City of Kenmore - 18120 68th Avenue NE - P.O. Box 82607 - Kenmore, WA 98028
Phone: 425-398-8900 - Fax: 425-481-3236 - E-mail: cityhall@kenmorewa.gov

City of Kenmore
Special City Council Meeting Agenda
5:30 p.m., Monday, November 6, 2017
Locations:
5:30 - 7:00 p.m. - City of Shoreline City Hall
17500 Midvale Avenue North, Shoreline, WA 98133
7:30 p.m. - Kenmore City Hall, Council Chambers
18120 68th Ave. NE, Kenmore, WA 98028

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.

I. 5:30 p.m. - CALL SPECIAL MEETING TO ORDER AT THE CITY OF SHORELINE

A. Joint Meeting with the City of Shoreline City Council and City of Lake Forest Park City Council at the City of Shoreline, City Hall, Conference Room 303, 17500 Midvale Avenue North, Shoreline WA 98133,
Topics include: Sound Transit 2 & 3 Timing, Sound Transit 3 SR 522/523 Project, Efforts to Address Sheltering, How Communities are Accommodating Seniors and General Updates from the City of Shoreline, City of Lake Forest Park and the City of Kenmore.
Joint Meeting Information

II. 7:00 p.m. to 7:30 p.m. TRAVEL BACK TO KENMORE CITY HALL

III. 7:30 p.m. CALL TO ORDER AT THE CITY OF KENMORE

IV. ROLL CALL

V. FLAG SALUTE

VI. AGENDA APPROVAL

VII. CITIZEN COMMENTS

A. 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.

VIII. BUSINESS AGENDA

A. Public Works Services Analysis Project Update Presentation - Jennifer Gordon, Public Works Operation Manager
Agenda Item

IX. COUNCILMEMBER REPORTS & COMMENTS & INITIATIVES

X. STAFF REPORT

Upcoming Meetings:
Monday, November 13, 2017 Regular Council Meeting
Monday, November 20, 2017 Council Meeting Canceled
Monday, November 27, 2017 Council Meeting
January 5-6, 2018 Council Retreat
January 17, 2018 State of the City of Address, 11:30 a.m. - Inglewood Golf Club

XII. ADJOURNMENT

CITY OF SHORELINE

AGENDA

SHORELINE CITY COUNCIL SPECIAL MEETING

Monday, November 6, 2017
5:45 p.m.

Conference Room 303 · Shoreline City Hall
17500 Midvale Avenue North

LAKE FOREST PARK AND KENMORE CITY COUNCILS

1. CALL TO ORDER 5:45 p.m.

2. AGENDA ITEMS
- Sound Transit 2 & 3 Timing
- Sound Transit 3 SR 522/523 Project
- Efforts to Address Sheltering
- How Communities are Accommodating Seniors

3. ADJOURNMENT 6:45 p.m.

The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 801-2231 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 801-2236 or see the web page at www.shorelinewa.gov. Council meetings are shown on Comcast Cable Services Channel 21 and Verizon Cable Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m. Online Council meetings can also be viewed on the City's Web site at http://shorelinewa.gov.

CITY OF SHORELINE

Memorandum

DATE: November 6, 2017

TO: Shoreline City Council
Debbie Tarry, City Manager

FROM: Scott MacColl, Intergovernmental Relations Manager

RE: Dinner Meeting with Kenmore and Lake Forest Park Councils

CC: John Norris, Assistant City Manager

Council will be joined by the City Councils of Kenmore and Lake Forest Park to discuss areas of mutual interest and issues that affect all three cities. While individual councilmembers may see each other at meetings and discuss issues, Councils from neighboring cities rarely have the opportunity to jointly meet.

The meeting will begin with each city providing a brief city update, followed by a discussion of topics that are relevant to all three cities. Topics for discussion are an update on the timing and schedule of the Sound Transit 2 Lynnwood Link Extension (LLE) project and Sound Transit 3 SR 522/523 BRT project; what each city is engaging in the Sound Transit 3 SR 522/523 BRT project; efforts to address homelessness; and how communities are accommodating seniors.

This memo provides a brief synopsis of the topics and some discussion items to generate discussion. As always, the questions and discussion points are suggestions to stimulate conversation amongst councilmembers.

Sound Transit 2 & 3 Timing – as councilmembers will recall, Sound Transit has officially pushed the opening date for LLE light rail service to mid-2024, around a 6-month delay. This is due to increases in cost estimates that necessitated Sound Transit initiating a cost-reduction process and redesigning some components of the extension. In addition, the Sound Transit 3 process is moving as quickly as possible to complete the capital projects associated with the SR 522/523 BRT service. The BRT project is one of the 'early win' projects that were part of the ST3 package, however, there are significant challenges to completing these projects and beginning transit service. The ST2 delay will allow the two projects to reach service opening at roughly the same time.

