

City of Kenmore



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City of Kenmore
City Council Study Session Agenda
7:00 p.m., Monday, June 18, 2012
Kenmore City Hall, Council Chambers
18120 68th Ave. NE, Kenmore, WA 98028

AGENDA ITEMS ARE SUBJECT TO CHANGE up to and including the time of the meeting; items may be added or dropped. Please call the City Clerk if you have any questions or to confirm the agenda items prior to the meeting at (425) 398-8900, or stop by City Hall at 18120 68th Avenue NE, Kenmore. The agendas are also available on our website at: www.kenmorewa.gov. We are trying to make our public meetings accessible to all members of the public. If you require special accommodations, please call the City Clerk at least three (3) business days prior to the meeting.

- I. CALL STUDY SESSION TO ORDER**

- II. CLASSIFICATION AND COMPENSATION STUDY UPDATE**
 - A. Agenda Bill & Attachments

- III. ECONOMIC DEVELOPMENT STRATEGY PROGRESS REPORT**
 - A. Agenda Bill & Attachments

- IV. SOCIAL MEDIA POLICY**
 - A. Agenda Bill & Attachments

- V. ADJOURNMENT**



City Council Business Agenda Item
City of Kenmore, WA

Subject/Topic: Compensation Study	For Council Meeting Agenda of: June 18, 2012
	Department: Finance Department
Proposed Council Action/Motion: Receive and review preliminary results of compensation study.	Prepared by: Rob Karlinsey & Joanne Gregory
	To Be Presented By: Vance Jacobson, Jacobson, Betts & Company
	Approved by Department Head: <u>Initial & Date</u>
	Approved by City Attorney: <u>N/A</u>
	Approved by City Manager: <u>POK 6/11/12</u>
	Exhibits/Attachments: Executive Summary Proposed Salary Range Comparison Chart Exhibit 1 Additional vacant positions Exhibit 2

Expenditure Required	Amount Budgeted	Appropriation Required
See Fiscal Consideration Below		

INFORMATION/BACKGROUND:

In 2011 the City retained Jacobson, Betts & Company to conduct a compensation and job classification study. Vance Jacobson will be in attendance at the City Council meeting to present the results of the study which includes a proposed and revised Employee Position Classification and Monthly Salary Schedule for 2012. The City's salary schedule was last adjusted in 2009 based on the CPI-W June index. This index was slightly less than zero (0%) for 2010 and 2011 and the salary schedule was not adjusted. For 2012 the index is 3.7%.

Since inception the City has not conducted an independent review of salaries and job classifications. The tools and recommended maintenance plan included in the report will assist the City in maintaining the integrity of the plan with minimal investment of time and cost. If properly maintained, the City should not have to conduct a full scope compensation and job classification study indefinitely. Another product of the study is a job measurement tool that will enable the City to analyze, classify and compensate any newly created positions that may be desired in the future.

The study included interviews with staff and collection of salary data from comparable cities. These cities included Lake Forest Park, Lynnwood, Shoreline, Sammamish, Woodinville, Mill Creek, Mukilteo, Edmonds, Issaquah, Bainbridge Island, Mountlake Terrace, Lake Stevens, Bothell, Redmond, Burien, Des Moines. The cities of Renton, Bellevue and Seattle were included in the comparable data for all but the

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managerial and department director positions (everything above Senior Engineer).

The managerial and department director position salary ranges are reflective of the 50th percentile of the market analysis; the other positions reflect the 60th percentile of the comparable market.

Several position/title changes are proposed; these include Director of Finance and Administration (Finance Director), Director of Engineering and Environmental Services (City Engineer), Director of Development Services (Director of Land Development and Permitting), Director of Planning (Director of Planning and Community Development), Management Analyst (Public Information Officer and Special Events Coordinator), Surface Water Program Manager (Surface Water Program Specialist), Senior Engineering Technician, (Engineering Technician), Maintenance Specialist Parks (Maintenance Worker), and Receptionist (Office Assistant I). The Construction Manager position was created for a temporary need in the Engineering Department and is funded by transportation capital projects.

It is proposed that the titles of Office Assistant I and Office Assistant II be discontinued and changed to Administrative Assistant for a total of 4 FTEs. One new FTE position of Senior Administrative Assistant would be created in the City Manager's Office.

Although the title changes and reclassification noted above do not result in wage increases, the adjustments to the salary ranges provide a long term benefit to the affected employees by allowing future growth.

Several new position classifications were created at entry level salary ranges should the need for such positions become desirable in the future. Should that need arise, Council action would still be required to approve and add the FTE position. These include Administrative Clerk, Engineering Technician I and II, Building Inspector I, Planning Technician, and Assistant Planner. These positions are included on Exhibit 2.

Attached is a schedule (Exhibit 1) illustrating a comparison of the proposed salary ranges to the current adopted salary ranges which were last approved for 2009. The primary result of the study is the expansion of the salary ranges comparable to the local market. A recommendation regarding a one time or base wage adjustment will be considered after examination of the six year financial forecast.

An additional proposal is that, with the adoption of the salary ranges, the City Council formally adopt and set the range for merit based pay increases at 0% to 4% effective January 1, 2013.

The presentation and materials submitted on June 18 provide the City Council an opportunity to review and discuss the study and recommendations and provide direction to staff for a salary schedule that would be brought back for adoption by Ordinance at the July 23, 2012 Council meeting.

FISCAL CONSIDERATION:

A wage adjustment to all employees upon implementation is being considered. The 2011-2012 biennial budget provides \$35,000 for a wage adjustment in 2012.

COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:

This compensation review will tie into the Financial Forecast, Council Goal #11.

I. Introduction and Summary

A. Background

The City of Kenmore provides an array of municipal services to a suburban community comprised primarily of residential and commercial business entities. The City serves approximately 21,000 citizens of ethnic and economic diversity. Many of the services provided by the City are in the form of contracts and partnerships with other jurisdictions. Core services such as planning and permitting are provided by the City, as are highly visible services such as surface water, code compliance, and transportation.

In order to attract, retain, and inspire employees to high levels of service, the City understands the value of having forward thinking administrative systems such as those for job classification, compensation, recognition, and career growth.

The City Council and City Administration have jointly become concerned about the adequacy of the current job classifications and compensation structure because of the amount of change in the last decade, job design needs looking ahead, evolving organization structures, new programs, and reporting requirements. The City also finds itself in these opposing situations: where the salary administration system is under pressure for its ability to support internal job alignment and pay-related decisions, as well as concerns about the cost of doing business.

The City's current approach to compensation and job classification is to use a 'market' approach to constructing salary ranges, and the combination of other cities' job documentation along with internal input to develop job descriptions. Administration has observed that using market-driven decision support creates some inconsistencies in the pay relationships among jobs and staff, particularly when not all jurisdictions have jobs to compare with matching content.

The City's current approach has been to set salary ranges to be slightly above the trends in the local and regional labor marketplace and to base salary advancement on performance. This philosophy is used as a means of flexibility when hiring and retaining highly qualified staff.

To assure a logical approach to developing a job classification and compensation program, the City gave the go ahead for a project to review the existing program. This project would be conducted by an outside consultancy with experience in designing compensation systems for municipalities and would accomplish these objectives:

- Develop a classification structure that properly aligns jobs, modernizes job titles and design, and supports career ladders.
- Assess the internal equity of the City's existing compensation practices.
- Determine the City's competitive standing in a local/regional labor market comprised of local employers and comparable municipalities.
- Develop a compensation structure(s) reflective of competitive labor market trends, affordable, treats employees fairly in-line with the difficulty and responsibility of jobs, and can be linked to other systems such as skill-based career development and performance.
- Develop action plans to implement changes over time and within cost structure limitations.
- Develop techniques enabling periodic updating of compensation structure(s), re-evaluation of job content, and evaluation of pay range assignments.
- Update job descriptions.

The purpose of this report is to present our findings pertaining to the above mentioned objectives, recommend changes to existing practices, and ultimately recommend a systematic approach to establishing and administering pay for employees.

B. Project Process

The project to modernize the job classification and compensation program for the City has involved the following major activities:

- **Organization Review.** A review of the political and management organization structure, scope of services, classification and compensation history, and existing job documentation, to enable a general understanding of how the City operates.
- **Job Analysis.** A review of the content, or work performed, by employees who occupy all job classifications, and grouping into "classifications" and skill-based career paths that can deliver high levels of service.
- **Job Measurement.** The study of job content using the JOBMREAS™ system of evaluation, ultimately producing a hierarchical list of job classifications from high to low rated according to skill and difficulty, and responsibility.
- **Salary Research.** The collection of salary information from other Cities of comparable size, complexity, nature and scope of services, economic character, and demographics in order to help Kenmore understand the pay practices used elsewhere. The survey would be conducted acquiring data from local and regional municipal competitors as well as significant local employers that would hire the same skills. Reporting of competitive salary information would be in accordance with professional and legal requirements, displaying median, average, and quartile information for a selected sample of jobs.
- **Salary Structure.** The development of salary ranges to consider external salary data and the City's desired competitive positioning and cost control goals.

- **Salary Advancement.** Provide a mechanism for employees to achieve salary growth that is compatible with competitive trends and again, sensitive to the City's financial limitations.

The JOBMREAS™ system for job measurement and pay determination, described in a technical manual (provided for internal use only to trained personnel and requiring a license agreement), is the primary standard used to study job content, evaluate internal relationships among jobs, produce a classification and compensation structure, and provide stability to on-going pay related decisions. When implemented, the System can help the City make objective decisions on the following:

- **Internal Pay Equity,** where jobs are placed in proper salary ranges in-line with their skill, difficulty and responsibility, and using a common measuring stick.
- **External Competitiveness,** where the numeric job measurement scores provide the mathematic basis for designing salary structure and ranges are consistently competitive at a level e.g., the median or going rates) desired by City Council.
- **Administrative Efficiency,** where the process is meant to be responsive to administrators and employees when significant job content changes occur.
- **Communications,** where the basis for decisions can be communicated and understood in general terms.

