



City of Kenmore
City Council Special Meeting
Agenda
Monday, February 23, 2026
6:00 PM

ZOOM - LINK: <https://kenmorewa-gov.zoom.us/j/89867187325>

Password: 022326

Telephone: Dial US: +1 253 215 8782

Webinar ID:898 6718 7325

SIGN UP FOR VIRTUAL PUBLIC COMMENT HERE: kenmorewa.gov/virtualpubliccomment

REQUEST AN ACCOMMODATION HERE: kenmorewa.gov/accommodation

If you have technical difficulties accessing the meeting virtually, please contact clerks@kenmorewa.gov.
Technical Difficulties – If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

1. CALL SPECIAL MEETING TO ORDER - 6:00 PM

2. ROLL CALL

3. LAND ACKNOWLEDGEMENT

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

4. FLAG SALUTE

5. PROCLAMATION

- A) Women's History Month, to be received by Marella Alejandrino, Kenmore Heritage Society President
1. Proclamation Women's History Month - March 2026

6. WHERE'S THE FUN?

7. PUBLIC COMMENTS

Welcome to the Council's meeting. Please address your comments to the Mayor and Council. You'll have three minutes to speak. If there are more than 20 speakers, time will be reduced to two minutes per speaker. The Clerk will call your name when it's your turn. The Presiding Officer may choose to alternate between in-person and online comments. Please state your name and city of residence and keep within the allotted time. To make every person feel welcome and safe here, please refrain from booing, clapping, heckling, yelling, or other interruptions. Please note: Under Washington State law (RCW 42.17A.555), public comment time may not be used to support or oppose candidates or ballot measures. Thank you for keeping remarks focused on City business. The meeting is recorded for transparency. Thank you for being here, and for sharing your input respectfully.

- A) **VIRTUAL PUBLIC COMMENT PRE-REGISTRATION:** To provide public comments virtually, please fill out the [Virtual Public Comment Request Form](#) in advance of the meeting. The form opens Tuesdays at 12:00 Noon and closes Mondays at 12:00 Noon. You will be confirmed by the City Clerk's Office. If you are having difficulty, please reach out to the City Clerk's Office at clerks@kenmorewa.gov.

8. CONSENT AGENDA

- A) Approve the following Voucher Certification and Approval:
- Total Check #s 57689 through 57761 totaling \$601,716.64
 - Total Payroll/Taxes/Flexible Spending/Retirement & Health Savings Account Electronic Deposits Dated 01/23/2026 in the amount totaling \$320,738.87
 - Total EFT Payment #s 1944 through 1948 total \$15,595.30

1. Voucher Certification & Approval 01-17-2026 through 01-30-2026

9. PRESENTATION

- A) Introduce new staff:
- Shelby Ball, Building Inspector and Plans Examiner, introduced by Development Services Director Samantha Loyuk
 - Tshilaba Verite, Sr. Budget & Fiscal Analyst, introduced by Finance & Administration Director Melinda Merrell
 - Michelle Kang, Interim Assistant to the City Manager, introduced by City Manager Teri Killgore

10. STUDY SESSION AGENDA

- A)
1. Forecast Update and Discussion, presented by City Manager Teri Killgore and Finance & Administration Director Melinda Merrell, *for discussion and direction*
 2. Discussion of Potential Revenue Measure Options, presented by City Manager Teri Killgore and Finance & Administration Director Melinda Merrell, *for discussion and direction*

1. Presentation (added Feb 24)

11. STAFF REPORTS

12. COUNCILMEMBER REPORTS & COMMENTS

13. EXECUTIVE SESSION

- A) Confidential Session of the Council – Pursuant to RCW 42.30.110(1)(b), the City Council will now enter an executive session to consider the acquisition of real estate. This executive session is slated to last approximately 15 minutes. No final action is expected.

14. ADJOURNMENT

UPCOMING MEETING SCHEDULE:

- A) Monday, March 9, 2026 7:00 PM – City Council Regular Meeting
Monday, March 16, 2026 7:00 PM – City Council Regular Meeting
Saturday, March 21, 2026-Sunday, March 22, 2026 – City Council Retreat (Offsite)

NOTICE OF POTENTIAL QUORUMS

- A) [Click here for information about Potential Quorums of the City Council](#). Now found on the City website under City Council Meetings.

City of Kenmore, Washington Proclamation

WHEREAS, throughout history, women of all races and backgrounds have played a vital and significant role in shaping the course of our country and our world, despite facing barriers and discrimination based on their gender, sexual orientation, race, and ethnicity; and

WHEREAS, women have made innumerable contributions to every aspect of society, from the arts and sciences to politics and activism, and have worked tirelessly to improve the lives of others; and

WHEREAS, despite these countless contributions, the role of women in history has too often been overlooked and undervalued; and

WHEREAS, women have been leaders in every major social and political movement in our country, including the suffrage movement, the civil rights movement, the labor movement, the LGBTQIA+ rights movement, and the environmental movement, among others; and

WHEREAS, Women’s History Month serves as an opportunity to educate and inspire future generations about the vital role of women in history and to encourage the continued pursuit of gender equality and empowerment.

WHEREAS, The City makes this proclamation to honor the achievements and contributions of women from all walks of life, and to recognize the ongoing struggle for gender and racial equality. We celebrate the legacy of women who have paved the way for progress, and we stand with women today as we work to create a more just and equitable society for all.

NOW THEREFORE, I, Nigel Herbig, Mayor of the City of Kenmore, on behalf of the City Council, do hereby proclaim **March** to be **Women’s History Month** throughout the City of Kenmore.

IN WITNESS WHEREOF, signed this 23rd day of February 2026.

Signed: _____ Attested: _____
Nigel Herbig, Mayor Scott Passey, City Clerk



Voucher Certification & Approval

City of Kenmore

DATE RANGE: 01/17/2026 through 01/30/2026

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Kenmore and that I am authorized to authenticate and certify to said claim. The following checks and electronic payments are approved for payment:

Total EFT Payments: # 1944-1948	15,595.30
Total Checks: # 57689 through 57761	601,716.64
Total Payroll EFT & Bank Drafts: Payroll/Taxes/FSA/HSA/Retirement: Dated 01/23/2026	320,738.87
Total Wire Transfers:	None

Teri P. Killgore Feb 3, 2026
 Teri Killgore (Feb 3, 2026 09:47:48 PST)
 City Manager / Date

Melinda Marrell Feb 3, 2026
 Finance Director / Date

Vendor Name	Payment Number	Payment Date	Description (Item)	Amount
U.S. BANK PURCHASE CARDS	1944-1948	01/30/2026	Training, Computer Hardware & Software, Subscriptions, Memberships, Supplies, Small Equipment, Conferences, Council Retreat	15,595.30
AWC EMPLOYEE BENEFIT TRUST/VIMLY	57689	01/23/2026	Employee Health Insurance	116,606.22
VOID	57690	01/23/2026	VOID	-
VOID	57691	01/23/2026	VOID	-
CITY OF KENMORE	57692	01/23/2026	Wages Overpayment Reimbursement	100.00
DEPARTMENT OF LABOR AND INDUSTRIES	57693	01/23/2026	City of Kenmore	6,221.90
VOID	57694	01/23/2026	VOID	-
VOID	57695	01/23/2026	VOID	-
ESD - LTC	57696	01/23/2026	Long Term Care Fund	2,541.44
VOID	57697	01/23/2026	VOID	-
ESD - PFML	57698	01/23/2026	Paid Family & Medical Leave	6,510.32
VOID	57699	01/23/2026	VOID	-
VOID	57700	01/23/2026	VOID	-
NATIONAL LIFE INSURANCE CO.	57701	01/23/2026	Life Insurance	37.50
AFRICANS ON THE EASTSIDE	57702	01/30/2026	Q4 2025 Bridging the Gap for Food Security	750.00
ALPHAGRAPHICS	57703	01/30/2026	Business Cards CC, DS, Police & Council	343.33
AM TEST, INC	57704	01/30/2026	Swamp Creek TMDL A25L0545-01 Through -08	240.00
ARMSTRONG SERVICES	57705	01/30/2026	Jan 2026 Janitorial Svcs Hangar, PW Office & CH	9,919.17
AURORA RENTS	57706	01/30/2026	Saw Rental SR 26368 Asph Repair 64th Ave/185th	310.15
BCN TELECOM, INC.	57707	01/30/2026	Jan-Feb 2026 Phones CH	1,071.43
BULGER SAFE & LOCK, INC.	57708	01/30/2026	Locks Parks	1,057.96
CANON FINANCIAL SERVICES, INC.	57709	01/30/2026	Jan 2026 Copier Rental 2nd Floor	266.56
CASCADE PEST CONTROL	57710	01/30/2026	Jan 2026 Pest Control Rhododendron Park	176.04