Discussion Points

- What changes are happening as a result of the cost-reductions on Lynnwood Link?

Sound Transit 3 SR 522/523 Project – as noted above, Sound Transit is on a very aggressive pace to complete the necessary projects associated with the Bus Rapid Transit service on SR 522/523. In response, it would be beneficial for everyone to hear what each city is working on related to this ST 3 project and what other projects should be addressed.

Discussion Points

- Capital projects associated with BRT service:
    - Design and construction of improvements to the I-5 interchange at 145th;
    - Design for the section of 145th from I-5 to SR 99.
    - Improvements to the intersection of SR 522 & SR 523 at 145th Street and Bothell Way;
    - Intersection at SR 522 & SR 104
    - Downtown Kenmore improvements
- What types of access improvements do you see as critical for success of the transit service?
- What opportunities do cities see for planning around these long-term transit investments, such as transit oriented development?
- How can we best support each other's projects to ensure a successful outcome?

Efforts to Address Sheltering – As homeless populations increase in King County, our cities are increasingly being called upon to respond. Each of our cities are now host to overnight shelter, transitional housing and at least informal day services for homeless individuals. What opportunities are cities taking to meet the shelter and service needs of homeless individuals and families?

Discussion Points

- What types of shelter are your cities hosting and who is taking the lead?
- Who are your major community partners in this work?
- What actions have you taken to support housing for homeless individuals and families?

How Communities are Accommodating Seniors – as our populations are aging, north end cities are grappling with how to ensure seniors are able to age in place. What are cities doing to ensure that there are services available to that a reality, particularly in light of the previous conversations around transit and transit access.

Discussion Points

- What services are cities providing related to services to seniors?
- What are cities planning for the future to address this growing need?
- Are there opportunities to partner to get more 'bang for the buck'?

City Council Business Agenda Item
City of Kenmore, WA

Subject/Topic: Public Works Services Analysis Project Update Presentation	For Council Meeting Agenda of: November 6, 2017
Presented by FCS Group: Scott Bach	Department: Public Works
	Prepared by: Jennifer Gordon, Public Works Operations Manager
Proposed Council Action/Motion: None	Initial & Date Approved by Department Head: 10/23/17 Approved by City Attorney: n/a Approved by Finance Director: 10/25/17 Approved by City Manager: KDK
	Exhibits/Attachments: Power Point Presentation: Updates on Level of Service

Expenditure Required $ n/a   Amount Budgeted $ n/a   Appropriation Required $ n/a

INFORMATION/BACKGROUND:

The City entered into an agreement with the FCS group in September of 2016 to conduct the Public Works Services Analysis, with the following outcome goals:

- Currently we have a large number of contracts to manage; look at streamlining and improving efficiency of contract management. Identify ways to save money and reduce costs.
- Evaluate existing Public Works (PW) contracts and determine whether we are getting fair value for dollars paid.
- Improve local control, predictability, and flexibility of our service delivery.
- Improve cost control, accountability, reporting, and ability to audit the contracts and services provided.
- Gain a better understanding of expected level of service vs. actual level of service, and whether there is a gap between the two.
- Evaluate workload generated by our level of service expectations and determine whether they match up with available resources.
- Longer term, evaluate the need to plan for and/or acquire future PW infrastructure assets, such as a property for a future PW shop facility.

Staff returned to Council on November 14, 2016 for a Level of Service(LOS) Workshop. As discussed, LOS will be used to provide a clear way to communicate public works service delivery expectations for internal and external stakeholders as part of the Public Works Services Analysis Project.

The process of gathering data and analyzing it has taken a little longer than expected. FCS group has been evaluating our largest contracts, gathering comparison data from other cities, analyzing current LOS and resources. The presentation for tonight will be an update of the LOS as it pertains to the City of Kenmore. We will discuss the following topics:

Level of Service

- Definition
- Proposed LOS
- Current Situation
- Next Steps

Tonight, we are seeking the Council's feedback on the Draft Level of Service. We will then incorporate the feedback in the recommendations for improving performance as part of the final report. FCS Group will be back for the final presentation on November 27, 2017 for Council review. A final report will be delivered by the end of the year.

FISCAL CONSIDERATION: n/a

COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:
Effective and efficient services.