II. Highlights of Our Findings

The classification and compensation review has produced several key assessments. These findings together with the opinions of City Administration and job content information from employees, have formed the basis for the competitive assessment and specific recommendations for a compensation structure.

OVERVIEW

The City of Kenmore generally compensates its employees above the median of competitive trends in the local/regional labor market. The study results indicate they are paid at about the 60th percentile of a local-regional competitive labor market for base salaries.

The study has identified a number of minor internal alignment inequities, which appear to be attributed the inconsistencies usually a result of reliance on survey data to build ranges. We found no systemic inequitable treatment of employees. The City does not use a formal job measurement technology, which if used, would

simplify placing jobs into salary ranges.

One of the more refreshing things we found was a commitment to, and the use of a pay-for-performance philosophy in awarding salary adjustments. The current salary structure supports pay-for-performance, although there is not a specific formula for allocating awards.

The construction of salary ranges was found to be somewhat inconsistent in the spread from minimum to maximum and the spacing between skill levels.

A. Job Classification

From our perspective, the most important objective of this study and of the salary administration program, once implemented, is logical design and proper internal alignment of job classifications.

A.1 Job Designs

Organizations everywhere find that from time to time, they must review the job designs to rid those obsolete, build careers around those emerging, and gain assurance they are attracting the right skills.

The City has done a good job of focusing on its specific skill needs as opposed to creating jobs because 'cities typically have them'. There needs to be some modernization of job designs and of course, career path connections, but given that, a good effort to focus on needs versus traditions.

The results of the updated classifications appear in the attached exhibit. They have been titled to

reflect up-to-date trends in job design and career paths.

Job Alignment

The main concerns we have regarding job alignment are the spacing of ranges, and the need to properly align emerging skills.

- **Spacing of Ranges.** The current salary ranges reveal some inconsistent differentials between levels that can easily be 'smoothed' out with the combination of structure and job alignment.
- **Internal alignment.** Problems with the alignment of jobs and placement of staff in ranges appear to be minor and resolved by accepting the recommended structures for jobs classifications and salary ranges.

B. External Competitiveness

The City of Kenmore competes in an active labor market that is influenced by other large and aggressive municipal governments and private sector employers.

The competitive assessment was conducted for the fiscal year 2011/2012 and considers other employers who share the same economic, cost-of-living, service-level, and recruiting pressures.

According to the salary survey data compiled from about 18 municipalities, and to a lesser extent, cross-industry summaries, the City pays above median rates of pay.

- Actual pay: 60th-63rd percentile
- Ranges overall: 57th percentile

This is not for every job classification, but an overall assessment by way of survey data.

Survey data was summarized into "quartiles" and according to professional standards. The sample size was sufficient enough to report the 25th, 40th, 50th or median, average, 60th, and 75th percentiles of the salary range minimum and maximum.

B.1 Salary Ranges

We estimate the City's salary ranges to be above average at about the 55th to 60th percentile. Starting rates appear to be positioned more competitively than the maximum of the ranges. Of particular note:

- Range minimum: 58th to 60th percentile
- Range maximum: 50th to 54th percentile

Paying above average is perfectly acceptable in several regards. As Kenmore continues to grow and expand services, it may need to offer above average salaries to recruit skills and experience from larger entities that have already gone through growth and change. Secondly, the cost implications of paying above average are negligible and easily offset by the positive employee relations value received.

Later in chapter III, we will discuss a salary structure concept that will enable the City to enjoy both a cost-effectiveness and offer staff the ability to be paid above average rates.

In consideration of financial projections at the State and local levels and economic trends that have all but stopped salary 'range' increases in the public sector, we estimate that salary ranges will advance at a modest pace over the next two years:

- 2012/2013: little change to structures (1% to 1.5%) and about 3.3% change to total salary budgets including merit or movement in a stepped schedule.
- 2013/2014: 1.6% to 2% change to structures and 3.6% total budget.

In the Puget Sound region, many municipalities have contractual obligations for annual 'step' advancements. If they are faced with trimming salary budgets, we believe it has been through reductions in staff and/or furloughs.

Chapter III will discuss our recommendation for dealing with competitiveness.

B.2 Actual Base Salaries

Assessing competitiveness of actual pay for staff is more difficult because of differences in years' service employees may have. Considering that the "average" Kenmore employee appears to have shorter than average length of service (4.5 years compared to 9 years) than competing organizations, we estimate that actual salaries are at the following competitive levels:

- At face value, 60th percentile
- Considering less time on the job, about the 65th percentile.

B.3 Salary Structure Trends

A noticeable recent trend, and one that will likely

continue, is the expansion of salary range width from minimum to the maximum. Government lags behind other industries in adopting this concept, which has been shown to offer advantages for recruitment, retention, and cost control.

In the last decade, many governments have amended salary ranges from the "old-school" 5-by-5% ranges to those with 8-to-15 smaller steps or to convert to open ranges such as those found in private industry. Conversion to open ranges typically includes a shift to pay-for-performance.

We, along with other salary administrators cite several reasons for expanding the width (from minimum to maximum) of salary ranges..

- First, we believe that salary growth should be connected to learning and skill development as well as retention in the years where the risk of loss to turnover is greatest. Years 1 through 4 take care of learning. Years 5 through 8 are connected with value-added retention.

Employers see this period of service as

critical to operations and an expensive form of turnover, and as a result, want coverage in the main salary structure. That said, we believe a well-designed salary structure would contain ranges with enough width to accommodate salary growth for 5 to 12 years.

- Second, most other industries use wider salary ranges. Having wider ranges (and a more flexible initial placement policy) will typically enhance an organization's ability to attract a broader range of job candidates.
- Third, wider ranges and a formula linked to performance, individualizes salary adjustments. Many administrators believe this will place less pressure on COLA's and job reclassifications.

Another significant trend is the use of skill-based career ladders. Skill-based career ladders tend to work best in environments dominated by growth, turnover, and a limited labor market.

III. Highlights of Our Recommendations

The classification and compensation review has enabled us to learn more about the City of Kenmore while producing findings and assessments, and ultimately formulating recommendations appearing below. As a result, we believe that the following general recommendations are in the best interest for the City and its employees. In order to preserve the integrity of the structure and decision support processes, it is important the program be implemented in its entirety – not piecemeal.

Recommendation A. Adopt the JOBMEAS™ System

Kenmore is sufficiently large and complex to justify a formal job classification and pay determination methodology that is proven in government and other industries. The JOBMEAS™ system of evaluation enhances the consistency and objectivity when making decisions resulting in pay range assignments for City jobs. It provides a practical, yet bias-free approach to determining the relative value of jobs to each other, ultimately contributing to the process of developing equitable salary ranges.

The JOBMEAS™ system creates a permanent record describing the "judgments" made in connection with determining relative value and assigning the job to a salary grade. Years later, the logic behind the judgments can be recalled, even if no other job documentation can be found. Acceptance of the JOBMEAS™ system means honoring its controls, copyrights, and license agreement.

A summary of the system is attached.

A.1 Job Analysis Process

We recommend the job classification, range assignment, and pay determination process follow these general rules and sequence:

- A request for review is initiated by an employee (per agreed upon schedule) or department head.
- When an existing position is believed to have changed considerably in qualifications, difficulty, and responsibility, then City

administration, a department head and/or the job incumbent can initiate the review process.

- Changes in volume would not normally be considered for evaluation unless they require additional and unique knowledge and skills. In-service skill enhancement training paid by the City would also not normally be grounds for reclassification.
- Requests for review or reclassification can be made no more often than every two years, unless there is significant organizational change. Administration will issue a job description worksheet to be completed by the job incumbent and reviewed and commented on by the job incumbent's department head that may add, expand upon, or challenge data. If the job is vacant, the department head (or a prior incumbent) will complete the worksheet.
- The Worksheet and accompanying documents will be routed to administration where the Director of Finance & Administration will proceed with the job evaluation process.
- The position is analyzed by interviewing at least one incumbent in the classification, then conduct job evaluation using the JOBMEAS™ system. This will return a recommended salary grade.
- The Director of Finance or designee will submit the preliminary evaluation to fellow administrators for review, confirmation, and adjudication. If, through its discussion, agreement cannot be made on the recommended salary grade placement based on the analysis, the job shall be returned for reanalysis. Alternatively, the City could arrange with the Consultant to provide periodic classification review services. Final

recommendations are routed to City administration for final approval.

- The job incumbent (or department head) will be notified of the outcome and nature of change.

Recommendation B. Adopt the Job Classifications and Listing

We recommend that the City adopt the job classifications and their salary grade assignments as shown in the attachment.

The job classification structure is the product of job analysis using JOBMEAS™, quality reviews, and preliminary acceptance.

It is important to leave the final listing virtually "intact" upon implementation, of course, subject to quality assurance and finalization. The job classification listing must be accepted within 95.0% of its entirety to preserve its integrity.

We also recommend the City Administration adopt the job descriptions. They are designed in such a way as to be easily modified and updated.

Recommendation C. Adopt the Recommended Salary Structure and Compensation Policy

It pleases us to recommend the City continue with a salary structure that contains 'open' ranges and movement within each range is influenced by market trends and performance. The recommended structure is designed to be reflective of, and responsive to, the competitive labor market trends.

We believe it is in the best interest of the City to set salary ranges around the 60th percentile of its 'defined' competitive market (Appendix A). The market 'comparables' considers municipalities and other service-oriented employers in the region and of similar size and scope of service. Also, the City has a non-represented staff and the alternative would likely come at a higher cost.

C.1 Compensation Policy

Kenmore Job Classification and Compensation Report
@Jacobsen, Betts & Company

We recommend the City adopt and convey to employees the following policy and philosophy statement.

"The City of Kenmore wants to attract, hire, and retain highly skilled staff committed to customer service, teamwork, and continuous improvement. The City believes in rewarding individuals and teams based on performance."

"The City of Kenmore will make every effort to develop and maintain a system of salary ranges at or about the 'average to 60th percentile' of its competitive market. The City of Kenmore will include in its system of salary ranges, a job classification hierarchy that recognizes differences and similarities in knowledge, skills, effort, working conditions, and responsibility, and will construct career paths that allow employees to advance based on development of competencies."