Vendor Name	Payment Number	Payment Date	Description (Item)	Amount
CITY OF LAKE FOREST PARK	57711	01/30/2026	2026 NEMCo Annual Dues	87,216.00
CIVICPLUS LLC	57712	01/30/2026	2025-26 Subsrt Agenda Mgmt 24-C3088	13,153.13
DAILY JOURNAL OF COMMERCE	57713	01/30/2026	Ad for Bid No 25-C3201	825.00
DTG RECYCLE	57714	01/30/2026	Mulch for CH, Hangar, Parks & Ti-Awh_Ah-Dees Mitigation 24-C3074	10,138.50
ELYON MAINTENANCE, INC.	57715	01/30/2026	SR 522 Landscape Svcs & Mitigation Mgmt - Landscape Maint 25-C3100	23,190.57
ESD - UI TAX ADMINISTRATION	57716	01/30/2026	Q4 2025 UI Tax Billing Reimbursable Employer	8,005.94
FAMILIES OF COLOR SEATTLE	57717	01/30/2026	Q4 2025 Peer-led Parent Groups for BIPOC Families	1,305.00
FERGUSON WATERWORKS #3156	57718	01/30/2026	Materials SW	63.13
FUELCARE	57719	01/30/2026	Generator Service CH	2,704.39
GRAINGER	57720	01/30/2026	Striping Paint CH	190.82
H.D. FOWLER COMPANY	57721	01/30/2026	Materials SW	273.11
HEIDELBERG MATERIALS	57722	01/30/2026	Materials SW WO 18341 & 18342 - CB Repair & Asphalt for SR 26368 - 185/64th	521.64
HESTON PHOTOGRAPHY	57723	01/30/2026	2026 Council Photos	580.70
HILLIS CLARK MARTIN & PETERSON P.S.	57724	01/30/2026	Dec 2025 Lakepointe Legal Services	517.50
HONEY BUCKET	57725	01/30/2026	Jan 2026 Honey Bucket PW Yard	167.75
HORIZON DISTRIBUTORS INC	57726	01/30/2026	Irrigation Supplies Parks	691.39
INSLEE, BEST, DOEZIE & RYDER, P.S.	57727	01/30/2026	Dec 2025 Legal Services Client No. 359830	19,794.47
JAYMARC AV	57728	01/30/2026	A/V Maint Hangar	415.00
KIMLEY HORN AND ASSOCIATES, INC.	57729	01/30/2026	Nov-Dec 2025 Professiona Svcs 25-C3134	2,760.00
KPFF CONSULTING ENGINEERS	57730	01/30/2026	Dec 2025 Professional Svcs 22-C2862	68,287.05
MELANIE O'CAIN	57731	01/30/2026	Travel Advance Request 2026 Seaside Prize Conf.	221.00
MORGAN STANLEY CAPITAL MANAGEMENT LLC	57732	01/30/2026	Jul-Dec 2025 Consulting Fee	5,000.00
NAMI EASTSIDE	57733	01/30/2026	Q4 2025 Youth Mental Health Programs	1,250.00
NAMI EASTSIDE	57734	01/30/2026	Q4 Comm Mental Health Ed & Supp Prog 25-C3121	1,250.00
NANCY OBERG	57735	01/30/2026	ROW Aquisition	8,500.00
NATHAN LOUTSIS	57736	01/30/2026	Travel Advance Request 2026 Seaside Prize Conf.	221.00
NORTHSHORE SCHOOLS FOUNDATION	57737	01/30/2026	Q4 2025 Northshore Schools Foundation	1,250.00
NORTHSHORE UTILITY DIST	57738	01/30/2026	Fleet Fuel & Maintenance	8,002.25
NORTHWEST ARBORICULTURE LLC	57739	01/30/2026	Hazard Tree Removal Linwood Park	7,553.22
O'REILLY/FIRST CALL	57740	01/30/2026	Fleet Supplies Parks	34.68
OSBORN CONSULTING INC.	57741	01/30/2026	Dec 2025 Critical Area Ord Update 23-C2994	1,964.88
OTTO ROSENAU & ASSOCIATES, INC	57742	01/30/2026	Dec 2025 Concrete Inspection PWOC	1,543.25
PACE ENGINEERS, INC.	57743	01/30/2026	Dec 2025 Professional Svcs 25-C3184	2,747.00
PARAMETRIX INC	57744	01/30/2026	Nov-Dec 2025 Professional Svcs 24-C3075	7,226.76
PSR MECHANICAL, LLC	57745	01/30/2026	HVAC Maintenance CH	1,025.79
PUGET SOUND ENERGY	57746	01/30/2026	Dec 2025- Jan 2026 Gas & Electricity	7,146.50
PUGET SOUND FINANCE OFFICERS ASSOC	57747	01/30/2026	2026 PSFOA Membership Renewal	75.00
SCENIC 365 LLC	57748	01/30/2026	Ad Port of Sea Marketing Campaign (Proj 4)	1,595.00
SENTINEL OFFENDER SERVICES, LLC	57749	01/30/2026	Dec 2025 Ankle Monitoring Svc 23-C2982	247.00
SHERWIN WILLIAMS CO.	57750	01/30/2026	Painting Supplies CH	6.17
SHI INTERNATIONAL CORP.	57751	01/30/2026	Feb 2026 - Jan 2027 MS365 Licenses Renewal	45,178.11
STAPLES	57752	01/30/2026	Supplies & Wall Clocks CH & Hangar	993.86
STATE AUDITOR'S OFFICE	57753	01/30/2026	2024 Audit Services	6,537.70
T MOBILE USA, INC.	57754	01/30/2026	Staff Cell Phones and Data Plans	1,939.95
TOTAL LANDSCAPE CORP	57755	01/30/2026	ROW Landscaping 68th/Samm Brdg/Juanita & Landscape CH & Parks	18,674.78
V2WORKS	57756	01/30/2026	Findkenmore.org Updates Port of Sea Grant Prog 1	2,136.01

Vendor Name	Payment Number	Payment Date	Description (Item)	Amount
WA ASSOC OF BUILDING OFFICIALS	57757	01/30/2026	WABP Code Official Accreditation - Bridgit	25.00
WAGNER ARCHITECTS	57758	01/30/2026	PWOC Consultant Invoice thru 12/12/2025	75,501.28
WASHINGTON STATE TREASURER	57759	01/30/2026	2026 Summer Concert Park Rental Reservations	3,009.60
WESTLAKE HARDWARE WA-153	57760	01/30/2026	Supplies & Equipment PW	72.08
WM CORPORATE SERVICES INC.	57761	01/30/2026	Sweeper Dump Fees	3,835.66
MISSION SQUARE / 109964	DFT0003050-3051	01/23/2026	City of Kenmore 401a & 401a Loan	32,823.27
DRS 457	DFT0003052-3054	01/23/2026	DRS 457 Deferred Comp	1,788.94
MISSION SQUARE 457 / 304745	DFT0003055-3059	01/23/2026	ICMA 457 Deferred Comp	9,364.86
NAVIA HSA	DFT0003060	01/23/2026	Employee Health Savings Contribution	464.76
LINCOLN NATIONAL LIFE INSURANCE	DFT0003061-3062	01/23/2026	Life Ins/ADD & LTD	2,785.80
PERS DEPT OF RETIREMENT SYSTEMS	DFT0003063-3070	01/23/2026	Public Employees Retirement	31,382.31
NAVIA FSA	DFT0003071	01/23/2026	Employee Flexible Spending Account	1,099.23
BANNER BANK 941 DEPOSIT	DFT0003072	01/23/2026	Medicare, Federal Withholding & Social Security	35,958.39
PAYROLL	Electronic Deposit	01/23/2026	Direct Deposit	205,071.31
Grand Total:				938,050.81

Vendor Purchasing Report

For Date Range 01/01/2026 - 01/30/2026

Name	Volume
AFRICANS ON THE EASTSIDE	750.00
AGORA REFRESHMENTS	198.19
ALPHAGRAPHICS	154.97
AM TEST, INC	240.00
AMERICAN GENERAL LIFE GPO/400S	220.33
ANSWERING SERIVCE CARE LLC	165.35
ARMSTRONG SERVICES	9,919.17
ASSOCIATION OF WA CITIES	24,566.00
AURORA RENTS	310.15
AWC EMPLOYEE BENEFIT TRUST/VIMLY	116,606.22
BANNER BANK 941 DEPOSIT	70,709.88
BCN TELECOM, INC.	1,071.43
BULGER SAFE & LOCK, INC.	1,057.96
CANON FINANCIAL SERVICES, INC.	266.56
CASCADE PEST CONTROL	451.79
CENTER FOR HUMAN SERVICES	2,500.00
CITY OF KENMORE	100.00
CITY OF LAKE FOREST PARK	87,216.00
COMCAST	2,220.18
COMCAST BUSINESS	233.11
COMMANDLINK	2,465.16
CONVERGINT TECHNOLOGIES	1,282.79
COSTAR REALTY INFORMATION INC	948.58
DAILY JOURNAL OF COMMERCE	825.00
DEPARTMENT OF LABOR AND INDUSTRIES	6,252.08
DOMESTIC ABUSE WOMENS NETWORK	1,250.00
DRS 457	2,627.02
DTG RECYCLE	10,138.50
E SQUARED SYSTEMS, LLC	595.62
ELECTRONIC BUSINESS MACHINES	142.76
ELYON MAINTENANCE, INC.	23,190.57
ESD - LTC	2,541.44
ESD - PFML	6,510.32
FAMILIES OF COLOR SEATTLE	1,305.00
FERGUSON WATERWORKS #3156	63.13
FUELCARE	2,704.39
GRAINGER	190.82
H.D. FOWLER COMPANY	273.11
HEIDELBERG MATERIALS	521.64
HESTON PHOTOGRAPHY	580.70
HILLIS CLARK MARTIN & PETERSON P.S.	517.50
HOME DEPOT CREDIT SERVICES	709.54
HONEY BUCKET	167.75
HORIZON DISTRIBUTORS INC	691.39
HOUSING CONNECTOR	1,250.00

