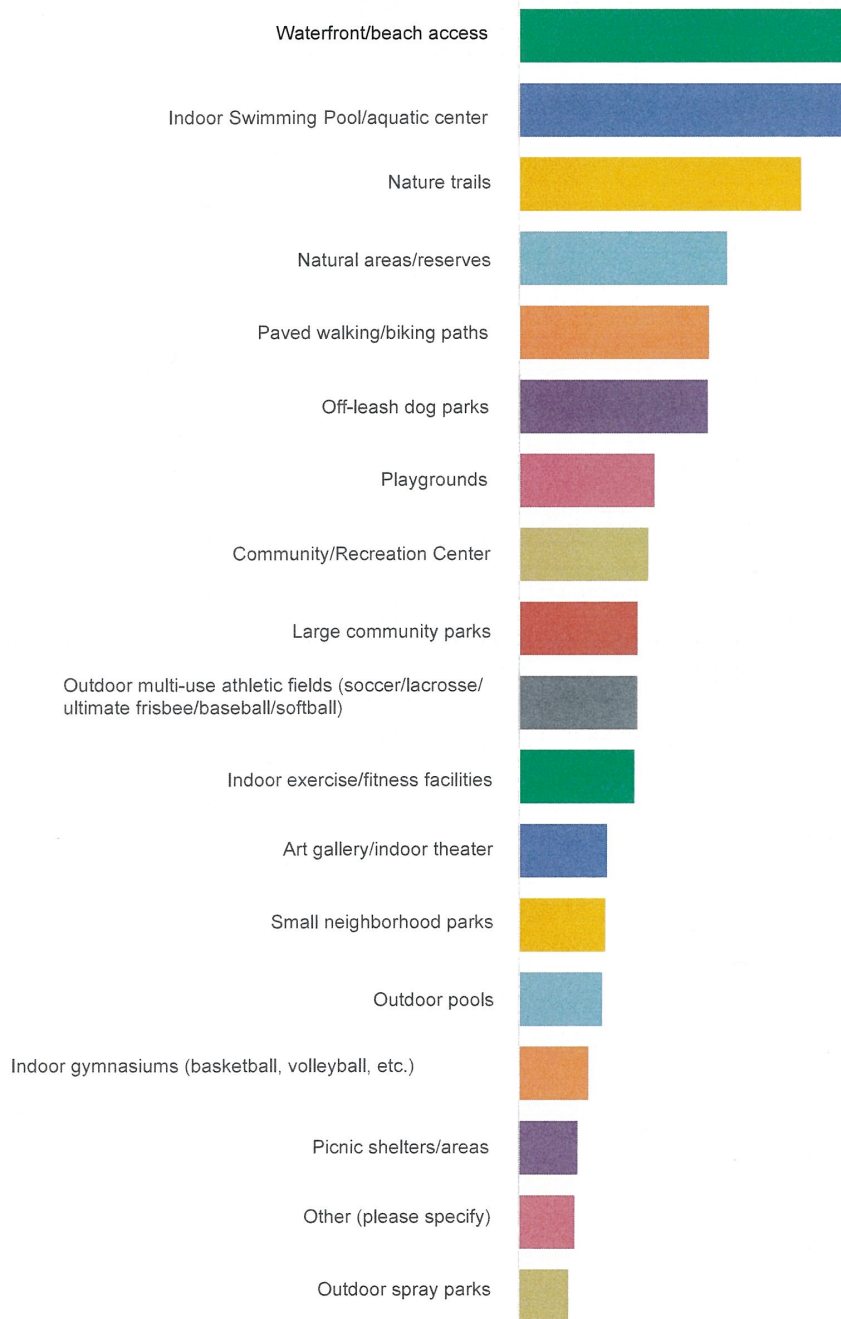


ANSWER CHOICES	RESPONSES	
Yes	86.28%	459
No	13.72%	73
TOTAL		532

Survey responses of non-residents have been included in the following data summary. To exclude them would adjust results by less than 2%, a statistically-insignificant amount.

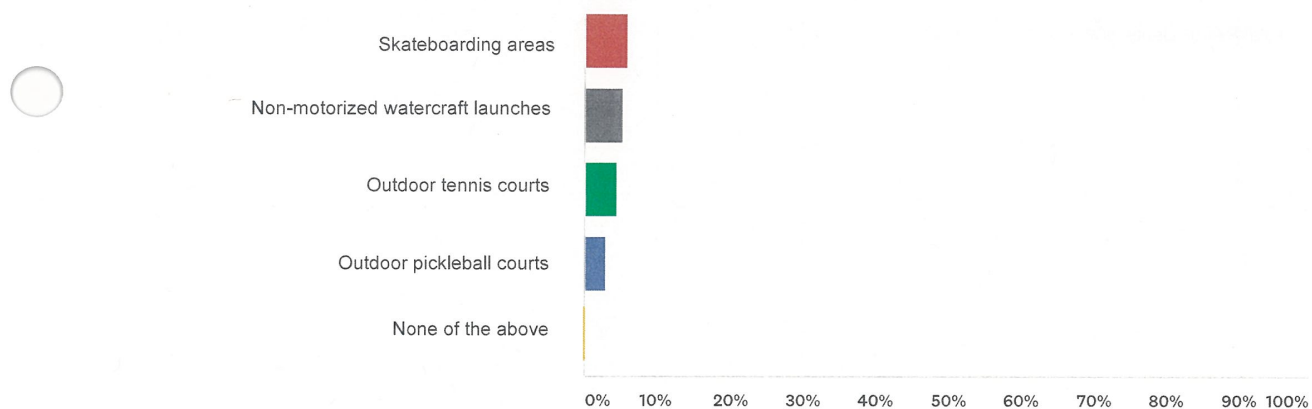
Q2 Please select up to four park and recreation facilities that you or any member of your household has a need for in Kenmore.