C.2 Salary Structure

The salary structure is a product of the City's compensation policy. The recommended structure is constructed to be an integral part of a pay-for-performance policy and philosophy and is constructed in the following manner:

- Jobs were evaluated and given a numerical value using JOBMEAS™.
- The 60th percentile data for the surveyed positions was extracted and a linear regression test produced a mathematical link of job numerals to salary. This ultimately allows us to create a midpoint or middle for each range.
- The job numerals are clustered into grades. We are using a universal skill-based grade numbering system common in many organizations.
- The salary range for each grade level is constructed in the same manner:

- From the midpoint, compute the

- minimum as 84% of the midpoint.
- The maximum is 116% of the midpoint.

Recommendation D. Adopt this Implementation Plan

Implementation combines job classification, salary structure, conversion, and cost into a multi-year action plan. The action plan employs a philosophy of first adopting the expanded salary structure to reduce the competitive inconsistency and enhance cost-effectiveness.

The implementation phase has a goal to keep pace with the market trends.

- Step 1. Approve the recommended salary schedule, classification structure, and the SALPLAN™ decision support system.
- Step 2. Assign employees to their new range. If an employee is currently below the minimum of the new range, advance them to the minimum. If an employee is over the maximum of the range, then 'freeze' the salary until such a time when the range catches up to the salary.
 - Enact a merit pay matrix (see the What-If tab in SALPLAN™).
 - Fine tune the matrix so that the annualized cost is less than 2.6%. We believe that 2.6% would be a reasonable cost so that the City can remain at the 60th percentile and offer meaningful merit-based awards.
- Step 3. Do not make any change to the salary structure in FY 2012/2013. The salary schedule has been setup to be effective July 1, 2012.

Once implemented, the compensation and job classification plan can be maintained with minimal time investment.

- On at least a bi-annual basis, the salary structure should be reviewed for its positioning in the marketplace and compliance with City policy.
 - Salary information is made available from a variety of sources including industry and cross-industry data.
 - Select three management and five staff job classifications at different skill and accountability levels. Tabulate data and estimate quartiles (see the survey tab of SALPLAN™).
 - Compare old and new rates for staff at the 60th percentile and management at about the 'average'. Adjust the ranges using the same or similar amount. Do not make alignment decisions about jobs solely on market data.
 - When selecting structure movement and salary adjustment budgets, there are additional information resources to support decisions:
 - Rate of change in the City's sources of funds.
 - CPI-W, real estate and commerce indexes, and the Urban Family deflator.

We recommend using sources of funding, labor market change, and a portion of the CPI, in that order, using the following guideline:

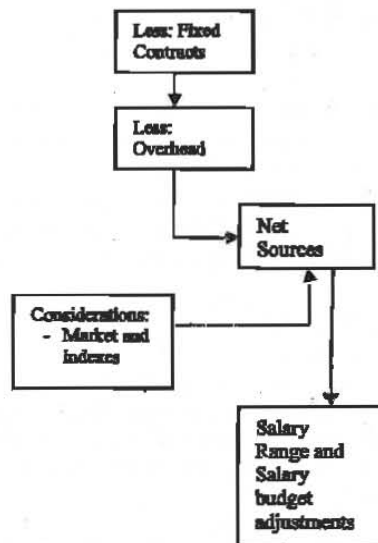
Recommendation E. Adopt this Maintenance Plan

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@-Racoon, Bear & Company

ation Report

Sources of Funds

Page 8



Every 4-5 years, the City can perform a more detailed structure analysis using additional comparable classifications. Once again, this can be completed internally.

- When organization designs and jobs change or are perceived to have evolved, study job content and rank the jobs using **JOBMEAS™**. This method preserves the integrity of internal alignment.
- **JOBMEAS™** is a licensed, proprietary product and as such is only for use by trained human resources professionals or designees. **JOBMEAS™** is exempt from any and all public information laws because of its proprietary nature.
- Update employee details in **SALPLAN™**. The model is also a licensed product, only for approved, internal use by administrators of the compensation plan.

If properly maintained, the City should never have to conduct a full-scope compensation and job classification study.

JOBMEASTM
System of Job Evaluation

Job evaluation refers to the techniques used to determine the relative importance of individual positions for pay determination purposes. Job evaluation techniques are used by organizations to enhance and stabilize judgments about the salary treatment of individual positions. The purpose of job evaluation is to ensure that pay relationships are internally equitable, using a common, bias-free measuring stick.

A. Overview of JOBMEASTM

The JOBMEASTM system of evaluation provides a sophisticated, yet practical, and easy-to-understand technique for determining pay relationships among jobs. The system is recognized for its ability to be applied to virtually all jobs in all occupational categories in a manner which is equitable and reflective of the work values that both employers and employees have.

JOBMEASTM uses a point-factor evaluation technique which is specifically designed to treat large numbers of positions equitably in the pay determination process. The system enables direct comparisons to be made among all jobs in quantitative terms through the application of a set of guide charts defining five broad areas of measure. Each chart contains two dimensions describing the broad area of measure. Each dimension contains a series of definitions, arranged in hierarchical order. Job content facts are compared to the definitions, producing a numerical value which then becomes the basis for determining the relative value of positions to each other and the salary treatment.

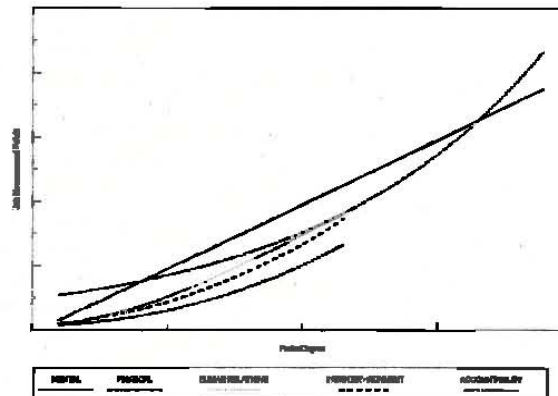
JOBMEASTM is the product of over 15 years of research, application, and updating. The factors, or broad areas of measurement, reflect modern thought in job engineering, recruitment, and management and employee value systems. JOBMEASTM is designed to be a management tool; one that consistently facilitates pay determination decisions with regard to the mission, philosophy, and needs of the organization.

B. Critical Dimensions for Effectiveness

The JOBMEASTM system of evaluation achieves the elements which are critical to a sound measurement technique:

- **Enhancement of the judgment process.** JOBMEASTM provides a language and framework for defining jobs and making valid comparisons by translating certain job content components to the measurement technique.
- **Stabilization of the judgment process.** JOBMEASTM helps assure high inter-rater reliability by providing discipline, clear measures, and controls to the process.

- **Optimal weighing of measurement areas.** The guide charts are weighed to ensure that the relative worth of jobs, as measured in points, accurately reflects the relative importance of the individual factors to the "whole" job. Optimal weighing also maximizes the ability of the job point value to project salary levels.



Fairness. JOEMEAS™, by way of the design and quantifying of the guide charts, provides assurance that the job point value is reflective of its internal relative worth to the organization.

C. The Measurement Areas

The JOEMEAS™ system of evaluation contains five distinct job measurement guide charts:

- I. **MENTAL REQUIREMENTS.** The body of knowledge required for the job and problem solving, or difficulty and complexity in applying knowledge to work situations.
 - A. **Learning Development,** or level of knowledge, considers the level, breadth and complexity of knowledge. Knowledge typically comes from formal education, experience, and/or aptitude. Key considerations to rating knowledge are "depth" which refers to thoroughness, and "diversity" which considers

the comprehensiveness, scope, and variety (e.g., different fields of knowledge).

- B. **Problem Solving Challenges**, refers to the type of thinking necessary to solve problems. It represents the application of knowledge to solve work assignment problems. Key considerations are the amount of independent reasoning and judgment used, the technical depth, the conversion of technical solutions to tactical and strategic actions, the time frame governing the impact of the solution, and diversity of problems solved.

II. PHYSICAL REQUIREMENTS. The learned physical skills and physical effort demands when performing work.

- A. **Learned Physical Skills**, or the coordinative and manipulative skills, considers the time required to learn movements, speed-precision-timing-balance needed for competency, and variety of body/limb movement required.

- B. **Physical Effort**, considers the actual physical work expended. Key requirements to understand are whether the effort involves walking, standing, lifting, or carrying; and whether effort is occasional, frequent, or sustained.

III. HUMAN RELATIONS REQUIREMENTS. The important human relations skills and the scope of contacts required to complete work assignments.

- A. **Human Relations Skill**, refers to the skills required to deal with others. Skill relates to the degree of human relations challenges that define the job. Considerations include the need for persuasiveness, exchange of complex ideas to lay people, teaching or training skills, public speaking, and motivational and counseling skills.

- B. **Scope of Contacts**, refers to the breadth and diversity of individuals and groups with whom the job incumbent must deal in order to accomplish the job's accountabilities.

IV. WORK ENVIRONMENT. Elements in the work setting that make it both difficult to complete work and disagreeable.

- A. **Performance Environment**, refers to the "extraordinary" job demands that make it difficult to

complete work. Elements of the work setting include deadline pressure, interruptions in work flow, changing schedules, requirements for professional renewal, and unpredictable time demands.

- B. **Working Conditions**, is defined as the environmental factors which make the job disagreeable or dangerous. Key considerations for this element are safety and health issues.

V. **ACCOUNTABILITY.** The level of accountability and professional development, as well as, the scope and magnitude of impact on the organization's functioning.

- A. **Level of Accountability**, measures the level of accountability for work results, professional development, and the hierarchical placement of the position within the organization.
- B. **Impact**, refers to the degree to which a job directly or indirectly influences and results—the delivery of final products or services to the customer. Impact is further defined by the level or "magnitude" of influence, then within a level, the role the job plays by providing information/advice, by participating, or by directing/controlling the end result.