Name	Volume
HRA VEBA TRUST	22,995.00
INSLEE, BEST, DOEZIE & RYDER, P.S.	19,794.47
iWORQ SYSTEMS	2,800.00
JACOBS ENGINEERING GROUP	41,458.02
JAYMARC AV	415.00
KENMORE ELEMENTARY PTA	1,250.00
KENMORE MIDDLE SCHOOL	2,750.00
KING COUNTY FINANCE	76.00
KPFF CONSULTING ENGINEERS	68,287.05
LIGHTHOUSE CONSULTING INC	15,690.18
LINCOLN NATIONAL LIFE INSURANCE	2,785.80
MISSION SQUARE / 109964	65,467.18
MISSION SQUARE 457 / 304745	19,168.52
MORGAN STANLEY CAPITAL MANAGEMENT LLC	5,000.00
NAMI EASTSIDE	2,500.00
NANCY OBERG	8,500.00
NATIONAL LIFE INSURANCE CO.	37.50
NAVIA FSA	16,292.68
NAVIA HSA	765.52
NORTHSHORE SCHOOLS FOUNDATION	1,250.00
NORTHSHORE SENIOR CENTER	5,000.00
NORTHSHORE UTILITY DIST	8,002.25
NORTHWEST ARBORICULTURE LLC	7,553.22
OPEN DOORS FOR MULTICULTURAL FAMILIES	1,250.00
O'REILLY/FIRST CALL	34.68
OSBORN CONSULTING INC.	1,964.88
OTTO ROSENAU & ASSOCIATES, INC	1,543.25
PACE ENGINEERS, INC.	3,521.00
PARAMETRIX INC	7,226.76
PAWS	238.00
PERS DEPT OF RETIREMENT SYSTEMS	62,666.39
PSR MECHANICAL, LLC	1,025.79
PUGET SOUND EMERGENCY RADIO NETWORK OPERATOR	1,200.81
PUGET SOUND ENERGY	38,397.12
PUGET SOUND FINANCE OFFICERS ASSOC	75.00
RRJ COMPANY, LLC	101,574.51
SARAH ROBERTS	42,220.53
SCENIC 365 LLC	1,595.00
SCORE	16,587.02
SESAC	641.00
SHERWIN WILLIAMS CO.	6.17
SHI INTERNATIONAL CORP.	45,178.11
SHORELINE FIRE DEPT	13,432.00
STAPLES	993.86
STATE AUDITOR'S OFFICE	6,537.70
STEWART MACNICHOLS HARMELL, INC.	5,000.00
SUNBELT RENTALS	170.92
T MOBILE USA, INC.	1,939.95

Name	Volume
TOTAL LANDSCAPE CORP	18,674.78
U.S. BANK PURCHASE CARDS	15,595.30
V2WORKS	2,136.01
WA ASSOC OF BUILDING OFFICIALS	25.00
WA CITIES INSURANCE AUTHORITY	896,332.00
WAGNER ARCHITECTS	75,501.28
WASHINGTON AUTISM ALLIANCE	500.00
WASHINGTON STATE TREASURER	3,009.60
WASHINGTON STATE UNIVERSITY-CONFERENCE MANAGEMENT	1,200.00
WESTLAKE HARDWARE WA-153	72.08
WHIRLWIND SERVICES, INC.	9,842.25
WM CORPORATE SERVICES INC.	10,678.06
XEROX CORPORATION	628.14



2026-01-30 Voucher List for Approval

Final Audit Report

2026-02-03

Created:	2026-02-03
By:	Jenilee Knox (jknox@kenmorewa.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAOvcLKAvFMibypQn8HXK7bv6jblI3_cdf

"2026-01-30 Voucher List for Approval" History

-  Document created by Jenilee Knox (jknox@kenmorewa.gov)
2026-02-03 - 5:07:37 PM GMT
-  Document emailed to Melinda Merrell (mmerrell@kenmorewa.gov) for signature
2026-02-03 - 5:10:39 PM GMT
-  Email viewed by Melinda Merrell (mmerrell@kenmorewa.gov)
2026-02-03 - 5:30:21 PM GMT
-  Document e-signed by Melinda Merrell (mmerrell@kenmorewa.gov)
Signature Date: 2026-02-03 - 5:31:08 PM GMT - Time Source: server
-  Document emailed to Teri Killgore (tkillgore@kenmorewa.gov) for signature
2026-02-03 - 5:31:10 PM GMT
-  Email viewed by Teri Killgore (tkillgore@kenmorewa.gov)
2026-02-03 - 5:44:49 PM GMT
-  Document e-signed by Teri Killgore (tkillgore@kenmorewa.gov)
Signature Date: 2026-02-03 - 5:47:48 PM GMT - Time Source: server
-  Agreement completed.
2026-02-03 - 5:47:48 PM GMT

CITY OF KENMORE

Financial Forecast and Potential Revenue Measures

February 23, 2026



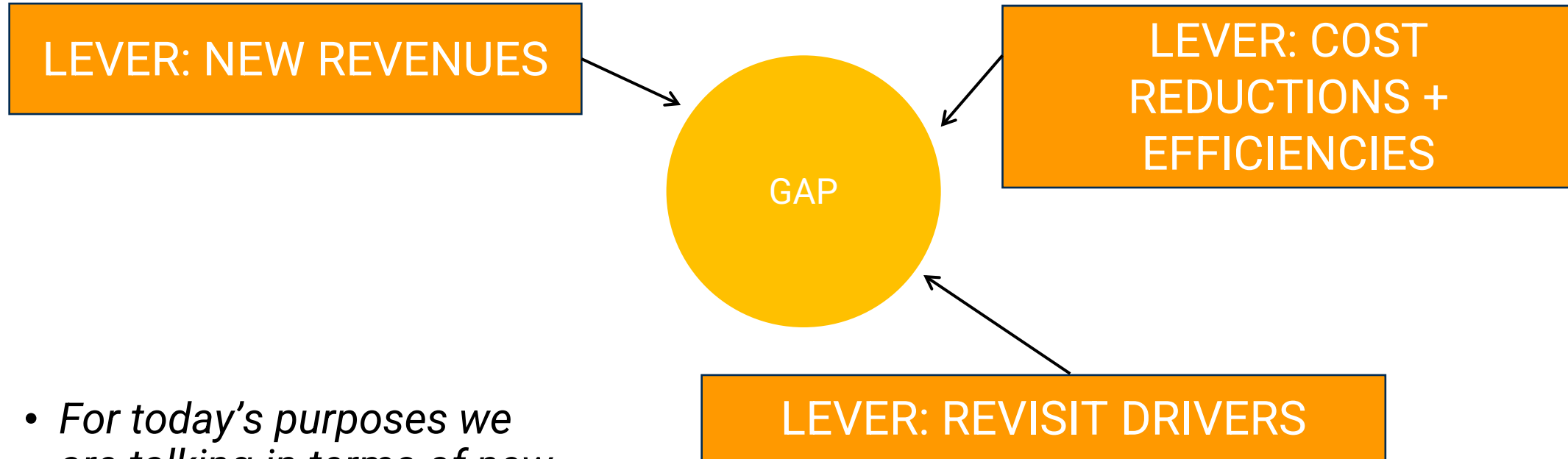
Planning Our Path Forward

- **January 12: Kickoff -Overview of Accomplishments + Workplans**
- **February 23: Financial Forecast and Potential Revenue Measure(s) Discussion**
- **March 21 + 22: Council Retreat**
 - Priorities
 - Fiscal approach, if needed