Answered: 532 Skipped: 0



Parks, Recreation and Open Space - Follow Up Survey

SurveyMonkey



ANSWER CHOICES

RESPONSES

Waterfront/beach access	45.30%	241
Indoor Swimming Pool/aquatic center	44.92%	239
Nature trails	38.91%	207
Natural areas/reserves	28.57%	152
Paved walking/biking paths	26.13%	139
Off-leash dog parks	25.94%	138
Playgrounds	18.61%	99
Community/Recreation Center	17.86%	95
Large community parks	16.35%	87
Outdoor multi-use athletic fields (soccer/lacrosse/ultimate frisbee/baseball/softball)	16.35%	87
Indoor exercise/fitness facilities	15.98%	85
Art gallery/indoor theater	12.03%	64
Small neighborhood parks	11.84%	63
Outdoor pools	11.47%	61
Indoor gymnasiums (basketball, volleyball, etc.)	9.59%	51
Picnic shelters/areas	8.08%	43
Other (please specify)	7.71%	41
Outdoor spray parks	6.95%	37
Skateboarding areas	5.83%	31
Non-motorized watercraft launches	5.26%	28
Outdoor tennis courts	4.32%	23
Outdoor pickleball courts	3.01%	16
None of the above	0.38%	2

Parks, Recreation and Open Space - Follow Up Survey

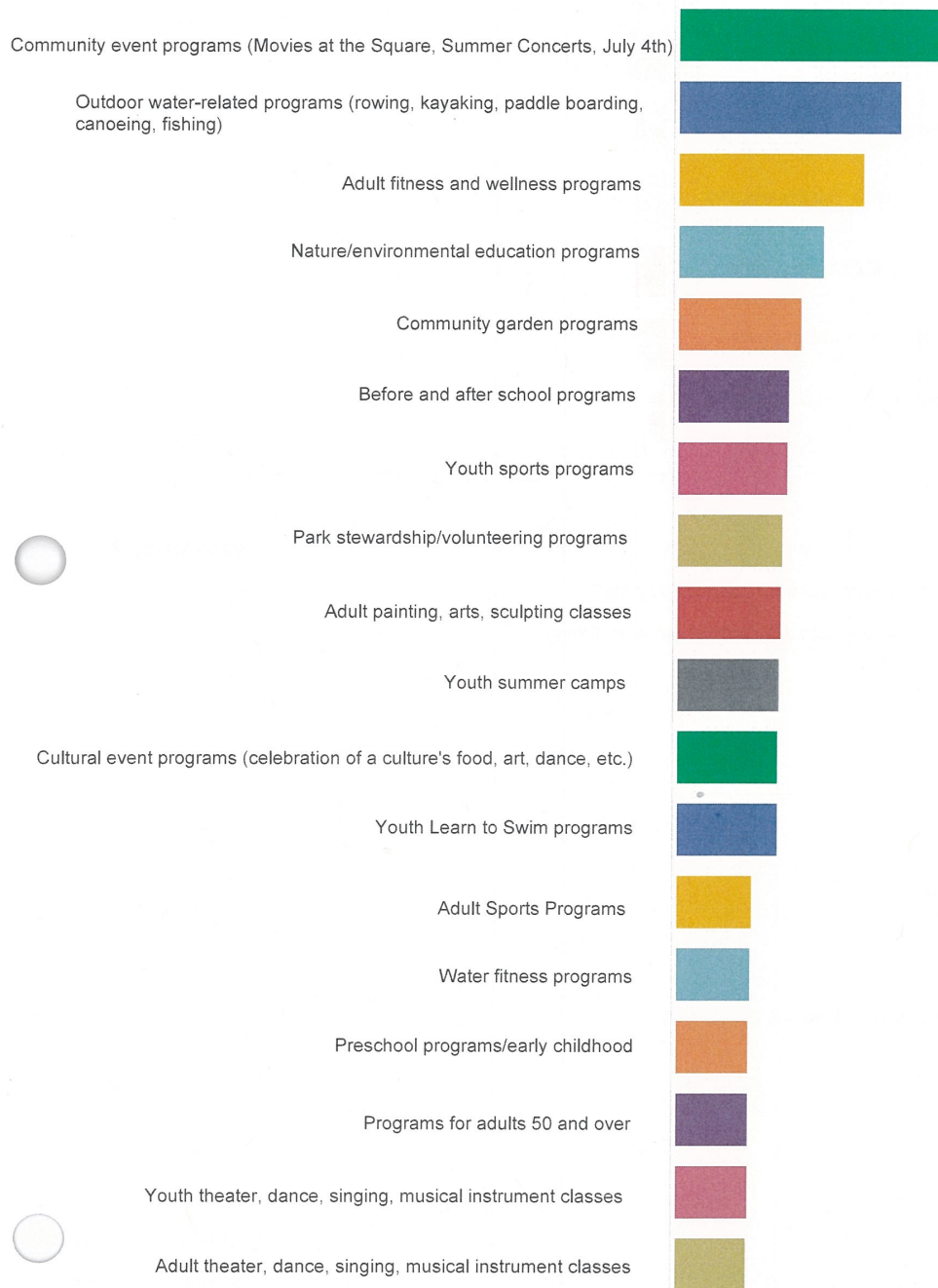
SurveyMonkey

Total Respondents: 532



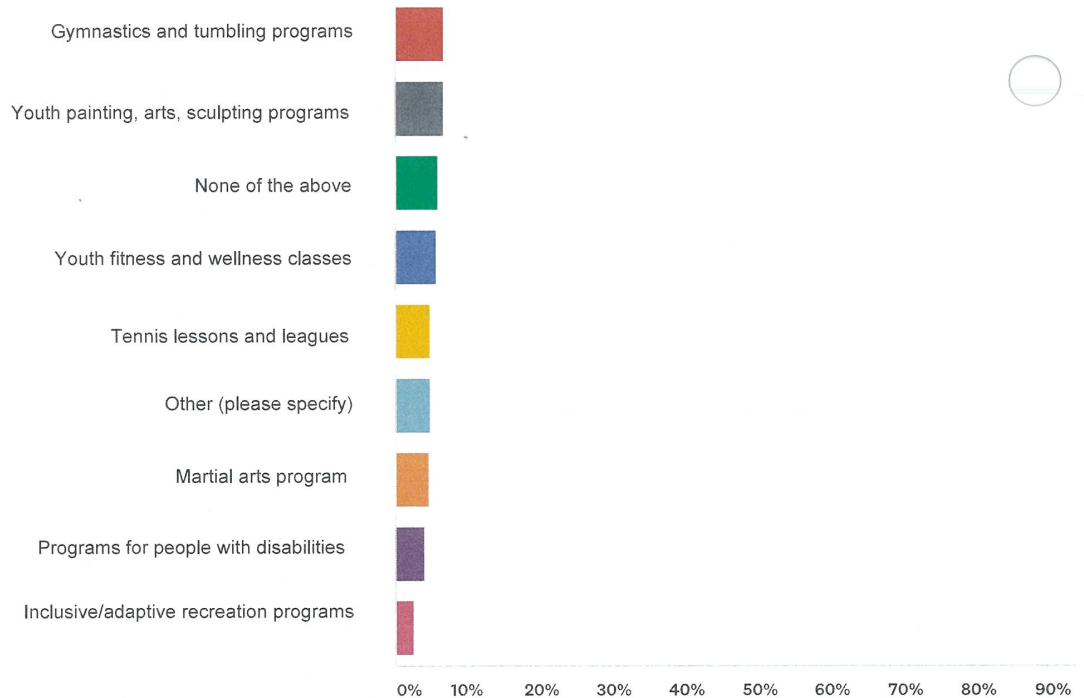
Q3 Please select up to four recreation programs that you or any member of your household has a need for in Kenmore.