Public Works Services Analysis

Updates on Levels of Service

Scott Bash, FCS GROUP
November 2017

FCS GROUP
Solutions-Oriented Consulting

Project Overview

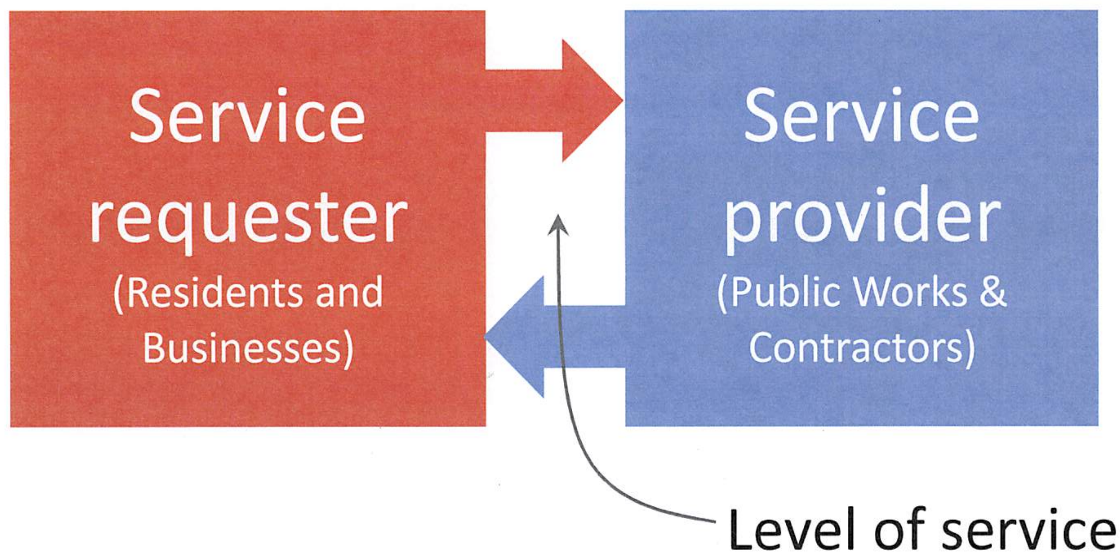
- **Review Contracts**
- **Establish Levels of Service**
- **Analyze Public Works Needs**
  - Immediately
  - Near Future
  - Long Term

Review of Work To Date

- **Draft Levels of Service (LOS)**
- **Comparison with other Cities**
  - Costs
  - Method of service delivery
- **Evaluation of Contracts**
  - Lake Forest Park
  - King County
  - Bravo
  - Total Landscaping
  - Building and Facilities
- **Analysis on Levels of Service**
- **Resources Analysis**

The Level of Service Concept

Levels of service are the points where services provided match up with the services requested.