Goals for the Presentation

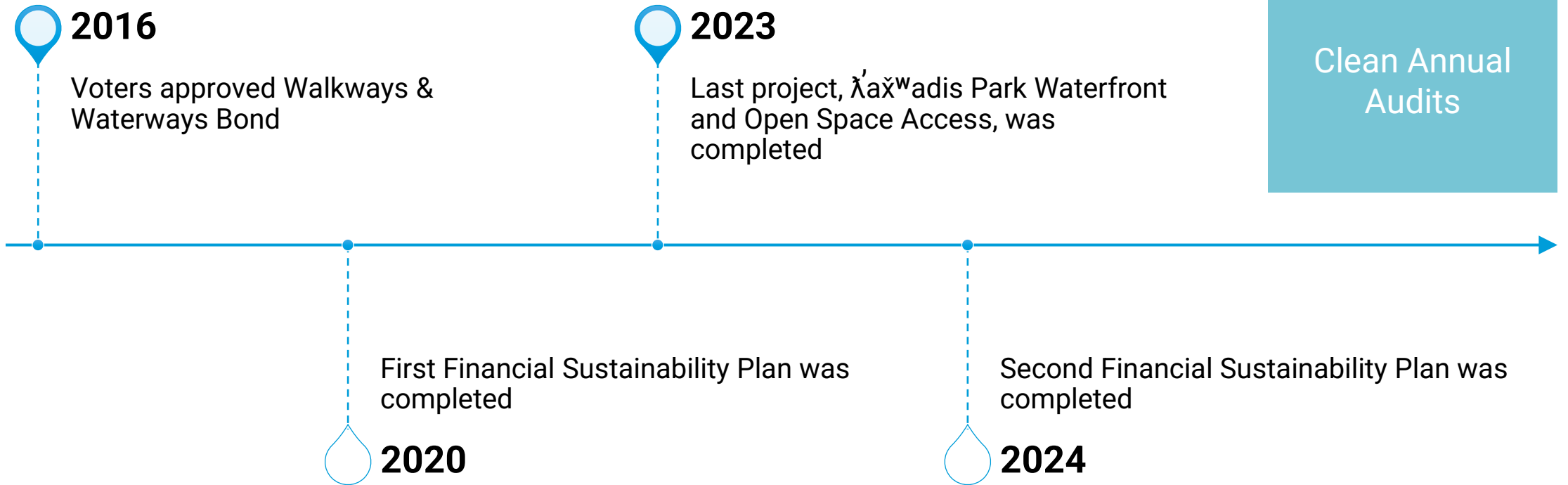
- **Provide an update** on the City's current and projected financial situation
- **Explore options**
 - Examine remaining options from the Financial Sustainability Plan (FSP)
 - Look at levers available
- **Discuss next steps**

LEVERS AVAILABLE



- *For today's purposes we are talking in terms of new revenue for simplicity, but all levers remain available.*

Strong Financial Stewardship



Consolidated General and Streets Funds Reserves
2025-2032 Forecast (in millions)

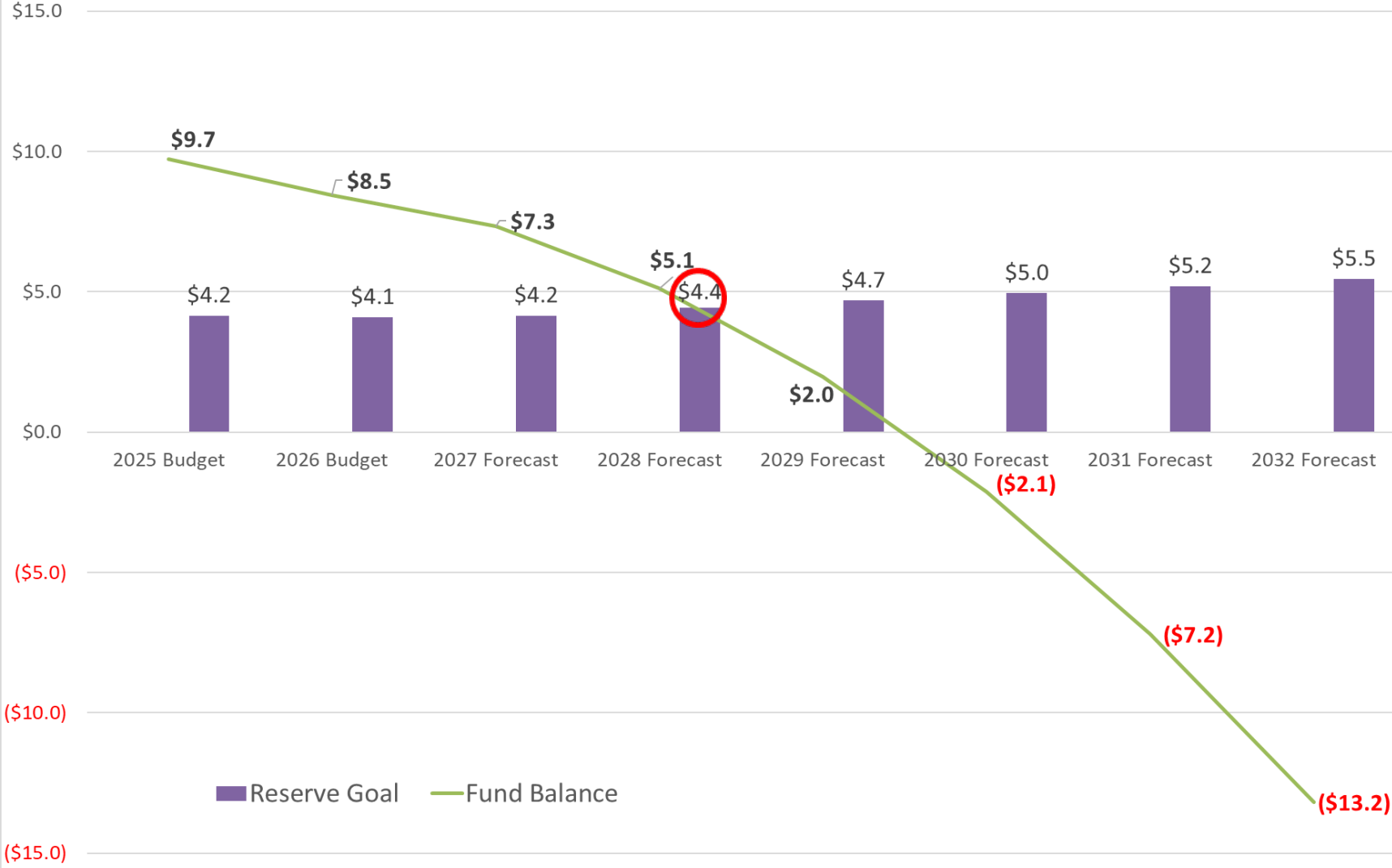


Chart from May 2025 Council Retreat











Task force key recommendations

Address our public safety costs



Outside of inflation related expense increases, **public safety costs saw the highest growth** recently due to police insurance increases and the mandated roll-out and support of body cameras

As one of the main reasons for the city's financial situation, the task force recommends **addressing this specifically through additional dedicated direct and indirect revenues**

<p>Targeted levy lid lift to fund public safety</p> <p> +\$1.12M (\$0.16/ \$1k of ass. value)</p> <p> 2028</p>	<p>Secure the public safety sales tax before King County takes it</p> <p> +\$460k (+0.1% to sales taxes)</p> <p> <2029</p>	<p>Expand traffic camera program (KAPE) by 4 additional cameras</p> <p> +\$900k (est. \$225k / camera)</p> <p> 2026 → 2028</p>	<p>Increase KAPE 1st tier ticket cost to \$136 for 2 cameras</p> <p> +\$180k</p> <p> 2026</p>
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Task force key recommendations

Ensure sustainability for our parks



To **maintain our parks' quality and maintenance** and address their associated costs, the FSP task force recommends the **creation of a Metropolitan Park District** funded by its associated levy

Furthermore, the task force and Kenmore residents broadly (per EMC survey results) show strong support for the city to take an **active role in developing the Lake Pointe** property and these have been included in our models

<p>Metropolitan Park District levy</p> <p> +\$350k (\$0.05/ \$1k of ass. value)</p> <p> 2026</p>	<p>Implement picnic shelter rental fees</p> <p> +\$17k</p> <p> 2025</p>	<p>Expected Lake Pointe study preliminary costs</p> <p> -\$500k (assuming acquisition grant is funded)</p> <p> 2025 & 2026 (one time costs)</p>









Task force key recommendations

Improve city efficiency and cost reductions



Despite the City of Kenmore having already one of the **leanest staffing models** across neighboring cities, the task force wanted to ensure that possible **cost cutting measures** were part of a balanced and sustainable financial plan

Strategic **reallocation of headcount** as well as **more efficient use of resources** will allow the city to limit future expenses

<p>Reallocation of key staff to other funds*</p> <p> +\$240k</p> <p> 2026</p>	<p>Commit to further improved operational efficiency</p> <p> +\$100k</p> <p> 2026</p>	<p>Temporary staffing reduction</p> <p> +\$100k</p> <p> 2026</p>	<p>Convert all streetlights to LED</p> <p> +\$69k</p> <p> 2028</p>
---	---	--	--

* Current model plans for the reallocation of civil engineers and capital project managers entirely to transportation and the reallocation of 1500 hours of parks project manager time to the capital fund

Financial Sustainability Plan (FSP) Task Force

Potential Revenue Measures

In 2024, the FSP Task Force recommended three potential ballot measures:

- **Metropolitan Park District (MPD)**

*A two-phase property tax increase—a relatively small (approx. 5-cents) levy first and second, higher levy that would be implemented later **if** key elements for a park proposal on Lakepointe came together.*

- **A public safety property tax levy lid lift**

- **A 0.1% public safety sales tax**

Financial Sustainability Plan (FSP) Recommended Budget Strategies, 2024 Included in 2025-2026 Budget