Answered: 532 Skipped: 0



Parks, Recreation and Open Space - Follow Up Survey

SurveyMonkey



ANSWER CHOICES	RESPONSES	
Community event programs (Movies at the Square, Summer Concerts, July 4th)	37.59%	200
Outdoor water-related programs (rowing, kayaking, paddle boarding, canoeing, fishing)	31.39%	167
Adult fitness and wellness programs	26.13%	139
Nature/environmental education programs	20.49%	109
Community garden programs	17.29%	92
Before and after school programs	15.79%	84
Youth sports programs	15.41%	82
Park stewardship/volunteering programs	14.85%	79
Adult painting, arts, sculpting classes	14.66%	78
Youth summer camps	14.47%	77
Cultural event programs (celebration of a culture's food, art, dance, etc.)	14.29%	76
Youth Learn to Swim programs	14.29%	76
Adult Sports Programs	10.71%	57
Water fitness programs	10.53%	56
Preschool programs/early childhood	10.15%	54
Programs for adults 50 and over	10.15%	54
Youth theater, dance, singing, musical instrument classes	10.15%	54

Parks, Recreation and Open Space - Follow Up Survey

SurveyMonkey

Adult theater, dance, singing, musical instrument classes	9.96%	53
Gymnastics and tumbling programs	6.77%	36
Youth painting, arts, sculpting programs	6.77%	36
None of the above	5.83%	31
Youth fitness and wellness classes	5.64%	30
Tennis lessons and leagues	4.89%	26
Other (please specify)	4.89%	26
Martial arts program	4.51%	24
Programs for people with disabilities	3.95%	21
Inclusive/adaptive recreation programs	2.44%	13
Total Respondents: 532		



**CITY OF KENMORE
WASHINGTON
RESOLUTION NO. 17-293**

**A RESOLUTION OF THE CITY COUNCIL OF KENMORE,
WASHINGTON, ADOPTING REVISED CITY OF KENMORE
COUNCIL RULES AND PROCEDURES AND REPEALING
RESOLUTION NO. 14-238.**

WHEREAS, City Councilmembers have agreed to certain working protocols and procedures;
and

WHEREAS, RCW 35A.13.170 and 35A.12.120 require the City Council to establish rules of
procedure for the order of business and conduct of City Council meetings; and

WHEREAS, the City Council desires to adopt its revised rules and procedures to provide for a
Code of Ethics and Conflicts of Interest section and to make other modifications; and

WHEREAS, the City Council desires to have all its rules and procedures in one document,
including Vacancy and Leave of Absence policies formerly adopted by Resolution No. 14-238;

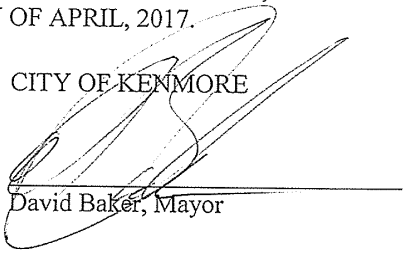
NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF KENMORE,
WASHINGTON, DOES HEREBY RESOLVE AS FOLLOWS:

Section 1. The City Council adopts the "City of Kenmore Council Rules and Procedures"
attached to this Resolution.

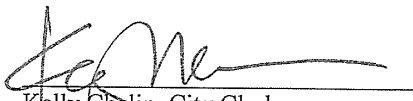
Section 2. Resolution No. 14-238 is repealed.

PASSED BY THE CITY COUNCIL OF THE CITY OF KENMORE, WASHINGTON, AT A
REGULAR MEETING THEREOF THIS 10th DAY OF APRIL, 2017.

CITY OF KENMORE


David Baker, Mayor

ATTEST/AUTHENTICATED:


Kelly Chelin, City Clerk

APPROVED AS TO FORM:


Rod Kaseguma, City Attorney

ATTACHMENT TO CITY OF KENMORE RESOLUTION NO. 17-293

CITY OF KENMORE

Council Rules and Procedures

Section 1. General

A. Purpose of Meetings

City Council meetings are for the purpose of conducting city business, including but not limited to budgeting (e.g. revenues, expenditures, taxes, fees, monthly payments, capital project payments), long-range planning (e.g. vision, zoning, development, and land use) and federal and state mandates.

B. Structure of Meetings

1. All meetings shall be open to the public, except for executive sessions authorized by law (and noted in Council Rules and Procedures, Section 7, Executive Sessions) and collective bargaining sessions and related proceedings described in RCW 42.39.140(4)(a). Final action resulting from executive session discussions will be taken during a meeting open to the public as required by law.
2. Meetings will be orderly and will involve Councilmembers, City staff, consultants, and citizens, which will allow all viewpoints to be heard and considered.
3. Meetings will be called to order by the Presiding Officer, who shall be the Mayor, the Deputy Mayor in the absence of the Mayor, or a Councilmember selected by the City Council in the absence of both the Mayor and Deputy Mayor.
4. There will be 3 regular meetings per month on the 2nd, 3rd and 4th Monday evenings. If a regular meeting falls on a holiday, it will be held the next day, Tuesday, unless canceled by the City Council. There will be no regular meetings on the 1st and 5th Monday evenings. Additional meetings, which may be referred to as meetings or work or study sessions, will be scheduled as needed. Executive sessions will be scheduled as needed. Town Hall meetings will occur periodically as determined by the City Council. Retreats will be scheduled yearly, or more often if needed, when extended blocks of time are needed to set priorities and make long-term plans for the City.
5. All public meetings will be scheduled or announced, and agendas will be prepared and made available in advance as required by State law (the Open

Public Meetings Act). Meetings may be added or canceled as discussed and approved by the City Council.

6. Actions may be taken, motions may be passed, proclamations may be made, and resolutions and ordinances may be adopted at regular meetings, or at special meetings with proper notification.
7. Meeting agendas with relevant information on each topic will be available 10 days in advance whenever possible.
8. Regular meetings will be recorded by the City Clerk or designee.
9. Remote attendance and voting will be allowed as noted in Section 6.
10. Copies of all documents distributed in the Council chambers pertaining to Council business, as well as copies of all documents submitted by speakers during Citizen Comments, shall be provided to the City Clerk and distributed as necessary.