JOBMEAS™ does not require the evaluator to directly compare or match jobs. Job content is matched to each guide chart, one at a time and independently, thus enabling a complete and objective evaluation.

D. **JOBMEAS™ and On-going Decisions**

The JOBMEAS™ system of evaluation is suitable for manual and automated use. The system is accompanied by computerized tools that provide a historical record of job evaluation judgments, assist with budgeting and related financial analyses, facilitate specialized reports, and assist with "what if" problem solving.

JOBMEAS™ works! The system is easy to learn and administer, it serves as a management tool, and it receives strong employee support.

City of Kaneboro		Proposed Salary Range		Current Salary Range		% Increase from Current Min	% Increase from Current Max
Job Title/Position		Min Annual	Max Annual	Min Annual	Max Annual	Increase or (Decrease)	
Assistant City Manager		99,990	138,081	99,720	126,996	8%	9%
Director, Finance and Administration (new title)		99,990	138,081	99,084	125,344	1%	10%
Director, Engineering & Envir. Svcs (new title)		91,357	126,159	93,048	116,316	-2%	8%
Director, Planning (new title)		91,357	126,159	90,908	125,832	-8%	0%
Director, Development Services (new title)		87,370	120,654	73,812	93,786	16%	29%
Manager, Public Works Operations		80,011	110,492	75,812	93,756	7%	18%
Construction Manager - temp		80,011	110,492				
Senior Engineer		74,819	103,321	73,080	91,608	2%	13%
Surface Water Program Manager (new title)		71,084	98,164	67,668	84,576	5%	16%
Senior Planner		71,084	98,164	67,668	84,576	5%	16%
City Clerk		64,216	88,679	69,264	87,144	-7%	2%
Associate Planner		61,054	84,313	56,304	70,692	8%	19%
Civil Engineer		61,054	84,313	58,800	73,288	4%	15%
Code Compliance Officer		58,056	80,173	61,188	76,644	-5%	5%
Accountant		58,056	80,173	56,244	70,776	3%	13%
Building Inspector II/Plans Examiner		58,056	80,173	56,112	69,492	3%	15%
Management Analyst (new title)		55,194	76,220	52,272	63,896	6%	21%
Engineering Technician, Senior (new title)		49,934	68,956	56,244	70,776	-11%	-3%
Surface Water Technician		49,934	68,956	53,100	65,832	-6%	5%
Accounting Technician		45,218	62,444	44,064	55,296	3%	13%
Permit Specialist		45,218	62,444	46,308	57,324	-2%	9%
Administrative Assistant - Senior (new title)		45,218	62,444				
Administrative Assistant		40,966	56,572	45,229	55,849	-9%	1%
Maintenance Specialist Parks - vacant		37,190	51,383				
Receptionist (new title)		35,379	48,856	36,780	45,888	-4%	6%
Maintenance Custodian		33,716	46,560	37,440	46,880	-10%	-1%

City of Kenmore		Proposed Salary Range		Current Salary Range		% Increase from Current Min	% Increase from Current Max
Future Job Title/Position		Min Annual	Max Annual	Min Annual	Max Annual	Increase or	(Decrease)
Assistant Planner - vacant		52,496	72,494				
Building Inspector I - vacant		52,496	72,494				
Planning Technician - vacant		47,508	65,686				
Engineering Technician II - vacant		45,218	62,444				
Engineering Technician I - vacant		43,038	59,433				
Administrative Clerk - vacant		37,150	51,383				

2011 Insurance Benefits - Medical/Dental/Vision - Cities & Towns General Employees

Jurisdiction	Medical				Share of Dependent at Med (%)	Dental/Orthodontia				Vision				Total				Med Plan	Dental Plan
	Employee Only		Emp/Spouse/2 Dependents			Employee Only		Emp/Spouse/2 Dependents		Employee Only		Emp/Spouse/2 Dependents		Employee Only		Emp/Spouse/2 Dependents			
	Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee		Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee	Paid by Employer	Paid by Employee		
Cities \$0,000 and over																			
Redmond (85,150)	457	0	1198	183	25%	118	0	361	61	24	0	80	8	908	0	1819	283	Self Insured	Redmond
*Shoreline (83,200)	595	0	1370	292	17%	55	0	0	154	15	0	0	15	699	0	1370	482	Healthfirst	Plan F
Cities \$0,000 to \$49,999																			
Bozeman (33,720)	595	0	1632	0	0%	56	0	204	0	22	0	22	0	845	0	1676	0	Healthfirst	Plan F & ortho V
Burlington (47,880)	695	0	1544	108	10%	49	0	181	0	21	0	21	0	635	0	1716	108	Healthfirst	Plan E
Edmonds (38,500)	521	47	1487	185	10%	60	8	167	19	17	2	17	2	588	55	1571	188	Healthfirst	Plan F & ortho III
Issaquah (30,690)	698	0	1435	217	20%	55	0	142	22					623	0	1577	239	Healthfirst	Plan F
Kirkland (49,020)	553	0	1680	0	0%	80	0	180	0	8	0	22	0	801	0	1882	0	First Dental	Self insured/ WA Dental
Lacey (35,880)	652	0	1884	179	15%	55	0	148	18	8	0	8	11	715	0	1620	208	Renaissance	Plan F
Sammamish (46,940)	852	0	1858	184	15%	58	0	204	0	18	0	18	0	725	0	1880	184	???	Plan F & ortho V
2012 Sammamish switched to Healthfirst																			
Cities \$50,000 to \$99,999																			
Bainbridge Island (23,030)	698	0	1622	108	10%	56	0	164	0	22	0	22	0	845	0	1708	108	Healthfirst	Plan F
Des Moines (29,880)	493	0	1367	89	10%	82	0	207	0	8	0	18	0	581	0	1610	89	GH/I	2012 Rates
Kernmore (20,780)	568	0	1844	108	10%	55	4	204	4	18	0	18	0	638	4	1784	112	Healthfirst	Plan F & ortho V
Lacey (28,210)	598	0	1644	108	10%	58	0	156	12	18	0	18	0	637	0	1716	120	Healthfirst	Plan A & ortho I
Mercer Island (22,710)	558	10	1317	335	30%	48	0	120	31	12	0	12	0	619	10	1449	366	Healthfirst	Plan E
Mill Creek (18,370)	625	43	1628	124	11%	53	2	180	4	19	0	19	0	687	45	1707	128	Healthfirst	Plan F
Mountain View (18,980)	598	0	1435	221	20%	55	0	164	0	19	0	19	0	842	0	1615	221	Healthfirst	Plan F
Mukilteo (20,310)	612	0	1784	115	10%	110	0	0	0	40	0	0	0	782	0	1784	115	Plan I	Self insured/ Dental & Vision
Cities \$100,000 to \$149,999																			
Lake Forest Park (12,810)	540	28	1615	137	13%	53	0	180	0	18	0	18	0	608	28	1681	137	Healthfirst	Plan A
Woodinville (10,840)	568	15	1598	58	5%	68	2	164	4	18	0	19	0	627	17	1779	60	Healthfirst	Plan F
Average	555	8	1,510	141	12%	61	1	159	19	18	0	18	2	635	9	1,686	162		
Vision plans all fully employer pd except Redmond & Shoreline, and all \$12 - \$22 per month with the exception of Redmond (\$69 for full family)																			

Vision plans all fully employer paid except Redmond, Shoreline, and all \$12 - \$22 per month with the exception of Redmond (\$69 for full family)

*City of Shoreline has a modified Cafeteria plan & pays up to a maximum of \$1,370 per month. The employee also would pay life, and disability if covering full family for medical - employee can pay up to \$480 per month out of pocket depending on which coverages they choose



City Council Business Agenda Items
City of Kenmore, WA

Subject/Topic: Progress Report on Economic Development Strategy Implementation		For Council Meeting Agenda of: 18 June 2012	
		Department: Executive	
		Prepared by: Nancy Ousley	
		Initial & Date	
		Approved by Department Head: <u>NKO 6 June 2012</u>	
		Approved by City Attorney: _____	
		Approved by Finance Director: _____	
Proposed Council Action/Motion:		Approved by City Manager: <u>RLK 6/11/2012</u>	
		Exhibits/Attachments: Staff Memo and Progress Report Chart	
Expenditure Required \$	Amount Budgeted 2011-2012 Original Budget \$24,800; with 2012 revision \$29,800	Appropriation Required \$	
<u>INFORMATION/BACKGROUND:</u> The Council adopted the Economic Development Strategy in June 2009. This presentation and discussion will cover implementation activities undertaken since adoption and planned initiatives.			
<u>FISCAL CONSIDERATION:</u>			
<u>COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:</u> Implement the Economic Development Strategy to include metrics to gauge progress is in the top five Council Goals for 2012.			

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City Of Kenmore, Washington

MEMO

Date: June 7, 2012

To: Mayor & City Council

From: Rob Karlinsey, City Manager

Re: Preface to the E.D. Strategy Status Report

We look forward to the Economic Development Strategy status update at the June 18 Study Session. Economic Development is a top priority of the City Council and a strong passion of mine as well.

Nancy Ousley's attached report provides a status update on how the Strategy has progressed since 2009. I am pleased with the leadership and work that Nancy has shown and completed to further Economic Development in the City. The City Council and staff should be commended for their leadership and the progress made in this area.

As you know, I have many thoughts and ideas when it comes to Economic Development, many of which are already discussed in either Nancy's attached report, the Strategy, or both. There is so much economic potential here, and I am excited to be a part of turning that potential into reality. The job for Nancy and me is to lead, focus, and deliver on the various ideas and initiatives as directed by the City Council.

Nancy and I have had some productive discussions on the topic of Economic Development, and we believe now is a great time to bring Economic Development to the next level and make significant progress in advancing the Strategy. Here are some of our thoughts along those lines:

Doing What We Do Best. More than anything, the City can advance Economic Development simply by doing what we do best, which is:

- 1) Building public infrastructure (roads, parks, and utilities);
- 2) Providing high quality basic municipal services; and
- 3) Keeping our financial house in order (and thereby doing our part to keep costs down for taxpayers and businesses).