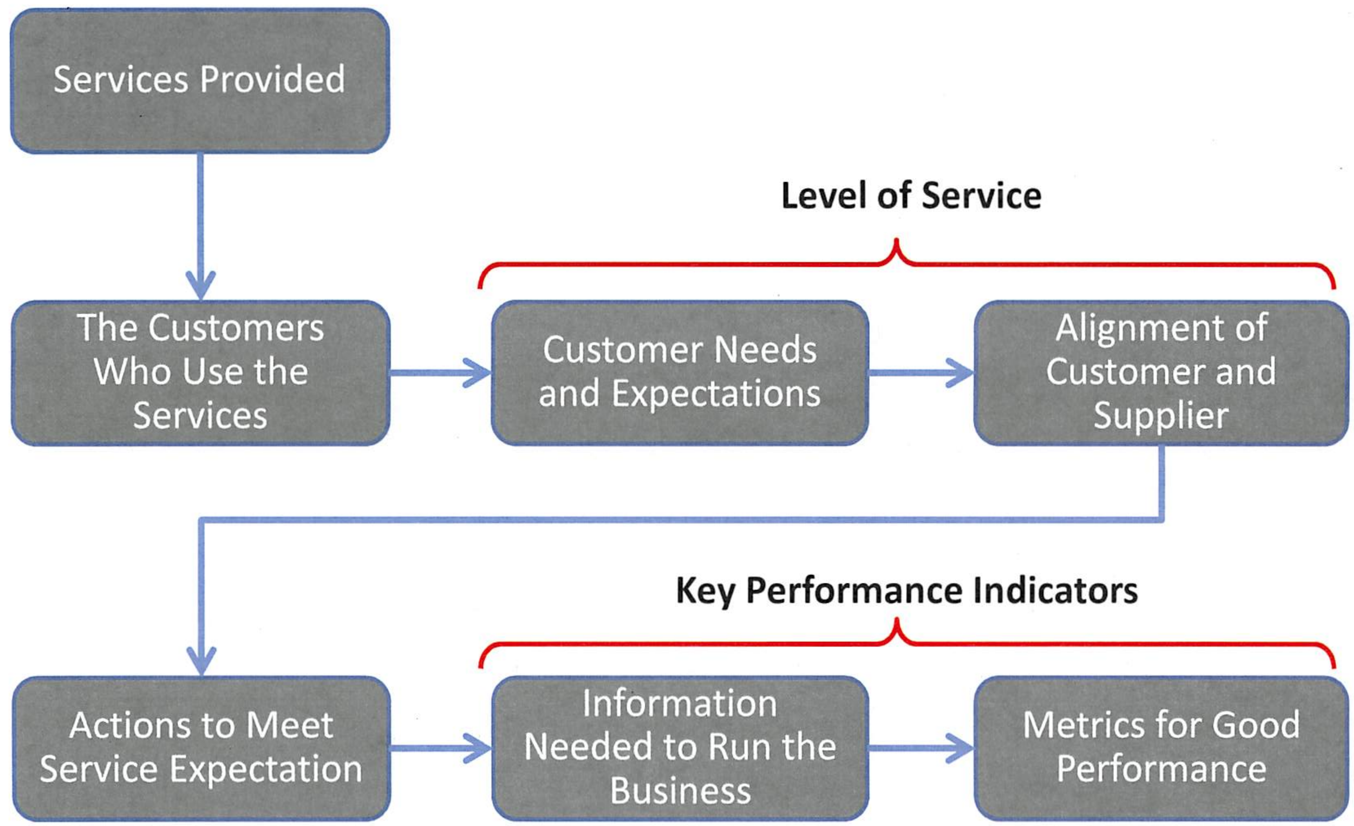


Level of Service LOS

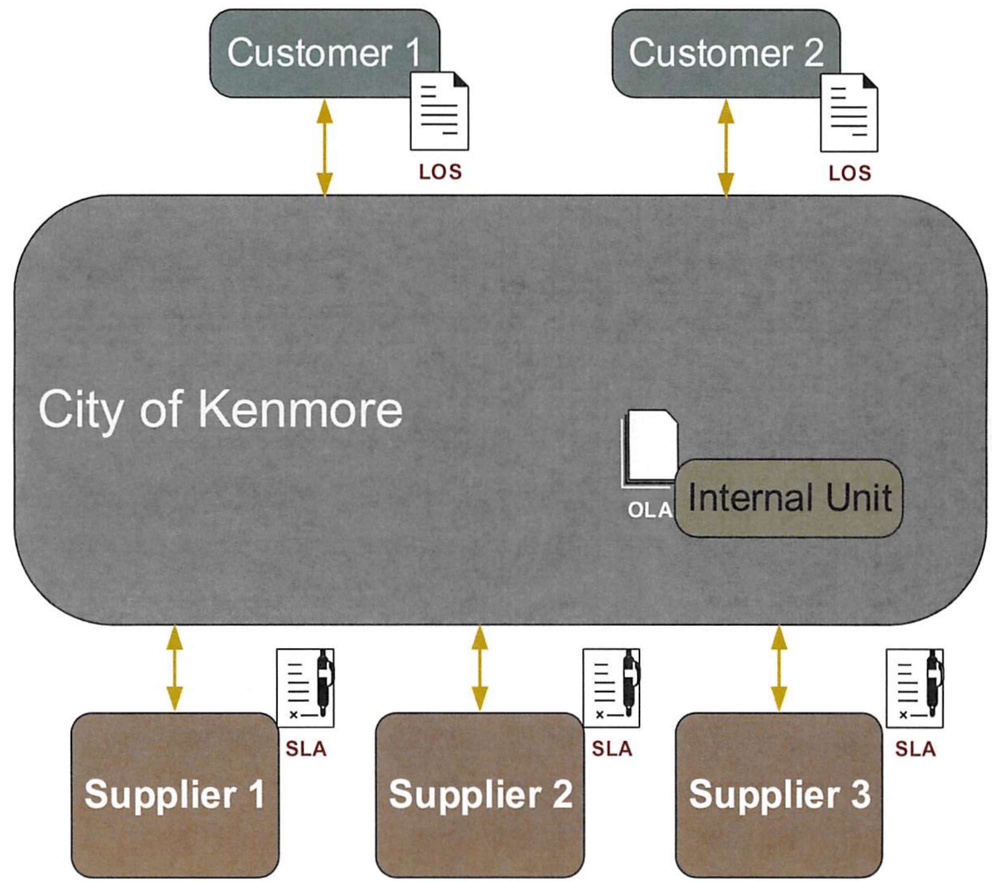
Attributes of a service that describe its required level of performance