C. Rules for Meetings

1. These rules constitute the official rules and procedures and code of conduct for the City Council.
2. In addition to these rules, the City Council shall conduct its meetings in compliance with the most current edition of Robert's Rules of Order Newly Revised (Robert's Rules). A copy shall be maintained in the office of the City Clerk.
3. Where there is a conflict between these rules and Robert's Rules, these rules shall govern. Where there is a conflict between these rules and State and federal laws, the State and federal laws shall govern.
4. In general, the City Council will follow Robert's Rules for "Formal Debate," including requiring a second for all motions and disallowing the Presiding Officer from making motions.
5. Robert's Rules of Order for "Small Boards" will be used to:
 - a. Allow the Presiding Officer to participate in debate. In general the Presiding Officer will speak after others have spoken on the topic.
 - b. Allow informal discussion before a motion is made.
 - c. Not require speakers "for" and "against" the motion to alternate.

Section 2. Order of Business Meetings

A. Call to Order

1. The Presiding Officer will call a meeting to order.
2. The Presiding Officer will request the City Clerk to call the roll of the Councilmembers. The Clerk will record the names of Councilmembers present and absent. The Clerk will also note the time of any late arrivals and early leave takings for the record.

B. Agenda Approval

1. The City Council shall approve the agenda.
2. Amendments may be suggested, discussed and approved.

C. Citizen Comments

1. Members of the public may only speak during the designated Citizen Comment period, or during a scheduled public hearing or a quasi-judicial hearing (as discussed in Section 8 below).
2. No person shall address the City Council at a meeting without being recognized by the Presiding Officer.
3. The Presiding Officer will state the rules for the Citizen Comment period. This may include items such as:
 - a. Members of the public must sign the log prior to the Citizen Comment period to be allowed to speak. They are not required to sign anywhere to attend the meeting.
 - b. They must state their name and city of residence.
 - c. There is a 3-minute time limit.
 - d. It is a time for members of the public to speak on any topic(s) of their choice.
 - e. It is not a time for the Council or staff to answer questions, but exceptions can be made at the discretion of the Presiding Officer.
 - f. Comments should be addressed to the Presiding Officer and the City Council, not the audience.

- g. If members of the public agree with the comments of previous speakers, they are encouraged to state that their comments have already been made by previous speakers.
 - h. Booing, hissing or clapping is inappropriate.
- 4. Each member of the public will be given 3 minutes. Suspension of this rule will require a majority vote of the Councilmembers present.
- 5. No person may use the designated Citizen Comment period to support or oppose any candidate for public office.
- 6. The Presiding Officer will allow members of the public to return to their seats in the audience before paraphrasing and responding to their presentations.
- 7. There will be no two-way conversations between Councilmembers and members of the public.
- 8. The Presiding Officer may direct the City Manager to follow up with members of the public on issues brought before the City Council.

D. Council Business Meeting

- 1. Each item on the agenda will be addressed in turn with staff, consultant or special speaker reports as appropriate.
- 2. Council will discuss the issues and take action on them as appropriate.

E. Councilmember Reports, Comments and Initiatives

- 1. Councilmembers may give reports, make comments and/or raise new topics or issues during "Councilmember Reports, Comments and Initiatives."
- 2. Each Councilmember will have 5 minutes for reports, comments and new topics/issues. Extra comments can be submitted in writing.
- 3. In raising a new topic or issue, the Councilmember must present it as a concept that includes a statement of how the topic or issue relates to existing City goals or to other important Council discussions.
- 4. A second Councilmember must agree to discuss the new topic or issue in order for it to be discussed by the City Council.
- 5. The Presiding Officer will direct discussion of the new topic or issue.

6. After discussing the new topic or issue, the City Council will vote or come to consensus on whether to move the topic or issue forward as a future agenda item or as a request for action by the City Manager.
7. By majority vote of Councilmembers present at a meeting, the maximum time for any or all Councilmember reports and comments may be extended.

Section 3. Structure and Roles of Government

A. Council Role

1. Focus on policy matters, including but not limited to priority setting, long-range planning, budgeting, federal and State mandates, City Manager recruitment, hiring, evaluation and termination, and approval of employee positions. **The City Council will not focus on administrative issues and matters.**
2. Comply with the laws, regulations and policies affecting operation of City government.
3. Use public office for public good, not personal gain.
4. Be independent, impartial and fair in judgments and actions.
5. Conduct public deliberations and processes openly, unless legally confidential and privileged, in an atmosphere of respect and civility.
6. Monitor and understand operations of the City to be knowledgeable in order to provide policy direction.
7. Represent the City at local, State and national forums.
8. Represent the City to its citizens.
9. Notify staff in advance of meetings regarding key questions and discussion points that likely will be raised and addressed during meetings, to allow the staff time to prepare for the questions and discussions.
10. Not individually request the City Manager to initiate any action or work that will take more than 1 hour to complete, without consent of the City Council. If a Councilmember wants the City Manager to initiate action or work that will take more than 1 hour to complete, the Councilmember must ask the City Council to approve the action or work by a majority vote.
11. Interact with City staff and consultants through the City Manager, who is responsible for their duties and use of time. If a Councilmember wants City staff or consultants to accomplish actions or work, the Councilmember must

make the request of the City Manager if the action or work will take 1 hour or less and of the City Council if the action or work will take more than 1 hour.

12. Access City computers at the appropriate access level. A City computer, such as an iPad, will be provided for home access if the Councilmember requests it, and it may not be used for personal business. This is preferred to the use of a Councilmember's personal computer, for risk management purposes. The City computer is the property of the City and will be returned to the City at the end of the term of office.

B. City Manager Role

1. Serve as the primary point of contact between the City Council and City staff and consultants. The City Manager works for and serves at the will of the City Council. The City staff works for and reports to the City Manager.
2. Direct the time of City staff and resources of the City in accordance with City Council approved priorities and budgets.
3. Spend City funds per the City's adopted purchasing policies, which align with State and City laws.
4. With input from the Mayor, prepare agendas for meetings and retreats.
5. Provide timely, useful information evenly and equally to all Councilmembers.
6. Meet with each Councilmember as mutually acceptable to the City Manager and the Councilmember.
7. Prepare adequately for City Council meetings.
8. Meet with citizens as needed to solve problems and answer questions.
9. Interact with other public agencies to accomplish City Council goals and policies.

C. Mayor Role

1. Primary roles: facilitate meetings; represent the City at local, State and national forums; and represent the City in a ceremonial capacity.
2. Keep the City Council informed of the Mayor's activities with reports during Councilmember Comments.
3. Announce in advance public presentations, ceremonies and events that the Mayor is invited to attend.