High quality maintenance of our roads and landscaping ranks high among basic municipal services, as do a well-run police department, customer-oriented permit services, and user-friendly land use codes.

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Strategic Investment Area (SIA). Focus on the Downtown Strategic Investment Area as identified in the 2003 Downtown Plan. Kenmore Village is located in one of the four downtown quadrants of the SIA. As the City's work and investment for the Kenmore Village property comes to fruition, we need to direct our attention and resources to the other three quadrants as well.

All of the quadrants have great potential, but the two southern quadrants in particular have significant possibilities given that they contain two of our biggest assets—1) Lake Washington waterfront and 2) the Burke Gilman Trail. Our economic development ideas for these quadrants can be summed up as “Setting the Table” which includes the following:

- Regional Business Zone Amendments and Other Land Use Actions (e.g., Planned Action Ordinance, Development Agreements, etc.) that provide incentives for desired development
- Waterfront and Burke Gilman amenities and complimentary uses/businesses
- Infrastructure—new and/or improved roads in particular
- Public Landscaping and Maintenance Improvements
- Waterfront and Trailfront Parks and Public Access to the Water
- Protection and Promotion of the Shoreline and Wetlands/Critical Areas

In addition to the focus on the SIA, our City-wide Economic Development Efforts should zero in on helping existing local businesses succeed and attracting new businesses where it makes sense. Ideas along these lines include the following:

Image Improvement Campaign. Telling Kenmore's Story and thereby improving our image is one of the main components of our economic development efforts. There are several key pillars to improving our image, chief among which are our marketing materials; web page and social media; wayfinding/banners; beautification and landscape maintenance; public safety; and customer service at the City Hall counter (see “Doing What We Do Best” discussion above). Nancy has the lead on a comprehensive marketing strategy that we will discuss with you on June 18 and will tie into the 2013 budget discussions. Creating a web page that sets the City apart will also be part of the 2013-2014 budget dialogue this fall.

Technology & Access to Information. Part of making ourselves attractive to the business community is making information about the City easily accessible to local businesses, brokers, realtors, developers, potential employers, etc. The City's web page was mentioned in the previous paragraph regarding improving the City's image; the web page also needs to be a powerful and user-friendly tool for accessing information about land use, properties, demographics, incentives for development, local schools, and much more. This information piece of the puzzle is a main pillar of what is often referred to as “Economic Gardening.”

Environmental Stewardship. Our beautiful shoreline, rivers, and wetlands should be viewed as assets in our economic tool belt, not barriers. We can further protect and promote our shoreline and critical areas by enlisting volunteers and groups to help restore and provide educational opportunities for our amazing natural resources right here in the City.

Environmental stewardship and breath-taking natural resources in an urban setting could be something Kenmore could become known for (or even more so).

For example, Kenmore is known for its herons. We could work to further protect heron habitat and facilitate the creation of a heron observation and education facility. Developing such a program would provide another reason for people to come to Kenmore, creating a win-win for the environment and the economy.

Filling the Chamber Void. From what I can tell, the City is in virtual no-man's land when it comes to having a functioning Chamber of Commerce or a local business association. In a limited fashion, the City can help fill this void by continuing the open houses that it started in 2011, facilitating educational/business improvement classes and workshops as begun a few months ago; providing a business newsletter (electronic, hard copy, or both); producing a business directory, and offering ribbon-cutting events for new businesses.

While it has been tried before, we should also explore the possibility of a local business association forming here in the City. We have recently learned that a Kenmore business group within the Bothell Chamber membership has formed, and we will meet with them and support their formation and efforts.

Primary Employer Attraction & Retention. Identifying and growing existing business clusters and local home-grown talent are key to keeping and attracting primary jobs in Kenmore. Nancy's report and the Strategy talk about facilitating clusters in the City, including a natural health cluster. We should zero in on one or two clusters (or potential clusters). We should meet with business owners in these clusters and ask them what their needs are, what's giving them heartburn; what added businesses (suppliers, for example) would be complimentary to their success, etc.

Accessing economic development tools at the State are also worth pursuing, including the Innovation Partnership Zone (IPZ) and Tax Increment Financing (TIF, aka "LIFT") programs. The next opportunity to apply for IPZ designation is September 2013. We can discuss the benefits of the IPZ and TIF programs, as well as how they will be used in Kenmore, at a later date.

Recruitment of Targeted Businesses. As Nancy mentions in her report, we will target the recruitment of key businesses, including a small specialty grocer and selected restaurant chains. Connecting with specialized commercial brokers and contacting wholesalers will be important in our recruitment efforts. The City is also in need of a hotel, and we will work to recruit one.

In summary, we have a bright economic future ahead of us. The City's current Economic Development Strategy, financial position, excellent staff, visionary and supportive City Council, engaged community, natural resources, existing businesses, and our strategic location position us well for economic success. We are excited to move the Economic Development Strategy forward, and we all have the ideas, leadership, and energy to do so.

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City Of Kenmore, Washington

MEMORANDUM

6 June 2012

TO: Rob Karlinsey, City Manager

FR: Nancy Ousley, Assistant City Manager

RE: Economic Development Strategy Implementation Status

Background

The Council unanimously adopted the Economic Development Strategy in June, 2009. This five-year action plan emphasized specific tasks to implement the strategy and identified short-term, high impact priorities, in order to focus limited resources. The Strategy and background analysis was prepared by Berk and Associates, working with City staff and an Advisory Group that was chaired by (current) Deputy Mayor Bob Hensel. There was substantial community interest in the project, which featured a well-attended Community Open House.

The Council's 2012 Goals lists Implementing the Economic Development Plan as the top priority, now that a new City Manager has been hired. This is an opportune time to review the progress toward implementing the Strategy, recognizing that it was approved in the early months of what is known as the Great Recession, which had broad effects on business and residential development, employment, and public budgets. With new City leadership, new opportunities for pursuing downtown development and an upcoming biennial budget discussion, we have the chance to focus our effort and invest resources. Even though the plan horizon was five years, we submit that the direction remains very sound and requires long term, organization-wide attention.

We look forward to providing twice yearly progress reports, and will take time between reports for brief updates and consultations with the Council. The attached progress chart provides detailed information on implementation progress, along with the following summary.

Identified Priority Actions and Activities to Date

Marketing and Promoting Image: Establishing Kenmore's image and marketing is the priority out of the gate, and we recommend committing resources to support a proper level of effort for this foundational and necessarily long term activity. We share the Council's interest in retooling the

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City's website and understand the importance of a highly functioning website and social media in marketing the City. The Wayfinding and Banner project is being implemented over the next several years, and will make a distinctive statement to people traveling to or through Kenmore. Following on an interim informational folio that was produced in 2010, we are moving forward with an updated piece and coherent messaging that will be consistently communicated. Staff will propose a comprehensive marketing strategy for the biennial budget.

Other activities contribute to the City's marketability, such the appearance of City streets and parks as well as promoting Historic Preservation, particularly for Mid-Century development. Staff worked with King County and the State Department of Archaeology and Historic Preservation to complete a survey of historic resources which focused on Mid Century resources, a growing area of historic interest and investment.

Supporting Existing Businesses and Pursue Opportunities to Expand Employment: The 2009 Strategy noted that only 3% of Kenmore workers are employed in Kenmore. Increasing the number of jobs in Kenmore will create more opportunity for retail businesses and activate downtown areas. In supporting existing businesses, we are hampered in our ability to know who's here or to contact businesses because there is no business registration. In 2011, we hosted two Business Open Houses and gauged the interest in a Kenmore Business Registration. Most respondents were interested, particularly if the City produced a Kenmore Business Directory. The Administration is prepared to bring a Business Registration proposal to the Council later this year. The proposal will include a discussion on how the businesses will directly and indirectly benefit from a registration program.

Very important progress was made in 2010 and 2011 in the City's interface with businesses and people interested in development investment in the City. Revamping the development review process and streamlining the development regulations represent major advances in making the development process more user-friendly. The upcoming review of the City's Commercial Zones will be key in enhancing the development capacity for employment and will set the stage for completing Transit Oriented Development areas.

We will continue to pursue business development that builds on Kenmore's assets, such as a health/wellness related cluster, outdoor recreation, and seaplane/marine services. The Administration also prioritizes attracting hotel, restaurant, specialty food store, and more professional office capacity.

Downtown Development: The City has opportunity and flexibility in pursuing development of the Kenmore Village property, and discussions with the Council begin this month on the next steps. It's important to note that since the 2009 Strategy adoption, the public investment on NE 181st Street is striking and functional. The City also stepped up to retain the US Post Office in downtown Kenmore.

Advancing the Community's Connection to the Waterfront: The City's most emphatic asset is hard to access. That being said, we believe it is important to keep our attention on and work toward this important goal. The Parks Plan update and a proposed urban design and planning initiative to

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connect downtown to Lake Washington will be discussed in the next biennial budget. The City's efforts to get federal funding for the Kenmore Navigation Channel will benefit future development.

Metrics for Measuring Progress

The 2009 Strategy outlines some potential performance indicators, such as trends in residential and commercial property values, positive media stories, employment per capita, and customer satisfaction related to the permit process. Regular reports on development activity statistics will be provided, and the Executive will propose specific metrics that reflect general Economic Health of the community.

Attachment



**ECONOMIC DEVELOPMENT STRATEGY
PROGRESS REPORT
June 18, 2012**

ECONOMIC DEVELOPMENT STRATEGY PROGRESS REPORT JUNE 2012

GOAL I: ESTABLISH KENMORE'S IMAGE BY PROMOTING ITS GOAL I HIGH QUALITY OF LIFE AND MANY ASSETS

Strategies

A. Engage Kenmore residents through ongoing community outreach around economic development goals and key initiatives, such as the redevelopment of Downtown (S-T)

B. Launch a community marketing campaign to raise Kenmore's profile in the region (S-T) *

B1. Develop interim print materials to promote Kenmore generally and specific development opportunities and update the City's website with economic development material

B2. Engage a community marketing expert to develop Kenmore's brand and a supporting campaign *

B3. Once a brand is established, review and revise existing City materials and website to ensure consistency with the brand

B4. Ensure City and community partners communicate similar messages that build on this core identity

B5. Be engaged in regional conversations and partnerships

C. Strengthen and promote Kenmore's community events, such as summer concerts at Saint Edward State Park S-T)

C1. Use activities and events to highlight the river, trail, and waterfront.