- How much
- Of what nature
- How frequently

Levels of Service Drive the Organization's Priorities and Goals

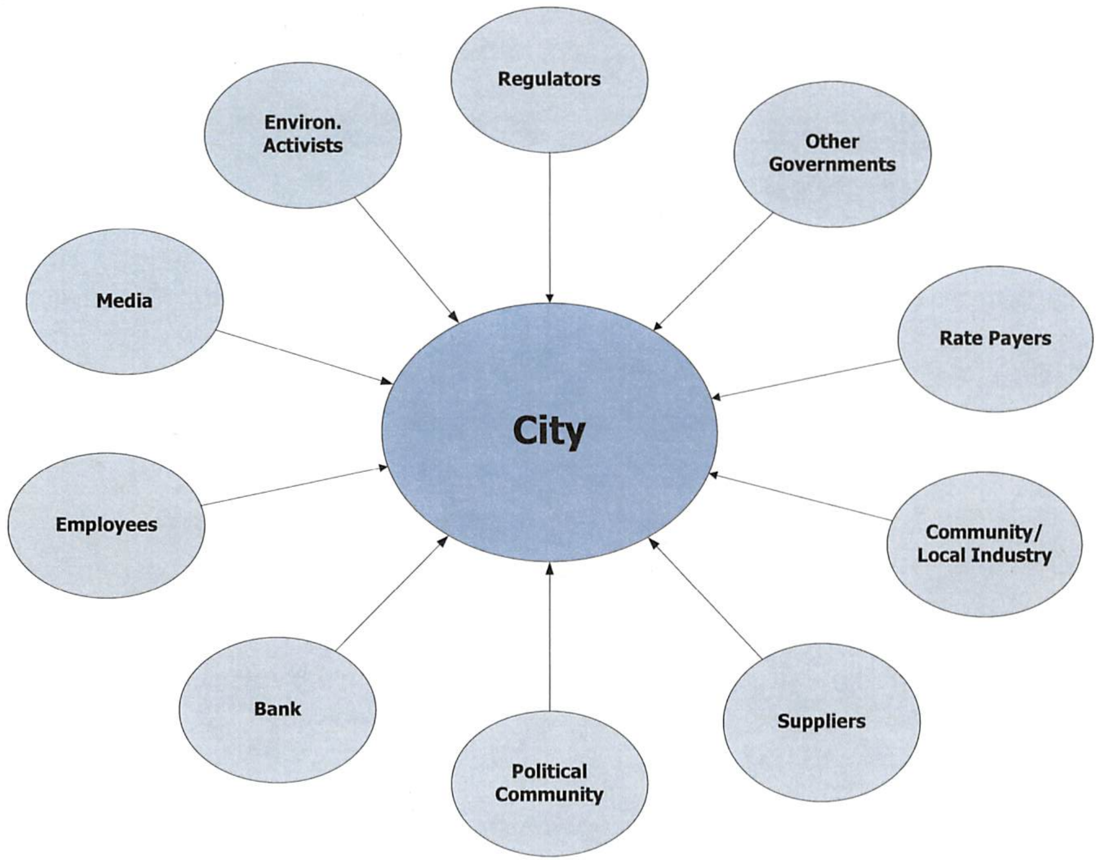


Level of Service Agreements Help Maintain Focus and Control

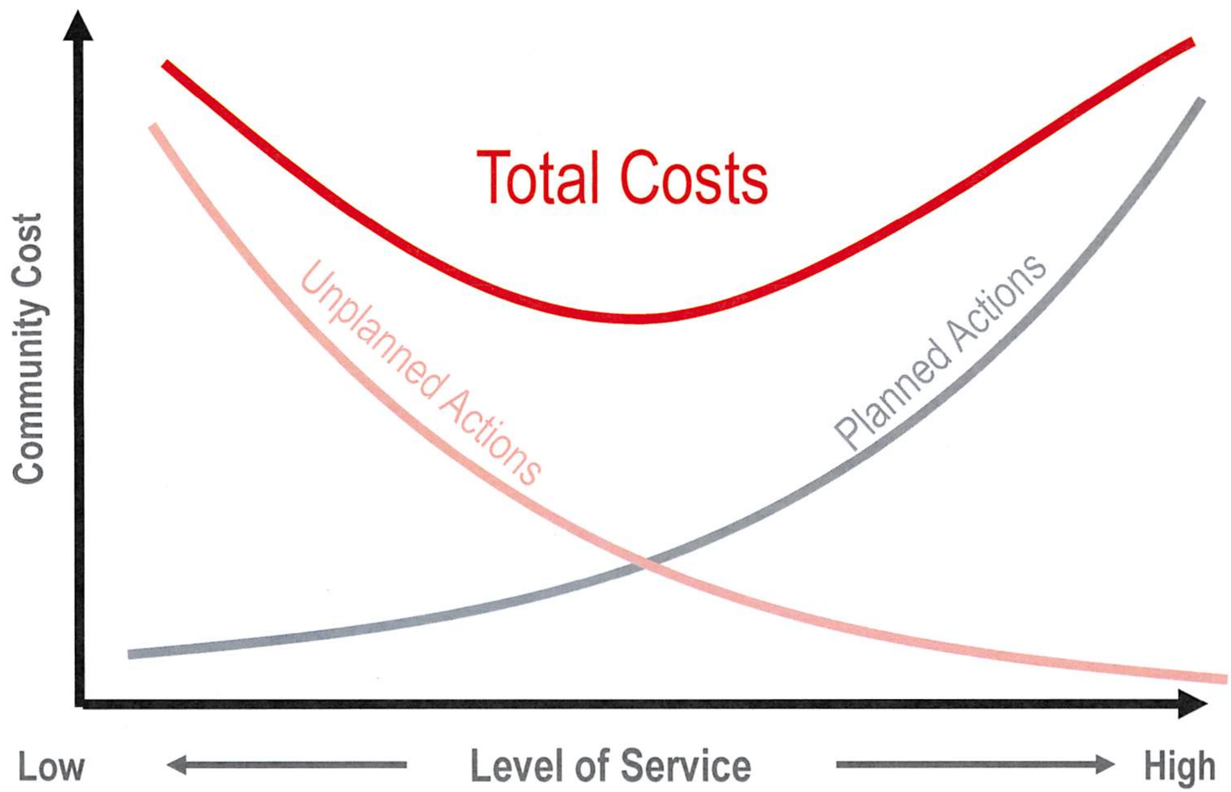


LOS = Level of Service
OLA = Operational Level Agreement
SLA = Service Level Agreement

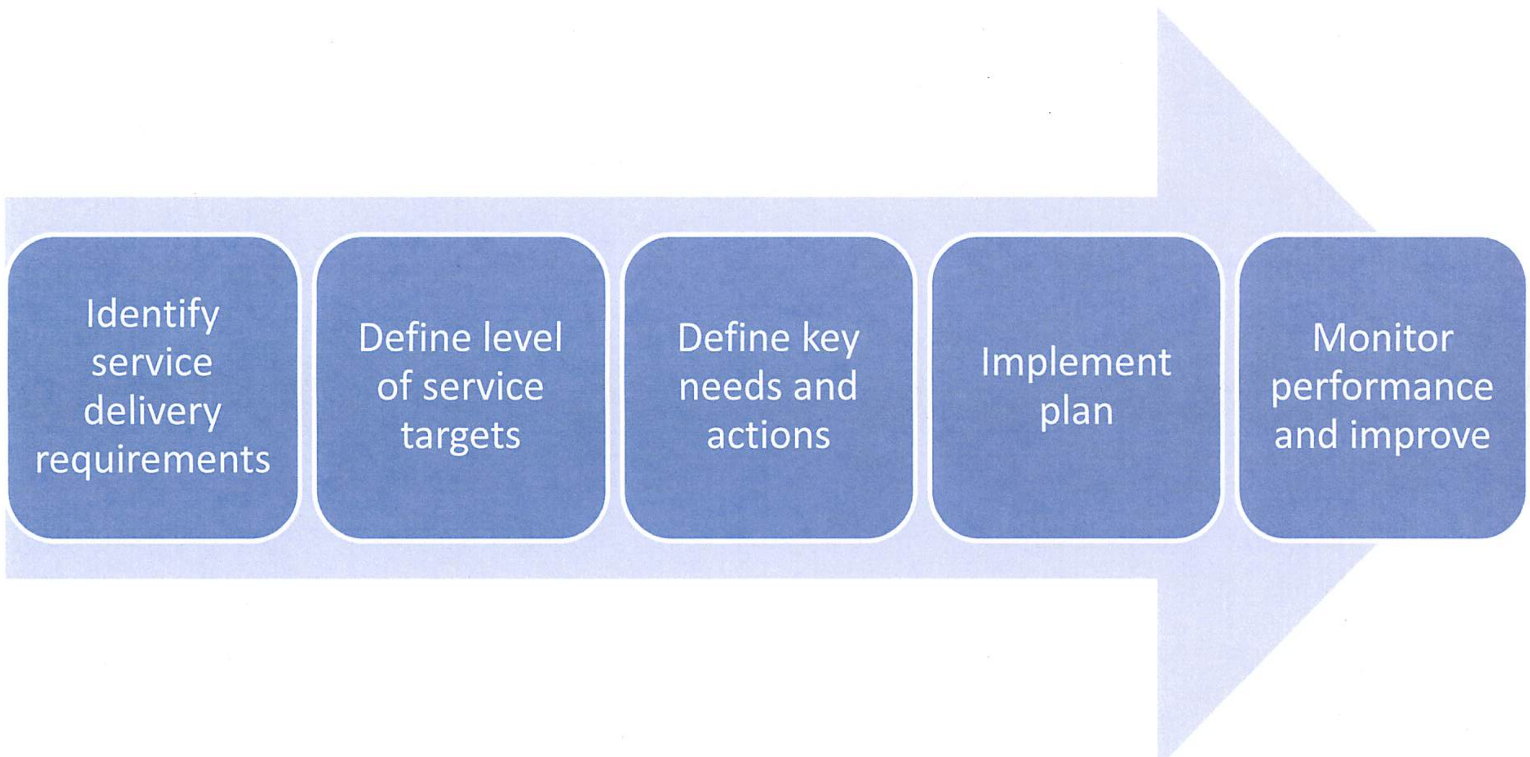
LOS Must be Put in the Perspective of the Customers/Stakeholders



Balancing the Level of Service with Cost of Service



The Importance of Levels of Service



Proposed Levels of Service

Level of Service	Grade
Proactively plan and manage surface water for effective flood and sediment control to ensure environmental quality	
Provide reliable safe and well maintained street and road infrastructure assets	
Be well prepared to promptly respond to emergencies other disaster situations and calls for service in a timely and effective manner	
Maintain access and use of the City's facilities, waterfront, parks, trails, and open spaces that are safe, attractive, and clean	
Comply with policies and regulatory requirements for facilities, surface water, streets, and parks	

How is the City Doing Now?