4. Bring new issues to the City Council during Council Initiatives.
5. Request other Councilmembers to attend meetings in place of the Mayor when he or she cannot attend, or to join the Mayor at such meetings to increase the City's representation.
6. At the Mayor's option, hold monthly meetings with up to two Councilmembers and the City Manager. The Mayor should attempt to rotate the participation of Councilmembers in such meetings.
7. In the event that a City Manager resigns or leaves, the Mayor will work with the City Council to find a replacement using a recruitment agency.

Section 4. Vacancy and Leave of Absence

A. Purpose

This section provides guidance to the City Council when a Councilmember position becomes vacant, when a Councilmember requests an extended leave of absence, and when the City Council desires to appoint a Councilmember Pro Tempore during a Councilmember's extended leave of absence.

B. References

1. RCW 42.12 - Vacant Position
2. RCW 35A.13.020 (and RCW sections cited therein) - Vacancies – Filling of Councilmember Vacancies
3. RCW 35A.13.035 - Appointment of Councilmember Pro Tempore
4. RCW 35A.13.065 - Pro Tempore Appointments
5. RCW 42.30.110(1)(h) – Executive Session Allowed to Consider Qualifications of a Candidate for Appointment to Elective Office
6. RCW 42.30.060 - Prohibition on Secret Ballots

C. Definitions

1. "Vacancy" means a resignation, recall, forfeiture, written intent to resign, permanent incapacity or death of a Councilmember.

2. "Leave of absence" means a temporary interval when a Councilmember is unable to serve due to extended absence or incapacity, but expects to return to full service prior to the end of his or her term of office.
3. "Permanent incapacity" means a physical or mental incapacity that is reasonably expected to prevent the Councilmember from returning to full service (including but not limited to attending consecutive regular meetings of the council) prior to the end of his or her term of office.

D. Leave of Absence

The remaining Councilmembers, by a simple majority vote, may grant a leave of absence to a Councilmember upon receipt and approval of a written request.

E. Filling of Vacancy or Appointment of Councilmember Pro Tempore

1. A Councilmember vacancy shall be filled according to the process described below.
2. After granting a leave of absence, the remaining Councilmembers, by a simple majority vote, shall select one of the following options:
 - a. Leave the position unfilled;
 - b. Appoint a Councilmember Pro Tempore without the process described below;
 - c. Appoint a Councilmember Pro Tempore according to the process described below; or
 - d. Appoint a Councilmember Pro Tempore using another process based on the circumstances at the time of the leave of absence and the needs of the City Council.

3. The Councilmember who is vacating his or her position, permanently or temporarily by leave of absence, shall not participate in the appointment process.

F. Application Process

1. Upon a vacancy or City Council determination to appoint a Councilmember Pro Tempore, the City Council shall direct staff to begin the Councilmember application process and establish an interview and appointment schedule so that the position is filled at the earliest opportunity.
2. The City Clerk's Office shall prepare and submit an advertisement to the newspaper of record, with courtesy copies to all local newspapers, which announces the vacancy consistent with the requirements necessary to hold public office. This advertisement shall contain such information that the City Council deems appropriate.
3. The applicant must be a registered voter of the City of Kenmore, have a two-year continuous period of residency in the City of Kenmore, and hold no other public office or employment under the City of Kenmore government.
4. The City Clerk's Office shall prepare an application form which requests appropriate information for City Council consideration of the applicants. The application form must include the question: "Is there anything in your background that would bring discredit to this city if appointed?" The application form must also require the applicant to complete and file a Washington State PDC Form F-1. The City Clerk's Office shall make the applications available at Kenmore City Hall and such other locations that the City Council directs, if any.
5. The City Clerk's Office shall distribute to all Councilmembers the applications received by the deadline. The applications shall be accompanied by any additional information submitted by the applicant and obtained by the City Clerk's Office, such as endorsements, letters of reference and other pertinent materials.

G. Interview Process

1. The City Council will determine which applicants will be interviewed according to qualifications submitted.
2. The City Clerk's Office shall notify the selected applicants of the location, date and time of City Council interviews.
3. Prior to the date and time of the interview, the Mayor shall accept one interview question from each Councilmember.
4. Prior to the interview, the City Clerk shall obtain and provide to the Councilmembers a Criminal Check for the applicant.
5. The applicant's order of appearance shall be determined by a random lot drawing performed by the City Clerk.
6. Each interview of an applicant shall be no more than 30 minutes in length. At the interview:
 - a. The applicant shall present his or her credentials to the City Council.
 - b. The City Council shall ask the predetermined set of questions.
 - c. If agreed to by the City Council, Councilmembers may ask and receive answers to miscellaneous questions.

H. Voting Process

1. Upon completion of the interviews, Councilmembers may convene into Executive Session to discuss the qualifications of the applicants; however, all interviews, nominations and votes taken by the Councilmembers shall be in open public session.
2. In voting on the applicants, the City Council shall follow *Robert's Rules of Order Newly Revised*.
3. The position shall be filled by the applicant receiving a majority vote of the remaining members of the City Council. Thus, balloting will continue until an applicant receives a majority of four votes.

4. At any time during the balloting process, the City Council may postpone balloting until a special or regular meeting if no applicant has received a majority of four votes.
5. The Mayor shall declare the applicant receiving a majority of four votes as the new Councilmember or Councilmember Pro Tempore, and he or she shall be sworn into office at the earliest opportunity, or no later than the next regularly scheduled City Council meeting.

I. Deadline for Filling Permanent Vacancies

Permanent vacancies must be filled within ninety (90) days following the occurrence of the vacancy.

J. Term of Office

1. The new Councilmember shall serve the remainder of the unexpired term until his or her successor takes office, pursuant to State law.
2. A Councilmember Pro Tempore appointed to serve during a leave of absence of a Councilmember shall serve only until such time as the Councilmember resumes his or her duties.

Section 5. Council Conduct

A. Purpose

This section sets forth a Code of Conduct for Councilmembers regarding ethics and conflicts of interest, and the Councilmembers' treatment of each other, City staff, City consultants, citizens, and others with whom they come into contact while representing the City.

B. Code of Ethics and Conflicts of Interest

1. Upon election or appointment, Councilmembers should review Chapter 42.20 RCW, Misconduct of public officers; Chapter 42.23 RCW, Code of Ethics for Municipal Officers – Contract Interests; Chapter 42.30 RCW, Open Public Meetings Act; and Chapter 42.36 RCW, Appearance of Fairness Doctrine.