	2024 FSP Task Force Recommendations	Manager Recommendations	Included in 2025-26 Budget	Impact to General Fund	Est Annual Impact*	Ongoing or One time
1	KAPE program first tier ticket increase to \$136 for two cameras	No (per Council Direction, incr to \$110)	Yes, at \$110	Revenue*	\$ 60,000	Ongoing
2	Convert Street light to LED	Yes	Yes	Savings	\$ 68,000	Ongoing
3	Expand KAPE program - First Camera SZ	Yes	Yes	Revenue	\$ 225,000	Ongoing
4	Expand KAPE program - Second Camera SZ	Yes	Yes	Revenue	\$ 225,000	Ongoing
5	Expand KAPE program - Third Camera SZ	Yes (in 2029)	Yes, done in 2025	Revenue	\$ 225,000	Ongoing
6	Park Project Manager - shift 1,500 hours to capital fund	Yes	Hours shifted to Lakepointe Fund	Savings	\$ 100,000	Ongoing
7	Strategic and Economic Development Manager Position	Yes	Yes, Community & Bus Engagement Coordinator	Expense	\$ (145,000)	Ongoing
8	Eliminate Admission Tax in plan	Yes	Yes	Loss of Revenue	\$ (65,000)	Ongoing
9	Operational Efficiency Savings	Yes	Yes	Savings	\$ 100,000	Ongoing
10	Picnic Shelter Rental Fees	Yes	Yes	Revenue*	\$ 20,000	Ongoing
11	Move Civil Engineers/Cap Project Mgr to Transportation Cap Fund	Yes	Yes	Savings	\$ 140,000	Ongoing
12	Let temporary employee's contract end	Yes	Yes	Savings	\$ 100,000	Ongoing
13	Utility tax assistance program	Yes	Yes	Expense	\$ (200,000)	One Time
14	Human Services case worker/program navigator	Yes	Yes	Expense	\$ (155,000)	One Time
15	Lakepointe Preliminary costs	Yes	Yes	Expense	\$ (650,000)	One Time

Ongoing revenues: \$1,053,000
One Time expenses: \$1,005,000

* Estimates updated based on current state (AV #'s, actuals, etc)



Council Took Action

From both 2020 and 2024 FSPs

Implements 9 actions from the Financial Sustainability Plan generating \$4.5M in new annual revenue

- \$3.5M related to KAPE (rough estimate)
- \$575K related to cable & surface water utility taxes
- \$400K from property tax banked capacity
- \$20K from picnic shelter fees

Practiced caution in adding new positions + expenses

STAFF TOOK ACTION

Continuous Improvement + Cost Savings Examples



\$400K IN EXPENDITURES REDUCED IN 2025 -
2026 BUDGET



PD REVIEWS KAPE VIOLATIONS (AROUND 75,000
SO FAR IN 2025) WHILE ON-DUTY (RATHER
THAN ON OT OR WITH A NEW FTE),



UTILIZE SHORELINE PD SERGEANTS FOR
PATROL SUPERVISION, ALLEVIATING THE NEED
FOR OUR OWN 24/7 SUPERVISORS WHEN THE
CHIEF IS NOT PRESENT.

STAFF TOOK ACTION

Continuous Improvement + Cost Savings Examples



\$16k in Savings in Development Services based on continued review of changes in development.

Rightsized the Fire Marshall review budget
Reduced printing budget as seeing increased digital workflows (e.g., uploading correction letters to MyBuildingPermit rather than mailing)



Piloted a new Front Desk service model with reduced hours

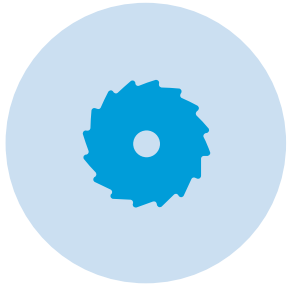


Looking at new materials to reduce maintenance costs

New type of candlesticks
New pavement marking materials

Updated Financial Forecast: New economic headwinds Structural issues remain

Trends



Structural Issues Continue: Major costs continue to increase by 5-8%, whereas current revenue streams are limited to 1-5% growth.



Potential decreases in governmental funding due to Federal uncertainty and State budget shortfall



Weakening economic conditions such as job reductions in the tech sector, softening real estate market, and an increasing Consumer Price Index



Out of concerns for these trends, we have included recession and high expense scenarios.

What's in the Model

All regular FTE positions in 2026-2027 budget are filled and continue

Special Projects funded items do not continue past 2026

Presumes 2027 implementation of Transportation sales tax, as previously discussed (\$425K)

Best estimates given current information/conditions

- +/- \$1.0M is typical

2027-2032 Revenue Assumptions

Revenue Source	Escalation	Recession Escalation	Revenue Source	Escalation	Recession Escalation
Gambling Tax	5.0%	5.0%	Sales Tax	2.0%	1.0%
B&O & Affordable Housing Tax	3.0%	3.0%	Criminal Justice Sales Tax	2.0%	2.0%
Other Tax	3.0%	3.0%	Electric Utility Tax	2.0%	2.0%
Business Licenses	3.0%	3.0%	Solid Waste Utility Tax	2.0%	2.0%
Water/Sewer Franchise	3.0%	3.0%	Real Property Tax	1.9%	1.0%
Business Registration	3.0%	3.0%	Gas Utility Tax	1.0%	1.0%
Special Event Permits	3.0%	3.0%	Cellphone Utility Tax	1.0%	1.0%
Cannabis Excise Tax	3.0%	3.0%	Building Permits	1.0%	0.5%
Liquor Board Excise Tax	3.0%	3.0%	Liquor Board Profits	1.0%	1.0%
Inspection & Investigation	3.0%	3.0%	Criminal Justice Distributions	1.0%	1.0%
Land Use	3.0%	3.0%	Local, State and Federal Grants	0.0%	0.0%
Plan Review and Other Fees	3.0%	1.5%	Fines & Forfeitures	0.0%	0.0%
Event Fees	3.0%	3.0%	Rent and Leases	0.0%	0.0%
Credit Card Processing Fees	3.0%	3.0%	Overhead Reimbursements	0.0%	0.0%
Code Enforcement	3.0%	3.0%	Northshore School District Reimb	0.0%	0.0%
Sponsorships	3.0%	3.0%	Telephone Utility Tax	-0.95%	-0.95%
Lakepointe Reimbursements	3.0%	3.0%	Cable Franchise	-0.95%	-0.95%
Other Reimbursements	3.0%	3.0%	Cable Utility Tax	-0.98%	-0.98%
Interfund Transfers	3.0%	3.0%			
Miscellaneous Revenue	3.0%	3.0%			

Recession Version:

- **Reduced customer spending** would affect sales tax
- **Lack of new construction** would affect plan review and other fees, real property tax, and building permits

2027-2032 Expense Assumptions

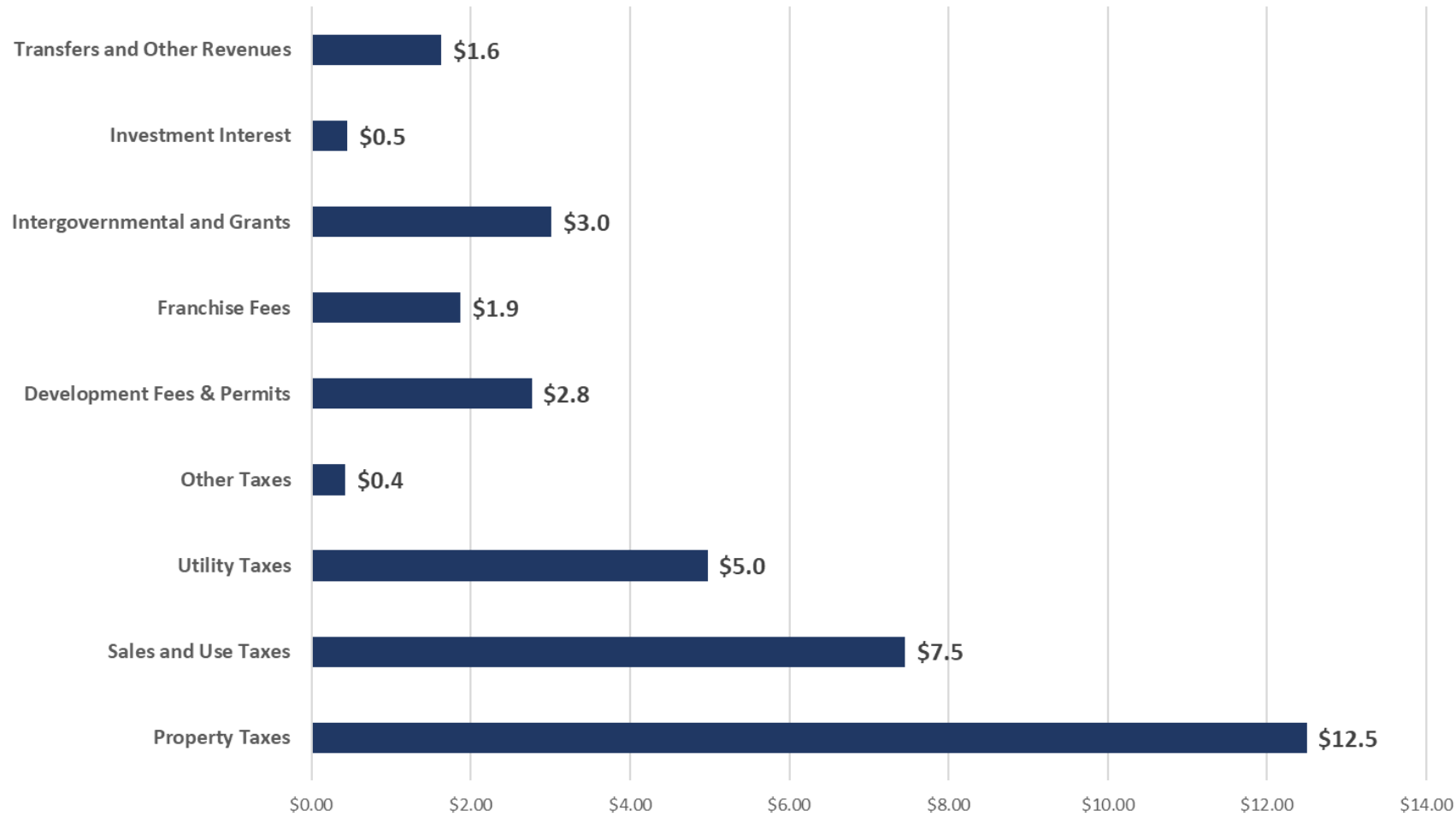
Expense	<u>Regular Escalation</u>					
	2027	2028	2029	2030	2031	2032
Labor	5%	5%	5%	5%	5%	5%
Non-labor	5%	5%	5%	5%	5%	5%
Police - all	7%	7%	6%	6%	5%	5%
Finance (Liab Insurance)	7%	7%	6%	6%	5%	5%