Status

(* This was identified as a Recommended Short-Term Priority)

- Proposals being developed for 2012

- Major features depend on available funding
- Other City initiatives contribute to positive profile, such as parks/street maintenance levels and Historic Preservation program

- Published Economic Development Folio, Q1 2010

- Contract in place with Frause for follow up marketing material and message development (proposed)

- Website enhancements planned

- enterpriseSeattle; Prosperity Partnership

- Community activities continue, including Summer Concerts

ECONOMIC DEVELOPMENT STRATEGY PROGRESS REPORT JUNE 2012

D. Support efforts to improve, maintain, and expand parks and open spaces, recognizing them as important economic vitality asset (Ongoing)

Parks, Recreation and Open Space Plan scheduled for update; park improvements made to Rhododendron Park,

GOAL II: SUPPORT EXISTING BUSINESSES AND PURSUE OPPORTUNITIES TO EXPAND EMPLOYMENT

Strategies

Status

(* This was identified as a Recommended Short-Term Priority)

A. Maintain a culture supportive of economic development among all members of the City organization (Ongoing)

A1. Establish annual conversations with elected officials about the importance of economic development and the City's short- and long-term plans and aspirations

- Instituting regular reports to Council
- Need to restate/remind about adopted strategy

A2. Engage in annual conversations with all City staff about economic development, highlighting the contributions each can make in his or her position. Emphasize the importance of customer service and communicating that the City welcomes desirable investment and seeks to play a facilitative role

- Underway—examples include revamped development review process, streamlined development regulations, upcoming review of downtown commercial zones

A3. Appoint a single point of contact for businesses wishing to interact with the City

- Completed

B. Focus the City's economic development efforts on independent, community scale retailers and employers, with a particular emphasis on the outdoor recreation, clean-tech, and health care sectors (Ongoing)

- Reconsidering this mix, but focusing on health/wellness related businesses that desire adjacency to Bastyr and associated services such as hotel, restaurants, specialty grocer

B1. Pursue training or other opportunities for staff to learn more about these sectors' needs and preferences for facilities, adjacencies, and location

- Consulting with enterpriseSeattle, attending Washington Biotech and Biomedical Association events (Bastyr has joined WBBA)

GOAL II: SUPPORT EXISTING BUSINESSES AND PURSUE OPPORTUNITIES TO EXPAND EMPLOYMENT

Strategies

Strategies	Status (* This was identified as a Recommended Short-Term Priority)
B2. Use community marketing efforts and the City's website to project a community image that attracts entrepreneurs and businesses in the City's targeted sectors *	Planned for 2012 launch
B3. Target related professional organizations for membership and participation, including the Washington Clean Tech Alliance, Green Business Forums, and health care groups	See B1
B4. Engage school leadership in dialogue and identify ways to leverage the area's educational institutions, including Bastyr, UW Bothell, Cascadia Community College, and the Northshore School District *	- Bastyr University Master Plan adopted Dec 2009, signals new era of partnership and joint initiatives - Commercialization prospects/enterpriseSeattle - Presence downtown for Bastyr, possible business incubator tied to UWB and Bastyr
B5. Explore opportunities to attract businesses that would benefit from the presence of Kenmore Air's maintenance facility and passenger base	- City support for Bond financing - Made contacts for potential investment connections
B6. Consider recruiting a micro-brewery or wine maker that would benefit from proximity to similar operations in Woodinville, the Burke-Gilman trail, and the annual Brewers Festival in Saint Edward State Park	- Ongoing contact with Washington Beer Commission and their members to promote Kenmore; City participation at Brewfest opening ceremonies 2010, 2011 192 Brewhouse opens in downtown Kenmore 2012
C. Promote a business and development climate that supports desired economic growth (S-T)*	
C1. Audit regulations, zoning, fees, and processes to ensure that they are consistent with the Comprehensive Plan and Downtown Plan, supportive of investment in the City's target sectors	Completed, 2010-2011

GOAL II: SUPPORT EXISTING BUSINESSES AND PURSUE OPPORTUNITIES TO EXPAND EMPLOYMENT

Strategies

according to current business practices, and competitive relative to neighboring communities

C2. Explore opportunities to promote development in areas targeted for investment by using tools and incentives, such as a planned action environmental review or transfer of development rights

C3. Consider additional incentives to encourage private investment in streetscape and open space amenities and a built environment in line with the community vision

C4. When considering policies or processes that could affect the business/development community or climate, solicit input from the private sector and communicate changes once made

C5. Provide early and frequent opportunities for developers and business and property owners to discuss potential development projects with City staff *

C5a. Communicate the community's support for development that is aligned with the Comprehensive Plan and current development regulations

C5b. Provide predictable and consistent information about the City's development regulations

C5c. Answer questions and facilitate development in a collaborative fashion

Status

(* This was identified as a Recommended Short-Term Priority)

- Considering incentives as part of commercial zoning review

- Example: Residential sprinkler ordinance development included industry consultation

- Development Review Team and development review process overhaul features early opportunities for discussing projects with entire City team

- Streamlined Development Regulations approved 2011

- Collaborative, problem-solving approach is featured in Development Review Team discussions

GOAL II: SUPPORT EXISTING BUSINESSES AND PURSUE OPPORTUNITIES TO EXPAND EMPLOYMENT

Strategies

- C6. Establish a survey to solicit feedback on the City's permitting process, using the results to make improvements and capture positive comments for use in promotional materials
- C7. Enhance the City's website with additional economic development content
- D. **Work to retain the City's existing independent businesses by understanding and responding to their issues (S-T/M-T)**
- D1. Better understand and track the makeup of the City's commercial sectors by establishing a business registration requirement with a modest fee
- D2. Meet regularly with the City's larger employers through direct outreach or collective and interactive forums such as a regular business breakfast
- D3. Explore the needs of Kenmore's home-based businesses and determine what the City can do to support them
- D4. Explore opportunities to support local small businesses in partnership with the UW Bothell Business Development Center *
- D5. Following the completion of Kenmore Village, assess business owner interest in a Downtown business association that the City

Status

(* This was identified as a Recommended Short-Term Priority)

- Completed, 2010-2011, with positive responses
- More effort needed, is an immediate priority
- Staff asked opinions of business owners on business registration proposal
- Proposal planned for Council consideration 2012
- Business Open Houses, 2011
- Informal Contacts ongoing
- Partner in King County Executive Small Business Awards Program
- Outreach to home-based businesses at Business Open Houses
- Free Business Planning Seminar provided by UWB Entrepreneurship Center February 2012

GOAL II: SUPPORT EXISTING BUSINESSES AND PURSUE OPPORTUNITIES TO EXPAND EMPLOYMENT

Strategies

could support with meeting space and technical assistance

E. Support the growth of a health-related cluster (M-T)

E1. Strengthen the connection between the City and Bastyr University through event co-sponsorship and other opportunities for partnership*

E2. Recruit health-related businesses that would benefit from the presence of Bastyr, nursing programs at UW Bothell and Cascadia Community College, local medical/dental practitioners, and proximity to one another *

E3. Target health and fitness businesses such as outdoor gear rental shops that would benefit from the waterfront, the Burke-Gilman Trail, and vehicular traffic along SR 522

F. Maintain the opportunity for longer-term office based employment (Ongoing)

F1. Track capacity for office development and be prepared to market opportunities as they arise

Status

(* This was identified as a Recommended Short-Term Priority)

Unanimous approval of Bastyr Master Plan Dec 2009; partnerships on recreational fields, incubator project, business attraction and marketing. International Town & Gown Association National Conference presentation 2010	
Ongoing effort	
- Development Capacity Report, 2010 - Informal meetings with office developers continue	

GOAL III: CREATE A MULTI-USE, VIBRANT, AND WALKABLE DOWNTOWN

Strategies

Strategies	Status (* This was identified as a Recommended Short-Term Priority)
A. Prepare for and build off of Kenmore Village, City Hall, the library, and other existing or planned Downtown projects and improvements (S-T) * A1. Create folios describing the projects with photos or renderings that can be passed out at regional events to promote and generate interest in the City *	• Interim folio completed, 2010 • Development Capacity information sheets will be produced in 2012, and updated as needed following Commercial Zone Review
B. Develop NE 181st Street as a unifying feature of a pedestrian-oriented Downtown (M-T) B1. Consider renaming 181st to help establish an identity for the Downtown	
B2. Invest in streetscape and sidewalk improvements and amenities*	• Completed sidewalk and streetscape improvements on NE 181st and 68th NE. Banners and wayfinding signs will be located in the vicinity.
B3. Create a multi-use "gathering place" at the new City Hall	• Completed, City Hall Plaza furniture under review
B4. Create strong walking connections to adjacent neighborhood and the waterfront	
C. Encourage additional residential development in the Downtown to increase activity and attract daily goods shops, services, and restaurants (M-T/L-T) C1. Promote residential development opportunities in Kenmore	• Ongoing Meetings with residential developers

GOAL III: CREATE A MULTI-USE, VIBRANT, AND WALKABLE DOWNTOWN

Strategies

Status (* This was identified as a Recommended Short-Term Priority)	
C2. Use design standards to ensure high quality and attractive development in line with the community vision for Downtown	• Downtown Design Standards provide guidance and flexibility for development projects
D. Capture pass-through traffic on SR 522 and the Burke-Gilman Trail by creating strong connections to the Downtown (M-T/L-T)	
D1. Create a landmark gateway to Kenmore at the intersection of SR 522 and 68th Avenue *	
D2. Improve signage and wayfinding to capture pass-through vehicular and bicycle traffic *	• Design approved 2011 • Banners to be installed 2012; wayfinding signs