- Cost Effectiveness
- Work Control
- Contract Management
- Work Efficiency
- Customer Satisfaction
- Risk

What is Going Well

- Overall community satisfaction is high
- Use of Citizens Action Request helps meet customer response needs
- Engaged staff at all levels of the organization
- High level of regulatory compliance
- Good interface between operations and engineering
- Surface Water Comprehensive Plan used to manage assets
- Healthy relationship with the City Council
- Great safety record

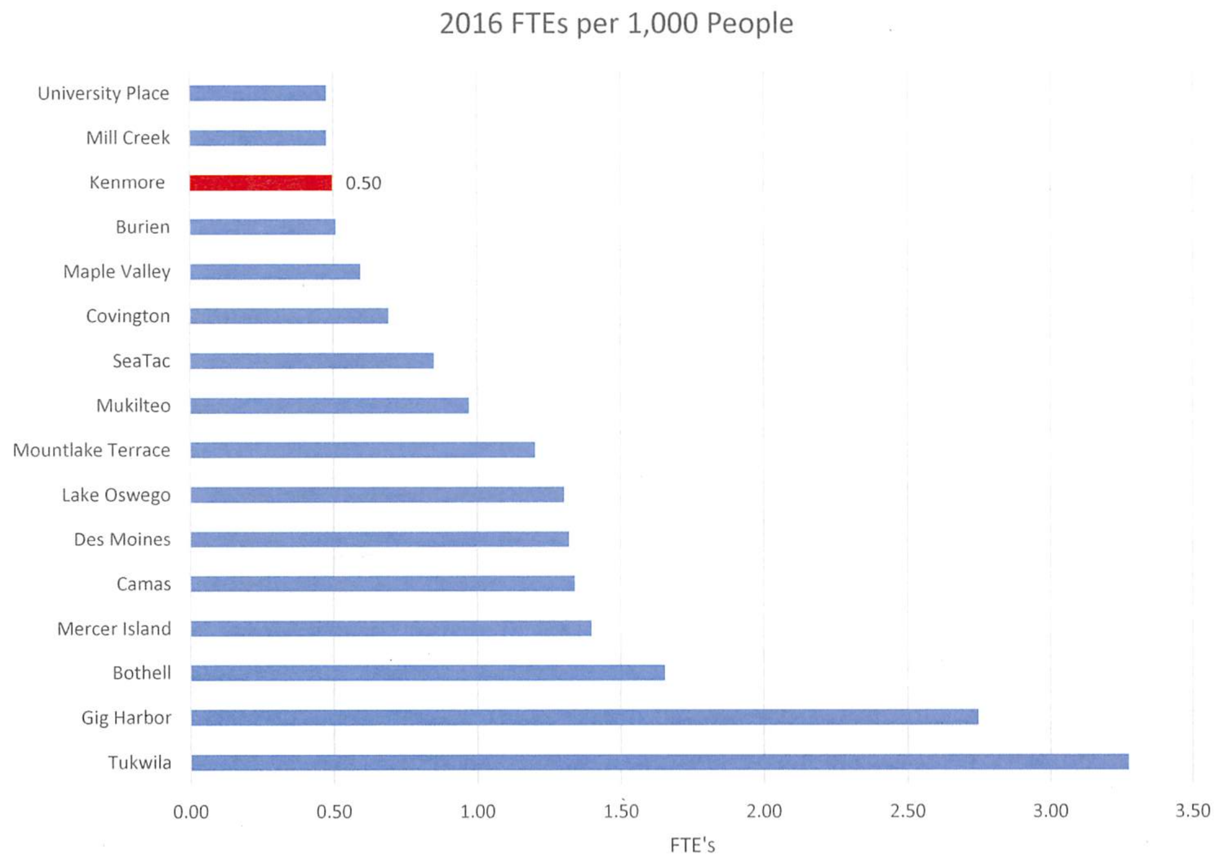
Current Issues to Evaluate Further

- Lacking data to determine if City is getting what they are paying for, with some contracted providers
- Large backlog of work
- Not enough specifics in the contracts to effectively manage the performance
- Contract oversight demands are competing with other priorities
- Difficult to align cost of service with levels of service
- Competing priorities with King County Staff and Lake Forest Park Staff in terms of needs and available resources
- Lacking information on asset condition, function, and life cycle cost