2. No Councilmember may use his or her position to secure special privileges or exemptions for himself, herself, or others. See RCW 42.23.070. In addition, except for incidental electronic and telephone communication, Councilmembers shall not use public resources that are not available to the public in general, such as City staff time, equipment, supplies or facilities, for other than a City purpose.
3. No Councilmember may accept employment or engage in business or professional activity that the Councilmember might reasonably expect would require or induce him or her by reason of his or her official position to disclose confidential information acquired by reason of his or her official position. See RCW 42.23.070(3)
4. Councilmembers owe a fiduciary duty to the public and are required by law to maintain confidentiality with regard to certain information gained through their official positions. Therefore, no Councilmember may disclose confidential information gained by reason of the Councilmember's position, nor may a Councilmember otherwise use such information for his or her personal gain or benefit. See RCW 42.23.070(4).
5. If a Councilmember participates in litigation contrary to an official City position or action as adopted or ratified by a majority of the City Council, the Councilmember shall recuse himself or herself and not participate in any vote, deliberation or executive session, or receive confidential information regarding further consideration or action in that matter, once litigation regarding the matter has been served or filed. The fact that a Councilmember voted in opposition or expressed in his or her official duties an opinion in opposition to the official action or position prior to the filing or service of litigation shall not, by itself, be sufficient to trigger the need for recusal or nonparticipation.

Once litigation has been served or filed, communication regarding the case with anyone other than City staff, the City Attorney or outside legal counsel involved in the litigation of the case is discouraged during the pendency of the litigation. Councilmembers shall not in their official capacity make any comment, provide any information or otherwise involve themselves in the matter without the assistance and advice of the City attorney or outside legal counsel.

6. It shall be an appearance of conflict, which must be disclosed, (1) for any Councilmember to acquire or seek to acquire an interest in property that the City is actively seeking to acquire or has stated its intent to acquire, (2) for any Councilmember to acquire or seek to acquire an interest in property that

is immediately adjacent to such property, or (3) for any Councilmember to benefit personally by the City's acquisition or non-acquisition of such property.

7. No Councilmember shall be beneficially interested, directly or indirectly, in any contract which may be made by, through or under the supervision of the Councilmember, in whole or in part, or which may be made for the benefit of his or her office, or accept, directly or indirectly, any compensation, gratuity or reward in connection with such contract from any other person beneficially interested therein. See RCW 42.23.030. This section shall not apply in the following cases (See RCW 42.23.030):
 - a. The furnishing of utility services by the City at the same rates and on the same terms as are available to the public generally;
 - b. The designation of public depositaries for City funds;
 - c. The publication of legal notices required by law to be published by the City, upon competitive bidding or at rates not higher than prescribed by law for members of the general public; or
 - d. Any other exception provided for by law.
8. A Councilmember may not vote in the authorization, approval, or ratification of a contract in which he or she is beneficially interested even though one of the exemptions allowing the awarding of such a contract applies. See RCW 42.23.030. The interest of the Councilmember must be disclosed to the Council and noted in the official meeting minutes before the formation of the contract. See RCW 42.23.030.
9. A Councilmember is not interested in a contract, within the meaning of subsections 7 and 8 above, if the Councilmember has only a remote interest in the contract. A "remote interest" means:
 - a. That of a non-salaried officer of a nonprofit corporation.
 - b. That of an employee or agent of a contracting party where the compensation of such employee or agent consists entirely of fixed wages or salary;
 - c. That of a landlord or tenant of a contracting party; or
 - d. That of holder of less than one percent of the shares of a corporation or cooperative which is a contracting party.
10. If a Councilmember has a remote interest in a contract, the City Council may authorize, approve or ratify the contract, despite such remote interest, provided that the following conditions are satisfied:

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- a. The Councilmember with the remote interest fully discloses the nature and extent of the interest, and the disclosure is noted in the official meeting minutes before the contract is made.
 - b. The City Council authorizes, approves, or ratifies the contract after that disclosure and notation.
 - c. The City Council's authorization, approval, or ratification is in good faith.
 - d. Where the votes of a certain number of Councilmembers are required to authorize, approve or ratify the contract, the vote requirement is met without counting the vote of the Councilmember who has the remote interest.
 - e. The Councilmember having the remote interest does not influence or attempt to influence any other Councilmember to enter into the contract.
11. Any contract made in violation of the restrictions and requirements of subsections 7 through 10 above is void and the performance thereof, in full or in part, by a contracting party shall not be the basis of any claim against the City. See RCW 42.23.050.
12. Any Councilmember violating the provisions of subsections 7 through 10 above, subsection 13 below, or RCW 42.23.070 shall be liable to the City for a penalty in the amount of five hundred dollars, in addition to such other civil or criminal liability or penalty as may otherwise be imposed upon the Councilmember by law. See RCW 42.23.050. In addition, a violation by a Councilmember of subsections 7 through 10 above or RCW 42.23.070 may be grounds for forfeiture of his or her office. See RCW 42.23.050.
13. Councilmembers shall not receive from or give to any person or entity anything of monetary value (hereafter referred to as "gifts") where the gifts have been received or given, or to a reasonable person would appear to have been received or given, with intent to give or obtain special consideration or influence as to any action by the Councilmember in his or her official capacity ("prohibited gifts"); provided, that nothing shall prohibit campaign contributions which are solicited or received and reported in accordance with applicable law.
14. The gifts listed below are presumed not to be prohibited gifts. However, this presumption is rebuttable and may be overcome based on the circumstances surrounding the receipt or giving of the gift.
- a. Unsolicited flowers, plants and floral arrangements;
 - b. Unsolicited advertising or promotional items of nominal value, such as pens and note pads;

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- c. Unsolicited tokens or awards of appreciation in the form of a plaque, trophy, desk item, wall memento, or similar item;
- d. Unsolicited items received by a Councilmember for the purpose of evaluation or review, if the Councilmember has no personal beneficial interest in the eventual use or acquisition of the item;
- e. Informational materials and publications related to the Councilmember's performance of official duties;
- f. Food and beverages consumed at hosted receptions where attendance is related to the Councilmember's duties for the City;
- g. Admission to, and the cost of food and beverages consumed at, events sponsored by or in conjunction with a civic, charitable, governmental or community organization, where attendance by the Councilmember is related to the Councilmember's duties for the City;
- h. Unsolicited gifts from dignitaries from another city, state or foreign country, as long as the Councilmember gives the gift to the City;
- i. Food and beverages on infrequent occasions in the ordinary course of meals where attendance by the Councilmember is related to the Councilmember's duties for the City;
- j. Any gift which would have been offered or given to the Councilmember if he or she were not a Councilmember; and
- k. Payments by a governmental or nongovernmental entity of reasonable expenses incurred by the Councilmember in connection with a speech, presentation, appearance, or trade mission made in an official capacity.