GOAL IV: ADVANCE THE COMMUNITY'S CONNECTION TO THE WATERFRONT

Strategies

Status

(* This was identified as a Recommended Short-Term Priority)

A. Continue to pursue designation as the first King County ferry district demonstration route (S-T)	King County shifted Ferry District funding to other programs; City is actively pursuing federal funding for Kenmore Navigation Channel maintenance dredging
B. Provide leadership in opening up the waterfront (Ongoing) B1. Explore opportunities to open up the waterfront and connect the Downtown to the lake by pursuing grants or financing to fund infrastructure improvement or the purchase of key properties B2. Continue to promote the available development site at LakePointe and work with the owner to encourage attractive redevelopment of the site B2a. Identify key infrastructure improvements that the City could undertake to make the site more attractive for development	• Potential to form committee focused on waterfront
C. Establish improved linkages to the waterfront (Ongoing) C1. Develop pedestrian connections between Downtown and the waterfront C2. Explore options to purchase parcels that are close to but not on the waterfront that could serve to improve linkages	• Worked with property owner on entitlement extension • Permitted site improvements related to SR 520 Project Support and affirmed long term goals for the property • Planned for next biennium • Permit conditions include owner participation in funding an urban design for linking downtown to lakefront—to be considered in 2013-2014 Budget discussions

Recommended Short-Term Priorities

Image

Pursue opportunities to update and energize Kenmore's image among residents and non-residents

- Community marketing
- Landmark gateway and additional signage

Business Climate

Focus on how the City of Kenmore engages with businesses

- City culture and practices supportive of the economic development goals articulated in this document, including a strong customer service orientation
- New tools and incentives to encourage investment

Leverage Existing Assets

Build upon existing businesses, institutions, and strengths and focus on connections to the waterfront

- Independent Kenmore businesses
- Educational institutions, such as Bastyr University, UW Bothell, and Cascadia Community College
- King County Ferry District demonstration route
- Burke-Gilman Trail

Built Environment

Continue to play an active role in guiding the redevelopment of Downtown

- New development should be appropriately scaled and well designed
- Pedestrian orientation and new residents will bolster Downtown commercial vitality
- Build off of City Hall, the Library, and the Northshore Fire District
- Incentives and public investment may continue to be necessary to realize the desired character



Business of the City Council
City of Kenmore, WA

Subject/Topic: Social Media Policy	For Council Meeting Agenda of: Monday, June 18, 2012
	Department: City Manager's Office
	Prepared by: Leslie Harris, Public Information Officer.
Proposed Council Action/Motion: Review Proposed Social Media Policy	Initial & Date Approved by Department Head: <u>NKO 11 Jun 2012</u> Approved by City Attorney: <u>6/11/12 - VIA EMAIL</u> Approved by Finance Director: _____ Approved by City Manager: <u>ROK</u>
	Exhibits/Attachments: Social Media Administrative Policy Social Media External Policy
Expenditure Required \$60/year	Amount Budgeted \$0
Appropriation Required N/A	
<u>INFORMATION/BACKGROUND:</u> Social media sites such as Facebook, Twitter and others have created channels for anyone or any organization, including government, to share information, network, and report on life as it happens. Government agencies now have efficient, cost-effective means to reach citizens directly and encourage instant feedback. The attached proposed City of Kenmore Social Media Administrative Policy and External Policy are provided for your review. The policies were drafted to ensure compliance with other city policies, the Kenmore Municipal Code, and state and federal law. The administrative policy applies to city employees, City Council members, and City Board/Commission members. The external policy applies to visitors of the City's social media sites. The policies have been reviewed by the City Attorney and approved by the City Manager. Next steps: • Review the policy with City Council • City Manager to approve policy • Inform employees about social media policy • Launch the Facebook and Twitter sites on or before June 28 • Refine Facebook/Twitter standards for consistency, formatting, content, frequency of updates, etc.	
<u>FISCAL CONSIDERATION:</u> A minimal amount of funding is needed on a monthly basis for an online service that creates daily backups of the online data for the City's social media sites. The backups will support record retention requirements.	
<u>COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:</u> Use social media as an additional avenue to communicate with the public.	



City of Kenmore, Washington Social Media Administrative Policy

Effective Date:

Approved By:

Name: Rob Karlinsey
Title: City Manager

CHAPTER 1: INTRODUCTION

1.1 Purpose and Responsibilities

- 1.1.1 Social media tools allow the City of Kenmore to share information and facilitate greater community engagement in alignment with Council goals. The City of Kenmore social media policies establish guidelines for City representatives who utilize social media tools for business purposes. The City of Kenmore reserves the right to modify these policies as necessary.
- 1.1.2 Social media use shall comply with applicable City policies, the Kenmore Municipal Code and state and federal law.
- 1.1.3 These policies are in place for all City of Kenmore employees, temporary employees, elected officials, volunteers, contractors, and vendors who use City communications or equipment.
- 1.1.4 It is the responsibility of individual users to read and abide by relevant policies, to maintain accurate and current information on social media sites to represent the City appropriately.
- 1.1.5 Any employee authorized to post items on any of the City social media sites shall review, be familiar with, and comply with the social media site's use policies and terms and conditions.

- 1.1.6 The City Manager may make future amendments to or modifications of these Social Media Policies, as she/he deems necessary or appropriate.

1.2 Definitions

- 1.2.1 “Social media sites” – content created by individuals, using accessible, expandable, and upgradable publishing technologies, through and on the internet. Examples of social media include, but are not limited to, Facebook, Twitter, Blogs, RSS, YouTube, LinkedIn, and Flickr.
- 1.2.2 “City social media sites” – social media sites which the City of Kenmore establishes and maintains, and over which it has control over all postings, except for advertisements or hyperlinks by the social media site’s owners, vendors, or partners. City social media sites shall supplement, and not replace, the City’s required notices and standard methods of communication.
- 1.2.3 “Posts” or “a posting” – information, articles, pictures, videos or any other form of communication posted on a City social media site.

CHAPTER 2: MANAGEMENT OF SOCIAL MEDIA PLATFORMS

2.1 Site Management

- 2.1.1 The City of Kenmore website, www.kenmorewa.gov (or any domain owned by the City), will remain the City’s primary means of internet communication.
- 2.1.2 All City social media sites shall clearly indicate they are maintained by the City of Kenmore and shall have City of Kenmore information prominently displayed.
- 2.1.3 A Comment Policy Notice must be displayed on City social media sites that allow comments and if the profile settings can accommodate the Notice, indicating the discussion is moderated and inappropriate content will be removed.
- 2.1.4 City social media sites proposed for use must be approved by the City Manager prior to activation.
- 2.1.5 City of Kenmore authorized City social media sites are an extension of the City’s information networks and are governed by applicable City policies regarding employee conduct and technology use.
- 2.1.6 The Public Information Officer, as authorized by the City Manager, shall manage the City social media sites to ensure compliance with the City’s business needs, policies and procedures as well as local, state and federal laws.

2.1.7 All authorized users of City social media sites must be approved by the City Manager.

2.1.8 The Public Information Officer will maintain a record of all authorized users, their logins and passwords, and for communicating this information to the Information Systems Administrator as necessary.

2.2: Content

2.2.1 The City social media sites are administered by the City of Kenmore, but the content on the sites are not entirely controlled by the City. The City does not endorse any link or advertisements on its social media sites placed by the site owners or their vendors or partners. The City reserves the right to remove any content from its social media sites at any time.

2.2.2 The official City of Kenmore websites will remain the City's primary and predominant internet presences. City social media sites can augment this presence as a means of disseminating time sensitive information as quickly as possible (i.e. – updates on emergencies) and as a method to market or promote City events or opportunities to an identifiable, appropriate audience.

2.2.3 The Public Information Officer is responsible for regularly posting information, monitoring comments, removing any prohibited content as set for in section 3.3, and saving content required under the Public Records Act as described in Section 3.2.

2.2.4 Any employee authorized to post items on any of the City social media sites shall not express his or her own personal views or concerns through such postings. Instead, postings on any of the City social media sites by an authorized City employee shall only reflect the views of the City.

2.2.5 Postings must contain information that is freely available to the public and not be confidential as defined by any City policy or state or federal law.

2.2.6 The City reserves the right to implement or remove any functionality of its social media sites, when deemed appropriate by the City Manager. This includes, but is not limited to, information, articles, pictures, videos or any other form of communication that is posted on a City social media site.

2.2.7 See also Section 3.3, Limited Public Forum, and Section 3.4, Privacy Rights and Security.

2.3: Records Management

2.3.1 City social media sites are subject to State of Washington public records laws. Any content maintained in a social media format that is related to City business,

including a list of subscribers and posted communication, is a public record. Content related to City business shall be maintained in an accessible format so that it can be produced in response to a request. Wherever possible, such sites shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure. Users shall be notified that public disclosure requests must be directed to the Records Officer.

- 2.3.2 Washington state law and records retention schedules apply to City social media formats and City social media content. Unless otherwise addressed in a specific social media standards document, the department maintaining a site shall preserve records required to be maintained pursuant to a relevant records retention schedule for the required retention period on a City server in a format that preserves the integrity of the original record and is easily accessible.
- 2.3.3 When feasible and practical, content on City social media sites should not be unique to its social media site and will also be available on the City's primary website(s). Whenever possible and reasonable, content posted on City social media sites should contain links directing users to the City of Kenmore's official website(s) and wherever possible and reasonable, all information posted on City social media sites should be first provided on the City's official website and/or in another readily available format, such as a public notice or press release posted at City buildings and/or the newspaper. According to Washington State public records retention requirements, the City is not required to maintain secondary copies of records.
- 2.3.4 Original records may be created when unique information related to City businesses is provided via City social media platforms which is not provided via the City's official website or in another format, and are, therefore, subject to the Public Records Act and records retention requirements. Examples of original records that may be created through use of social media tools include, but are not limited to:
 - a. Account information (user names, passwords, etc.);
 - b. Listings of City social media site 'friends,' 'followers,' 'fans,' etc.;
 - c. Information posted to City social media sites that was not first provided via the City's official website, press release, or other format;
 - d. Comments posted by visitors/users of the City social media site; and/or comments removed from the City social media site by City staff.
- 2.3.5 All City social media content with public records value must be maintained for the minimum required retention period in an easily accessible format that preserves the integrity of the original record to the extent possible. City staff should refer to the most recent versions of the Washington State approved records

retention schedules for applicable records retention requirements. In general, the majority of content provided by the City on social media sites must be retained for at least two years. Various methods may be employed to retain public records created on City social media sites. Options include:

- a. Archiving Software/Service: The City may use software or service designed to capture content from City social media sites for retention and retrieval;
- b. Email: Updates, comments and account change notifications are sent to a City email account created for this purpose and retained as described in this section;
- c. Website Capture: Web capture tools may be used to capture snapshots of City websites in their native format, such as the Washington State Digital Archives website capturing program;
- d. PDF Format: Staff may convert social media pages to PDF format, and the PDF files saved for retention purposes. This option retains the content and formatting (look and feel) of the original webpage.