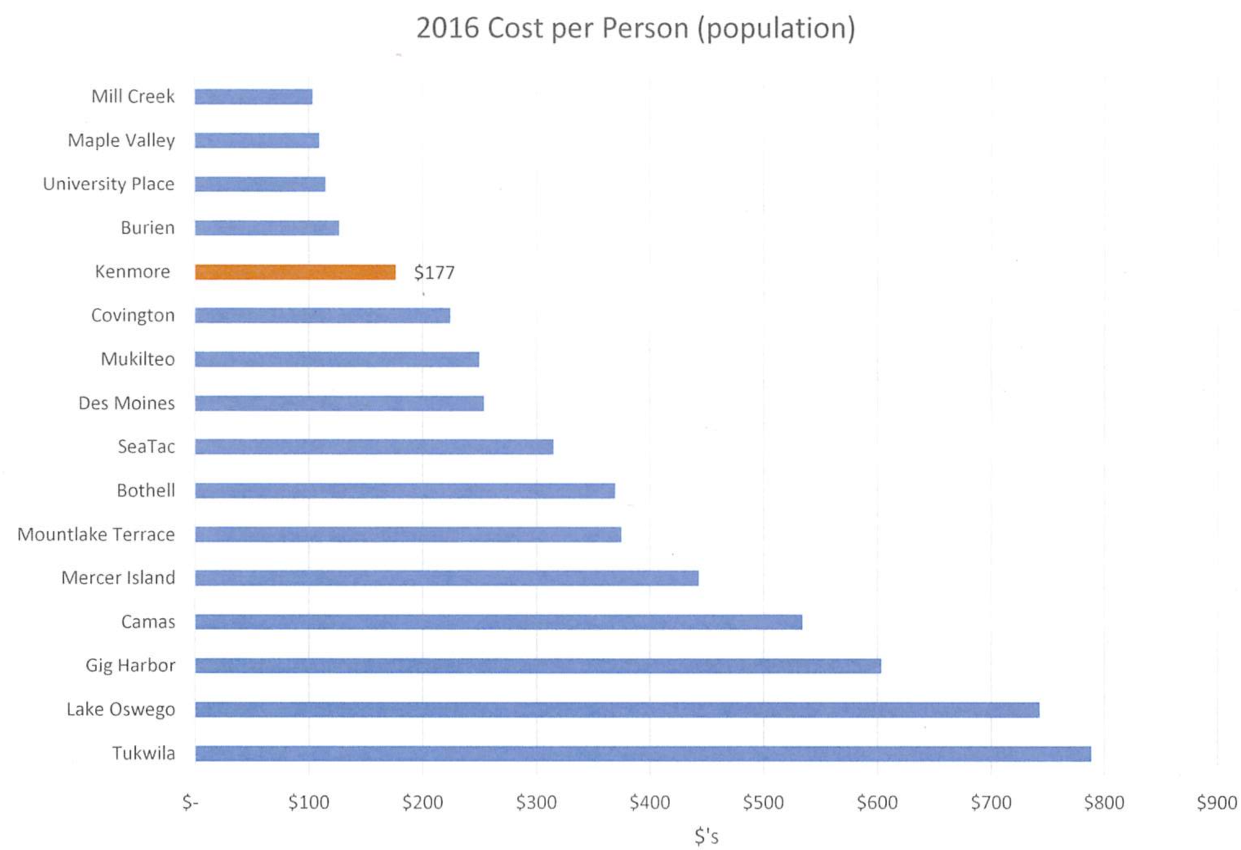
Current Situation the Affects Level of Service Management

- No Baseline for establishing context of cost versus Levels of Service
- Benchmarking difficult without reliable data from within the City
- The City is growing with more assets and greater service needs
- The customers' Levels of Service expectations are getting higher
- There are competing priorities from service providers
- The City has a lack of data about the condition of the assets
- Backlog of field work is growing
- The crews are in more of a reactive than proactive mode

Benchmark of FTE's per 1,000 Population



Benchmark Cost per Citizen



Major Contract Service Providers

Service Provider	Annual expenditures
Lake Forest Park	$923,642
King County	$530,120
Bravo	$216,302
Total Landscape	$108,004
FLO Tech	$47,573
Top to Bottom	$44,614
NW Landscape	$39,377
RFI Enterprises	$24,602
Arbor NW	$14,772
Hermanson	$10,772
Automated Controls	$9,470
Winterbourne	$3,530

LFP by the Numbers

- 600 hours per month or 7200 regular hours per year
- Approximately 3.5 of the 5.0 budgeted 2016 FTEs are working on Kenmore Assets, 3.0 of the 5.0 FTEs in 2017
- 63% allocated for Lake Forest Park
- 37% for Kenmore work
- The annual budget for baseline services is $ 884,500 or $73,700 per month.

Next Steps

- Seek Council feedback on Draft Levels of Service
- Develop recommendations on improving performance
- Review with City Council in November 27, 2017
- Deliver Final Report

Scott Bash
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