C. General Courtesy Expectations

1. Be courteous, respectful, kind and professional at all times with everyone.
2. Be honest and truthful.
3. Act with integrity and in good faith.
4. Foster an environment of mutual respect for each other. Discourteous behavior, such as sidebar discussions, inflammatory language, innuendo, or negative body language, is not permitted.
5. At meetings, raise your hand to indicate a desire to speak, and then wait to be recognized by the Presiding Officer before speaking.
6. Stay on the topic being discussed for efficiency of dealing with the items on the agenda. Remarks must be germane to the topic.

7. Refrain from speaking more than twice on the same motion as stated in Robert's Rules of Order, except by consent of a majority of the Councilmembers present at the time the motion is before the City Council. During discussions prior to a motion being made, a Councilmember may request to speak more than twice.
8. Comments will be limited to 3 minutes at a time.
9. Refrain from interrupting or arguing with another Councilmember while such Councilmember has the floor except as stated in Robert's Rules of Order, such as a "point of order."
10. Refrain from criticizing in public other Councilmembers and personally attacking (verbally or in writing) other Councilmembers, the City Manager, City staff and City consultants.
11. Treat City staff in a polite and professional manner.
12. Having courtesy expectations is compatible with open and vigorous debate, with a variety of opposing opinions expressed on public issues.

D. Respect in Regard to Voting

1. Disagreement and differences of opinion are honored and respected features of government in the City.
2. When there is disagreement, discuss and clarify the issues before voting.
3. Councilmembers will be allowed one minute maximum to explain their vote during a roll call vote. This is an exception to Robert's Rules.
4. Councilmembers must not seek out members of the media to vent feelings when on the minority side of a vote. As a matter of courtesy, letters to the editor or other communication should be presented to the full City Council at a meeting prior to publication so that Councilmembers will be aware of the proposed publication.
5. Councilmembers must not engage in personal attacks against other Councilmembers who voted against the councilmember on issues.
6. After a vote on an issue, a Councilmember may state an opposing viewpoint, but must clearly state the adopted City Council position and must clarify that the Councilmember's viewpoint or opinion is the Councilmember's personal viewpoint or opinion.
7. When Councilmembers represent the City or attend meetings in an official capacity, they must support and advocate the official City position on an issue, not a personal position on the issue.

E. Prohibited Conduct

1. The City Council recognizes the right of every Councilmember to free speech, as stated in the U.S. Constitution and as interpreted by the courts, and encourages the dissemination of a variety of opinions and ideas for discussion in a lawful manner. Laws concerning free speech are balanced by slander and libel laws.
2. The adoption of a Code of Conduct is necessary to discourage prohibited conduct as illustrated below.
3. Prohibited conduct includes, but is not limited to, the following:
 - a. Making a personal attack against a fellow Councilmember, the City Manager, or City staff as stated in Robert's Rules. "Personal attack" means an accusation against a person's character.
 - b. Acting maliciously toward a City staff member or a fellow Councilmember. "Maliciously" means acting with hostility or anger toward, or by bullying or harassing.
 - c. Modifying, revising, altering, or editing any document, report, record, or memorandum written by the City Manager, a City staff person, or other Councilmember without the author's consent or knowledge, and without clearly stating or showing the change, the date of the change, and the person making the change.
 - d. Engaging in unreasonable interruption and interference with the day-to-day business of the City. "Unreasonable interruption and interference with the day-to-day business of the City" means:
 - (i) Contacting City staff, other than as authorized by these rules or by final action of the City Council or by the City Manager, which contact materially limits a City staff member's ability to complete work assigned by the City Manager or by final action of the City Council; or
 - (ii) Causing the City Manager or a City staff member to correct or explain the Councilmember's materially inaccurate statements or conduct, which correction or explanation substantially interrupts the efficient operations of the City.
 - e. Making verbal or written contact with City staff, other than a Councilmember's contact with City staff as authorized by these rules or by final action of the City Council or by the City Manager, when such contact is used or intended to impermissibly redirect, interfere with,

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interrupt or undermine City staff's work assignments as determined by the City Manager or by a majority vote of the City Council.

- f. Representing to citizens, other public agencies, or other persons or organizations, that the City Council will vote or act in a specific manner concerning pending litigation or legislation, or concerning any other matter that has not yet come before the City Council for final action but that will be acted upon by the City Council.
- g. Discussing or disseminating information from an executive session to anyone outside of the proper lines of authority. "Proper lines of authority" means Councilmembers, the City Manager, City staff assigned to the topic or matter, designated legal counsel, and others attending the executive session at the invitation of the City Council.
- h. Making contact, either verbally or in writing, with legal counsel representing a person or entity with whom the City has ongoing litigation or negotiations, other than as authorized by the City Manager or by majority vote of the City Council.
- i. Making verbal or written contact with State, county, regional, or city elected or appointed officials, when a Councilmember represents a position contrary to the adopted or declared position of the City or the City Council and when the Councilmember does not disclose such adopted or declared position of the City or the City Council.
- j. Taking actions and voting when there is a conflict of interest as defined in this policy and in Chapter 42.23 RCW. Recusal must be used when there is a conflict of interest. (See Section 5, B: Code of Ethics and Conflicts of Interest)

F. Sanctions

- 1. The Council has power under State law to impose punishment on its members, short of removal from office, for violation of State law or Council rules.
- 2. The Council may punish a member for violation of these rules by: a verbal admonition, written reprimand, letter of no confidence, censure, expulsion from the meeting at which the conduct occurs, removal from committee memberships, and/or removal of intergovernmental duties.
- 3. The Presiding Officer may give a verbal admonition.
- 4. Other punishments not mentioned in Section 5.F.-2. require the affirmative vote of 5 members of the City Council.

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5. A censure is a statement by 5 members of the City Council that a prohibited action has occurred.
6. A censure will be in the same form as any other Council motion or resolution. The motion must state the prohibited conduct or action.

Section 6. Remote Attendance and Voting

A. Purpose

Occasionally, a Councilmember will not be able to be physically present at a meeting, but will want to be involved in the discussion and/or decision on a particular agenda item. The procedure and guidelines for permitting a Councilmember to attend a meeting via speakerphone or video is contained in this section.

B. Frequency

Councilmember attendance via speakerphone or video is limited to 3 times in a calendar year, but the City Council, by majority vote, may allow additional attendance by speakerphone or video.

C. Procedure

1. At least 24 hours before the starting time of a meeting, the Councilmember must advise the City Clerk of the desire to attend via speakerphone or video to allow time for preparation of the speakerphone or video components and of the agenda items to be attended via speakerphone or video.
2. The Councilmember attending via speakerphone must be able to hear all speakers in the meeting room, and all persons in the meeting room must be able to hear the Councilmember. The video and audio components of videoconferencing should be visible and audible to all persons in the meeting room.
3. When the particular agenda item is ready to be discussed, the Presiding Officer should state and ask for the record:
 - a. "Councilmember _____ is attending via speakerphone/ video for Agenda Item No. _____, relating to _____."
 - b. "Councilmember _____, can you (see and) hear me?" (There must then be a clearly audible response in the affirmative.)
 - c. "Can the City Council and City Clerk (see and) hear Councilmember _____?"