CHAPTER 3: LEGAL ISSUES

3.1: Open Public Meetings Act

Councilmembers and other officials and appointed volunteers (i.e. members of the Planning Commission and ad hoc appointed citizen advisory committees) shall not comment or otherwise communicate on the City's social media sites. Participating in online discussions may constitute a meeting under the Open Public Meetings Act.

3.2: Public Records Act

See Section 2.3, Records Management.

3.3: Limited Public Forum

- 3.3.1 For all City social media sites that allow posts or comments, those sites are limited public forums, moderated by City of Kenmore staff to ensure content posted outside users is appropriate.
- 3.3.2 The City has an overriding interest and expectation in protecting the information posted on its City social media sites and the content that is attributed to the City and its officials.
- 3.3.3 The following is prohibited content on City social media sites:

- a. Comments not topically related to the particular post being commented upon;
 - b. Posts and comments that promote or advertise commercial services, entities or products except as stipulated in the City marketing plans and determined by the City to be essential to economic development;
 - c. Political statements, including comments that endorse or oppose political candidates or ballot propositions, are prohibited under state law (RCW 42.52.180);
 - d. Post and comments that promote, foster or perpetuate discrimination on the basis of creed, color, age religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
 - e. Posts and comments that include vulgar, offensive, threatening or harassing language, personal attacks, incorrect information or unsupported accusations;
 - f. Obscene or sexual content or links to obscene or sexual content;
 - g. Illegal activity or encouragement of illegal activity;
 - h. Information that may tend to compromise the safety or security of the public or public systems;
 - i. Comments from children under 13 cannot be posted in order to comply with the Children's Online Privacy Protection Act. By posting on a City social media site, users acknowledged that they are at least 13 years old. Those 12 years old or younger may email the City instead;
 - j. Content that violates a legal ownership interest of any other party; or
 - k. Anonymous posts.
- 3.3.4 All information and materials generated by the City of Kenmore and provided on City of Kenmore Social Media sites are the property of the City of Kenmore. The City retains copyright on all text, graphic images and other content that was produced by the City of Kenmore and found on the page. You may print copies of information and material for your own non-commercial use, provided that you retain the copyright symbol or other such proprietary notice intact on any copyrighted materials you copy. Please include a credit line reading: "credit: City of Kenmore Facebook (or Twitter) Page" or "Courtesy of City of Kenmore."
- 3.3.5 Commercial use of text, City logos, photos and other graphics is prohibited without the express written permission of the City of Kenmore. Use of the City logo is prohibited for any non-governmental purpose. Any person reproducing or

redistributing a third party copyright must adhere to the terms and conditions of the third party copyright holder. If you are a copyright holder and you feel that the City of Kenmore did not use an appropriate credit line please notify the Public Information Officer at cityhall@kenmorewa.gov with detailed information about the circumstances, so that the copyright information can be added or the material in question can be removed.

3.4: Privacy Rights and Security

3.4.1 Employees may not post any content involving or related to any of the following:

- a. Items that are involved in litigation or that could be involved in potential litigation;
- b. Defamatory, libelous, combative, offensive, disparaging, demeaning, or threatening materials related to any person or group; or
- c. Personal, private, sensitive or confidential information of any kind. Postings may NOT contain any personal information (i.e. Social Security Numbers, personal phone numbers or email addresses, or home addresses) except for the names of employees whose job duties include being available for contact by the public.

3.5: Comment Policy (Where Comment is Allowed)

- 3.5.1 The City of Kenmore reserves the right to restrict or remove any content that is deemed to be in violation of its Social Media Policies or any applicable law.
- 3.5.2 Prohibited content must be removed immediately and retained as required under the Public Records Act and described in these Social Media Policies.
- 3.5.3 Employees are expressly forbidden to misuse any City social media access privileges in any way that may include, but are not limited to:
 - a. Using social media accounts for unlawful activities, including violations of copyright laws, or for activities that are malicious or have the effect of harassing other users.
 - b. Violating the acceptable use policies of any network to which they connect to the account.
 - c. Misrepresenting the City's programs or policies in their communications.



City of Kenmore, Washington Social Media External Policy

A. Privacy Policy and Disclaimer

Any individual accessing, browsing and using a City of Kenmore Social Media site accepts without limitation or qualification, the City's Social Media Policies (hereafter "Policies"). These terms and conditions apply only to the Social Media sites (defined here as third party hosted online technologies that facilitate social interaction and dialogue, such as Facebook and Twitter) that are managed by the City of Kenmore. The City of Kenmore maintains the right to modify these Policies without notice. Any modification is effective immediately upon posting the modification on the Social Media Policy page unless otherwise stated. Continued use of a City of Kenmore Social Media site following the posting of any modification signifies acceptance of such modification.

All users of a City of Kenmore Social Media site are also subject to the site's own Privacy Policy. The City of Kenmore has no control over a site's privacy policy or their modifications to it. The City of Kenmore also has no control over content, commercial advertisements, or other postings produced by the Social Media site that appear on the City of Kenmore Social Media site as part of the site's environment.

The City of Kenmore operates and maintains its Social Media sites as a public service to provide information about City programs, services, projects, issues, events and activities. The City of Kenmore assumes no liability for any inaccuracies these Social Media sites may contain and does not guarantee that the Social Media sites will be uninterrupted, permanent, or error-free.

B. Posts Policy

Although we encourage posts and comments on City of Kenmore Social Media sites that allow posts, these sites are limited public forums and are moderated by City staff. All posted content (comments, photos, links, etc.) must be related to the topic at hand. The following are prohibited on City of Kenmore Social Media sites:

- Comments not topically related to the particular post being commented upon;
- Posts and comments that promote or advertise commercial services, entities or products except as stipulated in City marketing plans and determined by the City to be essential to economic development;
- Political statements, including comments that endorse or oppose political candidates or ballot propositions, are prohibited under state law (RCW 42.52.180);

- Posts and comments that promote, foster or perpetuate discrimination on the basis of creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
- Posts and comments that include vulgar, offensive, threatening or harassing language, personal attacks, incorrect information or unsupported accusations;
- Obscene or sexual content or links to obscene or sexual content;
- Illegal activity or encouragement of illegal activity;
- Information that may tend to compromise the safety or security of the public or public systems;
- Comments from children under 13 cannot be posted in order to comply with the Children's Online Privacy Protection Act. By posting on a City social media site, users acknowledge that they are at least 13 years old. Those 12 years old or younger may e-mail the City instead;
- Content that violates a legal ownership interest of any other party; or
- Anonymous posts.

The City of Kenmore reserves the right to remove posted content that does not comply with these Policies. All posts and comments uploaded to City of Kenmore Social Media sites that allow posts will be periodically reviewed. All posts and comments are public records subject to public disclosure under the Public Records Act.

Communications made through City of Kenmore Social Media sites in no way constitute a legal or official notice or comment to the City of Kenmore. (For example, a post or comment that asks for public records will not be considered a public records request under RCW 42.56.) To comment about a specific city project or program, please contact the appropriate department.

C. Links Policy

1. Links to other Social Media Sites and External Websites Provided on City of Kenmore Social Media Sites

The City of Kenmore may select links to other Social Media sites and outside websites that offer helpful resources for users. Once an individual links to another page or site, the City's Policies no longer apply and you become subject to the policies of that page or site. The City of Kenmore's Social Media sites are intended specifically to share information about City programs, events and services. The City of Kenmore is not responsible for the content that appears on these outside links and provides these links as a convenience only. Users should be aware that these external pages and sites and the information found on those pages and sites are not controlled by, provided by or endorsed by the City of Kenmore. The City reserves the right to delete links posted by outside individuals that violate the City's Posts Policy at any time without notice.

2. Links by Other Entities to City of Kenmore Social Media Sites

It is not necessary to get advance permission to link to City of Kenmore Social Media sites; however, entities and individuals linking to City of Kenmore Social Media sites may not capture any of the City's Social Media sites within frames, present City of Kenmore content as their own or otherwise misrepresent any of the City's Social Media site content. Furthermore, they shall not misinform users about the origin or ownership of City of Kenmore Social Media site content.

Links to City of Kenmore Social Media sites should not in any way suggest that the City of Kenmore has any relationship or affiliation with that organization or that the City endorses, sponsors or recommends the information, products or services of that site.

D. Copyright Policy

All information and materials generated by the City of Kenmore and provided on City of Kenmore Social Media sites are the property of the City of Kenmore. The City retains copyright on all text, graphic images and other content that was produced by the City of Kenmore and found on the page. You may print copies of information and material for your own non-commercial use, provided that you retain the copyright symbol or other such proprietary notice intact on any copyrighted materials you copy. Please include a credit line reading: "credit: City of Kenmore Facebook (or Twitter) Page" or "Courtesy of City of Kenmore."

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E. Contact Us

If you have any questions or concerns about the City of Kenmore Social Media Policy or its implementation, or if you find incorrect information or are interested in seeking permissions that fall outside of the guidelines above, please contact the City's Public Information Officer.