Expense	<u>High Escalation</u>					
	2027	2028	2029	2030	2031	2032
Labor	5%	5%	5%	5%	5%	5%
Non-labor	8%	8%	6%	6%	5%	5%
Police - all	8%	8%	6%	6%	5%	5%
Finance (Liab Insurance)	8%	8%	6%	6%	5%	5%



General Fund Revenues

2025-2026 Biennial General Fund Revenues, in millions



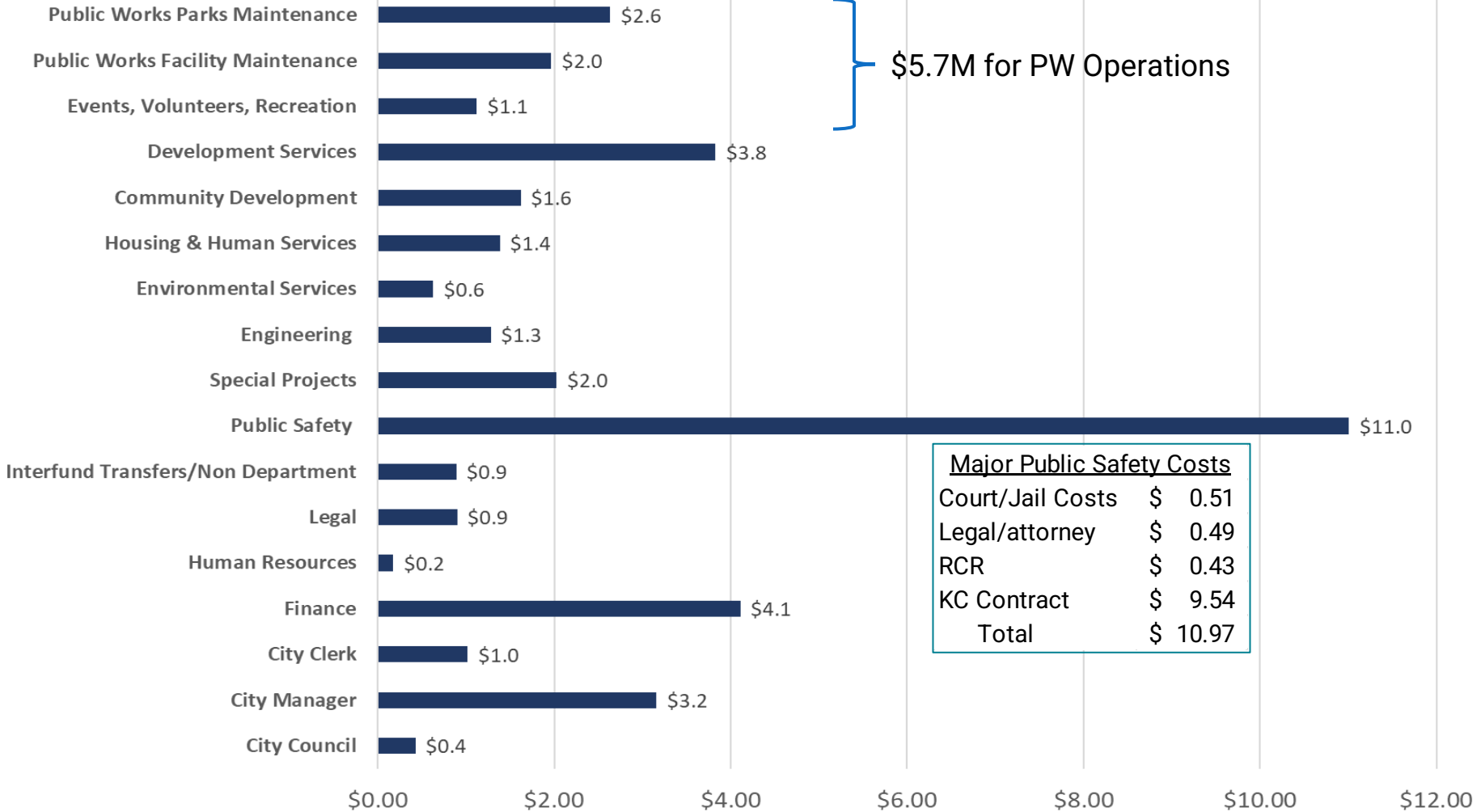
Total Biennial Revenue: \$35.2M

Sales and Use Taxes: 21.3%

Property Taxes: 35.5%

General Fund Expenses

2025-2026 Biennial General Fund Expenses, in millions



Total Biennial Expenses: \$38.1M

Public Works: 15.0%

Public Safety: 28.9%



Special Projects in 2025-2026 Budget

	2025	2026	Totals
CAP & Environment			
CAP Incentive Programs	100,000	150,000	250,000
EVIP Implementation	50,000	100,000	150,000
UFMP Implementation	150,000	150,000	300,000
Subtotal	300,000	400,000	700,000
Human Services			
HHS Navigator Program	155,000	155,000	310,000
HHS Utility Assistance Program	200,000	200,000	400,000
Cascadia College Catch Up Learning	50,000	0	50,000
Center for Human Services - Student Mental Health	56,439	37,625	94,064
Lake City Partners - Homeless Assistance	4,500	0	4,500
YMCA Swimming Lessons for Low Income Youth	15,000	15,000	30,000
Subtotal	480,939	407,625	888,564
Economic Development			
In House Pitch Competition	0	30,000	30,000
Small Business Expo - for home based businesses	20,000	0	20,000
Restaurant and Retail Study	50,000	0	50,000
Other E.D. Effort (TBD) to Boost Local Businesses	15,000	15,000	30,000
Subtotal	85,000	45,000	130,000
Special Projects Management			
ATCM Position (2/3)	150,000	157,500	307,500
Totals	1,015,939	1,010,125	2,026,064

**Not Included in
Forecast**



Anticipated General + Streets Funds Reserve Limit Crossed

	No Recession	Recession
Regular Expenditures	<u>Scenario A</u> Late 2029	<u>Scenario B</u> Mid 2029
High Expenditures	<u>Scenario C</u> Early 2029	<u>Scenario D</u> Late 2028

Scenario A:

General & Street Funds – Regular Expense Escalation

Consolidated General and Streets Funds Reserves (Regular)
2025-2032 Forecast (in millions)



	No Recession	Recession
Regular Expenditures	Scenario A Late 2029	Scenario B Mid 2029
High Expenditures	Scenario C Early 2029	Scenario D Late 2028



Consolidated General and Streets Funds Reserves (High, Recession Scenario)
2025-2032 Forecast (in millions)



Scenario D:

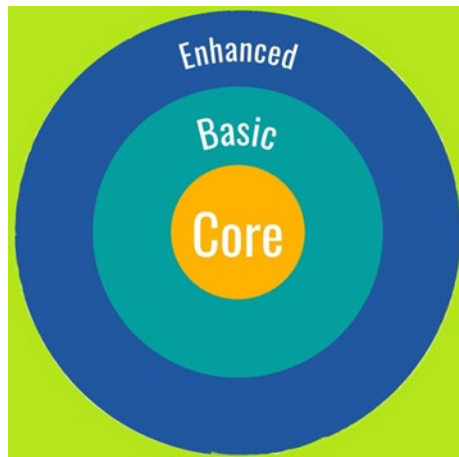
General & Street Funds – High Expense Escalation, Recession Scenario

	No Recession	Recession
Regular Expenditures	Scenario A Late 2029	Scenario B Mid 2029
High Expenditures	Scenario C Early 2029	Scenario D Late 2028