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4. Upon conclusion of the particular agenda item, the Presiding Officer should state: "Councilmember _____, discussion of Agenda Item No. _____ has concluded."
5. Each agenda item being attended via speakerphone or video shall be introduced and acknowledged in the same manner as set forth above.
6. After all agenda items being attended via speakerphone or video have been concluded, the Presiding Officer should state for the record:
 - a. "Councilmember, _____ thank you for your attendance via speakerphone/video. The remote connection will now be terminated."
 - b. "Let the record reflect Councilmember _____'s attendance via speakerphone/video has been terminated."

Section 7. Executive Sessions

A. Topics for Executive Session Discussions

The topics that may be discussed in executive sessions are set forth in RCW 42.30.110 and RCW 42.30.140. Executive session topics include, but are not limited to, the following:

1. Acquisition of real estate when public knowledge regarding the acquisition would cause a likelihood of increased price.
2. Consideration of the minimum price for sale or lease of City property when public knowledge regarding such consideration would cause a likelihood of decreased price.
3. Review of negotiations on the performance of publicly bid contracts when public knowledge regarding such review would cause a likelihood of increased costs.
4. Receipt and evaluation of complaints or charges against a public officer or employee.
5. Evaluation of qualifications of an applicant for public employment.
6. Review of the performance of a public employee.
7. Discussion with legal counsel of litigation, potential litigation or pending litigation (legal counsel may attend via speakerphone or video).
8. Discussion of collective bargaining sessions with employee organizations.
9. Consideration of matters affecting national security.

B. Confidentiality of Executive Session Discussions

Topics discussed in executive session must not be discussed outside of the executive session with anyone outside of the proper lines of authority (Councilmembers, the City Manager, and City staff assigned to the topic or matter, designated legal counsel, and others attending the executive session at the invitation of the City Council). Councilmembers shall keep all executive session information and discussions confidential to ensure that the City's interests are not compromised.

C. Procedure

1. The Presiding Officer must announce the executive session by stating: "The City Council is recessing into an executive session pursuant to RCW _____ (e.g. "RCW 42.30.110(1)(a)) regarding _____. (e.g., review of the performance of a city employee). The executive session is expected to last for _____ minutes (hours)."
2. If the executive session is the last item on the meeting agenda, the Presiding Officer shall state whether or not the City Council will take action or take no action when the meeting reconvenes.
3. If, during the executive session, the Presiding Officer believes that the executive session will extend beyond the announced deadline, the Presiding Officer shall announce in open session the number of minutes that the executive session will be extended.
4. The Presiding Officer shall announce the conclusion of the executive session in open session by stating: "The executive session is completed."
5. At the close of the executive session or the meeting at which the executive session occurs, the Presiding Office shall complete a document recording the topic or reason and time of the executive session, including extensions.

D. Written Material

1. During an executive session, papers or documents may be distributed for informational purposes to the Councilmembers in attendance as part of the discussion.
2. Papers and documents that are distributed during executive sessions are to be returned to the City Manager or the Presiding Officer (if the City

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Manager is not in attendance), prior to the end of the executive session. No paper or document will be removed by a Councilmember from the executive session, unless the City Manager, or the Presiding Officer (if the City Manager is not in attendance), determines that the paper or document may be removed from the executive session.

3. Written notes taken by any attendee of an executive session will be treated in the same manner as a paper or document as discussed above, that is, the paper or document will be returned to the City Manager or Presiding Officer prior to the end of the executive session.
4. Councilmembers will not generate computer notes, take photos, or make recordings during an executive session.

Section 8. Public Testimony

A. Citizen Comment Rules in Regular and Special non-Executive-Session Business Meetings are delineated in Section 2.B. above.

B. Public Hearings

1. The Presiding Officer shall open the public hearing and ask for a City staff presentation.
2. Members of the public will be invited to provide comments.
3. Each person will be allowed to speak for 5 minutes, which is longer than the 3 minutes allowed for Citizen Comments.
4. A person who testifies shall state his or her name, city of residence and organization (if applicable).
5. Motions will not be made during the public hearing.
6. After all members of the public wishing to speak have had an adequate opportunity to speak, and the Councilmembers have had an opportunity to ask City staff questions regarding the staff presentation and/or the public comments, the Presiding Officer shall declare the public hearing closed. The City Council may by, majority vote, continue the public hearing to a stated date, time and place, and/or allow for certain written materials to be presented to the City Council for a period of time after the public hearing.

C. Quasi-Judicial Matters

1. Council will follow Chapter 42.36 RCW for application of the "Appearance of Fairness Doctrine," which holds that quasi-judicial matters must not only be fair in practice but must also have the appearance of fairness.
2. Quasi-judicial actions involve policy application rather than policy making. The action will generally have a greater impact on specific individuals than on the entire community. In a quasi-judicial action, the City Council applies law to facts and makes a decision. Examples of quasi-judicial actions are: conditional uses, variances, rezoning of a specific site, planned unit developments, and discretionary zoning permits. Quasi-judicial actions are distinct from legislative actions, examples of which are adopting, amending or revising comprehensive, community or neighborhood plans, land use planning documents, area-wide zoning ordinances and area-wise zoning amendments.
3. The Presiding Officer will begin a quasi-judicial hearing by asking Councilmembers to place on the record any ex parte contacts with either proponents or opponents of the action. The Presiding Officer shall ask whether any person objects to participation of a Councilmember in the action, and if so, to explain the objection. If an objection is made, the Presiding Officer shall ask for input from the City Attorney.
4. The Presiding Officer, or the City Attorney at the request of the Presiding Officer, shall explain the rules and procedures for the quasi-judicial action.
5. The Presiding Officer, with the assistance of the City Attorney, will control the taking of testimony and presentation of documents, in light of the type of quasi-judicial action and applicable City rules and regulations.

Section 9. Waiver / Effect of Waiver of Rules

- A. These rules are adopted for the sole benefit of the City Councilmembers to assist in the orderly conduct of City Council business. These rules do not grant rights or privileges to members of the public or third parties. Failure of the City Council to adhere to these rules shall not result in any liability to the City, its officers, employees and agents, or serve as the grounds for invalidation of any City Council action or decision. The City Council may, by a majority vote, temporarily waive any of these rules, unless otherwise inconsistent with applicable law.
- B. In case of conflict between current law and these Rules and Procedures, current law shall prevail.

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