Service Level Budgeting

Levels of service

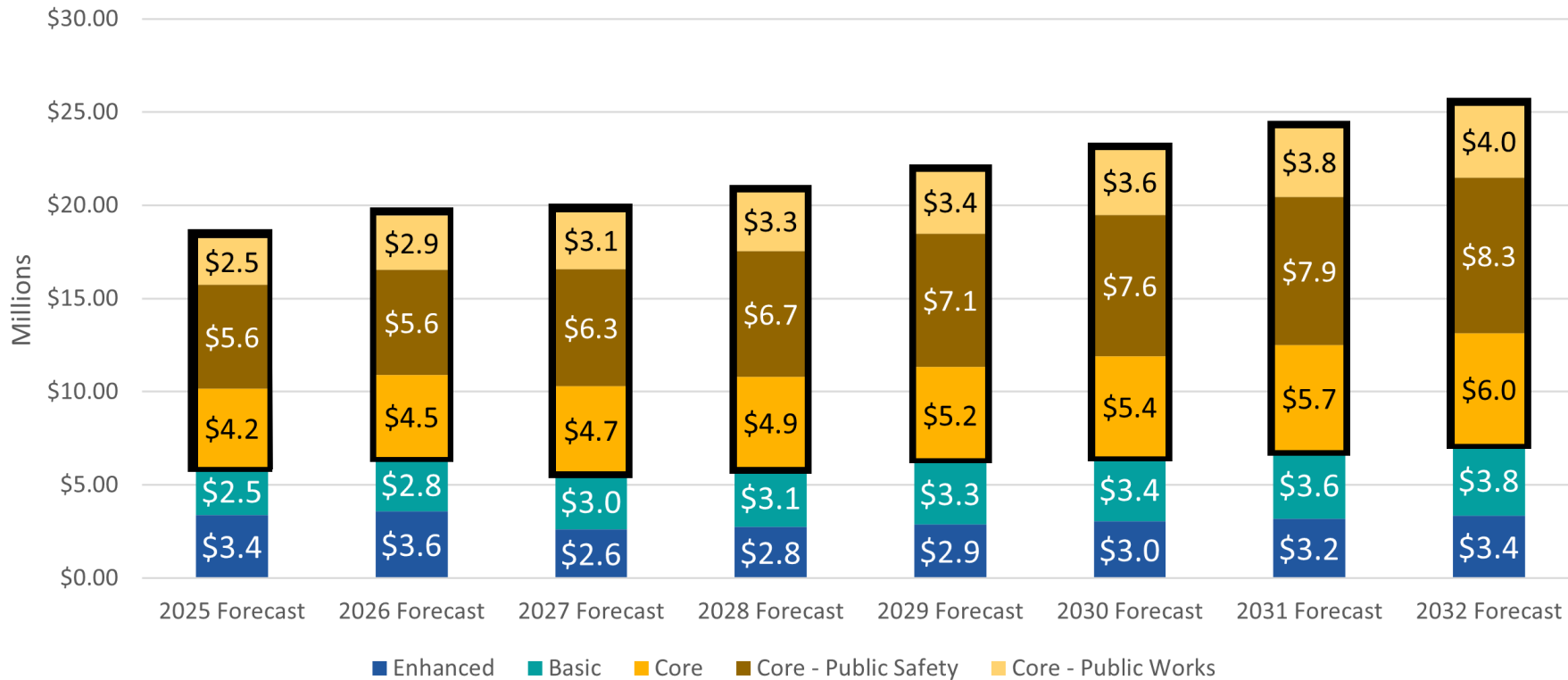


CORE	BASIC	ENHANCED
<p>Services and programs essential to public order and maintaining life safety.</p>	<p>Services considered elemental or inherent to what cities do such that it would be difficult to not provide these services.</p>	<p>Services that provide added quality of life, are more discretionary, and are not assumed to be an inherent city function. Enhanced services are often provided by other entities than just the City.</p>
<p>Examples:</p> <ul style="list-style-type: none"> • Services mandated by state or federal law that are the sole responsibility of the city • Road maintenance • Police patrols & investigations • Administrative functions like City Council governance, financial accounting, and record keeping • Courts • Emergency Management 	<p>Examples:</p> <ul style="list-style-type: none"> • Public park maintenance • Streetscape maintenance • Capital project management • Administrative functions like employee trainings, website management (above and beyond what state law requires), and information technology services • Front desk reception 	<p>Examples:</p> <ul style="list-style-type: none"> • Recreation programs • Human services funding • Events • Economic development programs • Affordable housing • State and federal lobbying • Farmers Market • Rhodie Boat House • The Hangar & Town Square
<p>Core services provided at a level beyond that required are categorized as basic or enhanced.</p>	<p>Basic services provided at a level beyond that typically provided are categorized as enhanced.</p>	<p>May augment what other public, nonprofit, or private entities already provide.</p>

Gap To Fill

2025 – 2032 Forecasted General Fund Expenses

Core, Basic, and Enhanced Expenses (in millions)



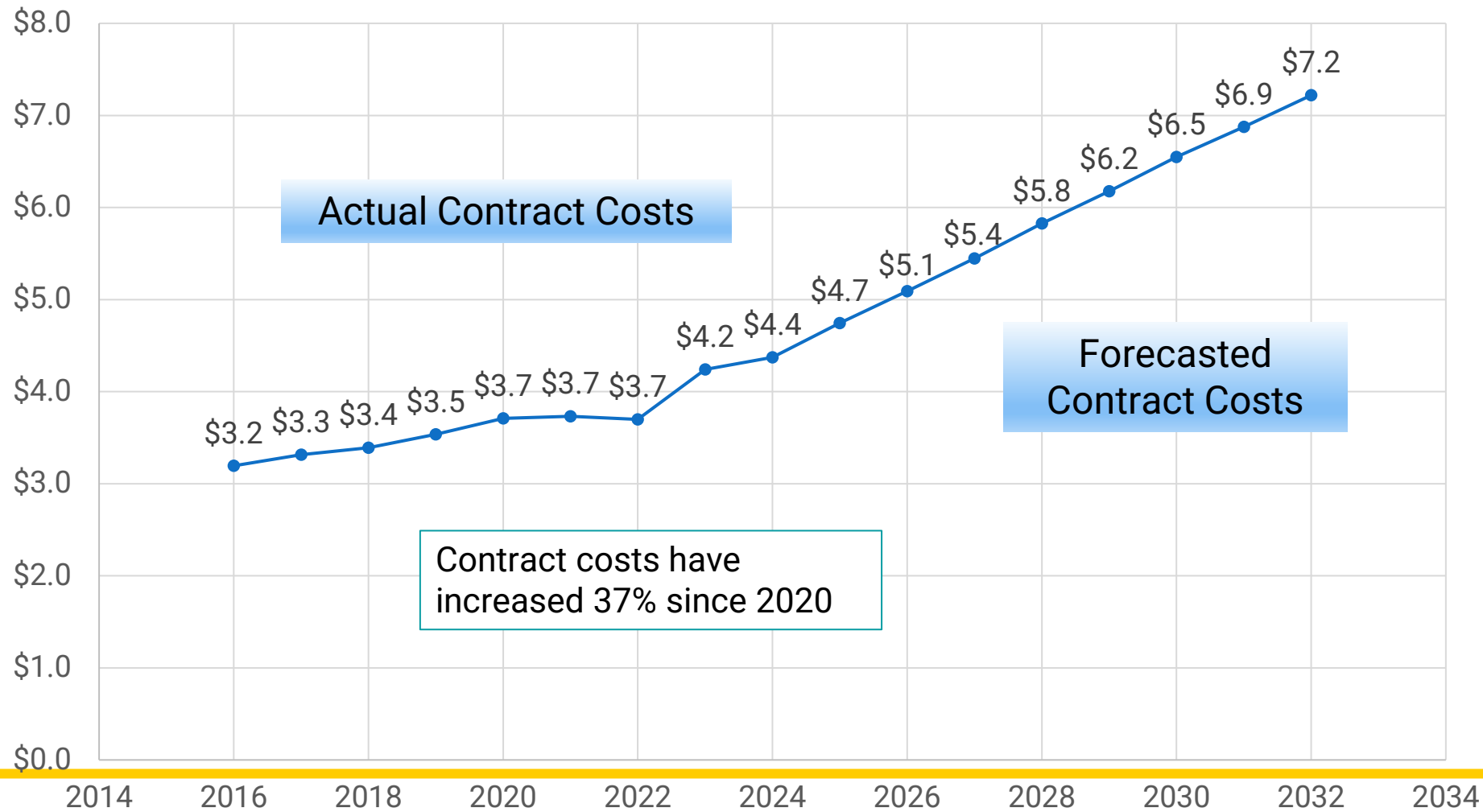
In seven years, we forecast the following increases:

- Total Core expenses (Core, Public Safety, and Public Works) increase by \$6.0M
 - Public Safety increases by \$2.7M
 - Public Works increases by \$1.8M
- Basic expenses increase by \$1.3M



Total Core Costs \$12.3 \$13.0 \$14.1 \$14.9 \$15.7 \$16.9 \$17.4 \$18.3

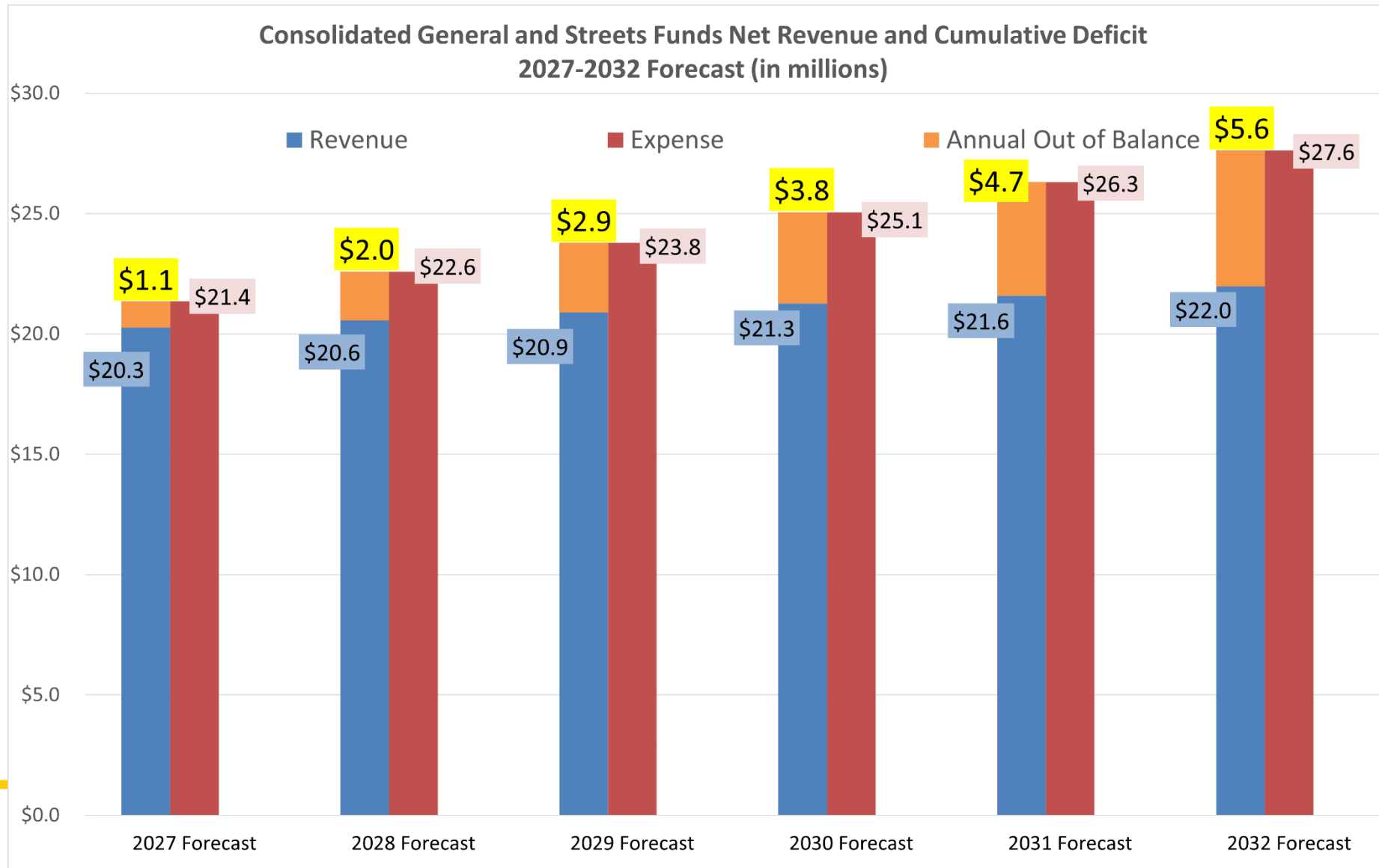
KCSO Contract Costs over past 10 years, 2016 – 2026, and Forecasted Contracted Costs 2027 – 2032, in millions



Contract costs have increased 37% since 2020



The Gap To Fill

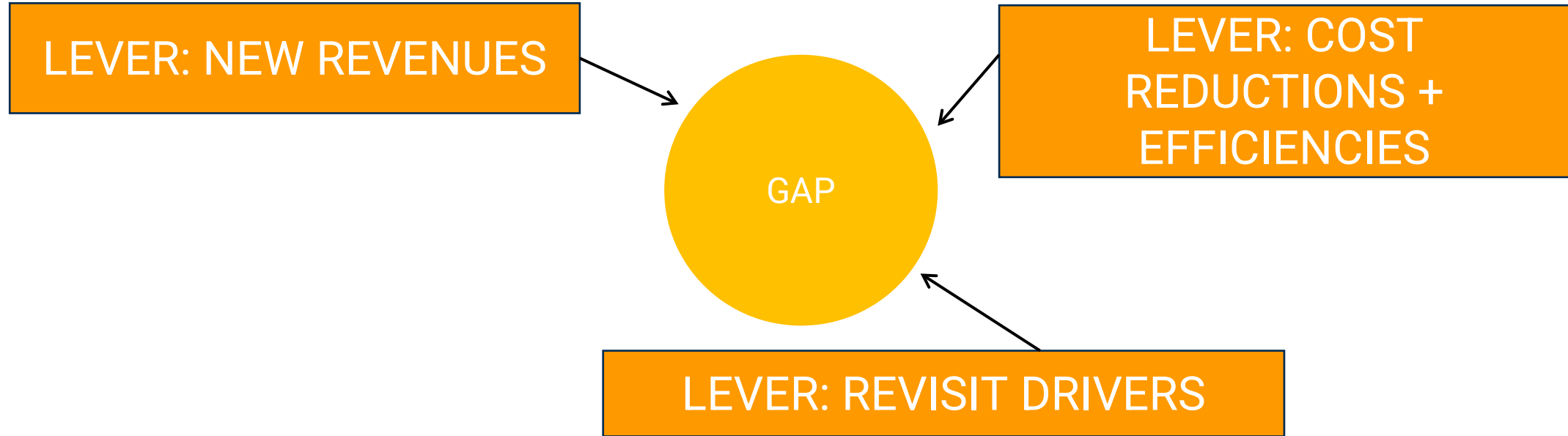


Cumulative
Operating Deficit:
\$20.2M



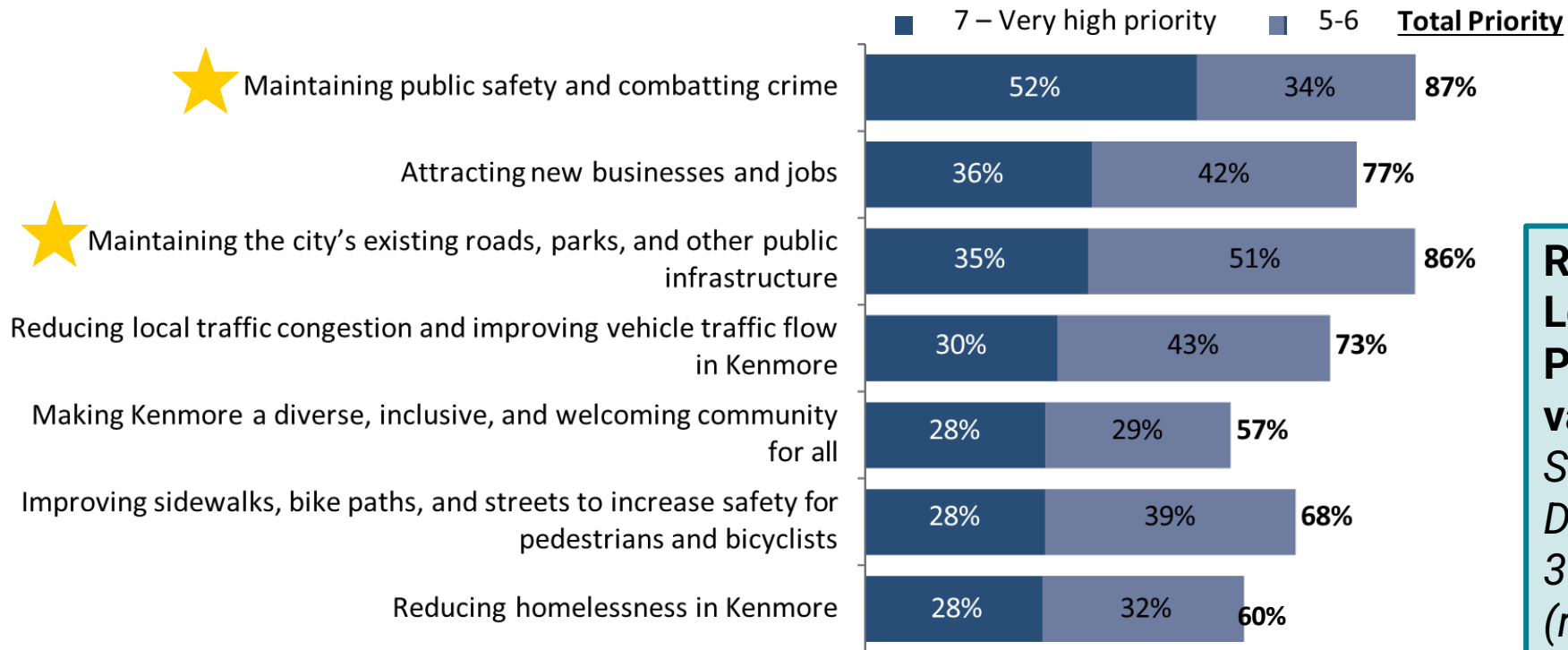
LEVERS TO PULL: Options for Discussion

LEVERS AVAILABLE



City Priorities

In terms of intensity, maintaining public safety dwarfs other priorities for the City, followed by attracting new businesses and jobs and maintaining public infrastructure like roads and parks.

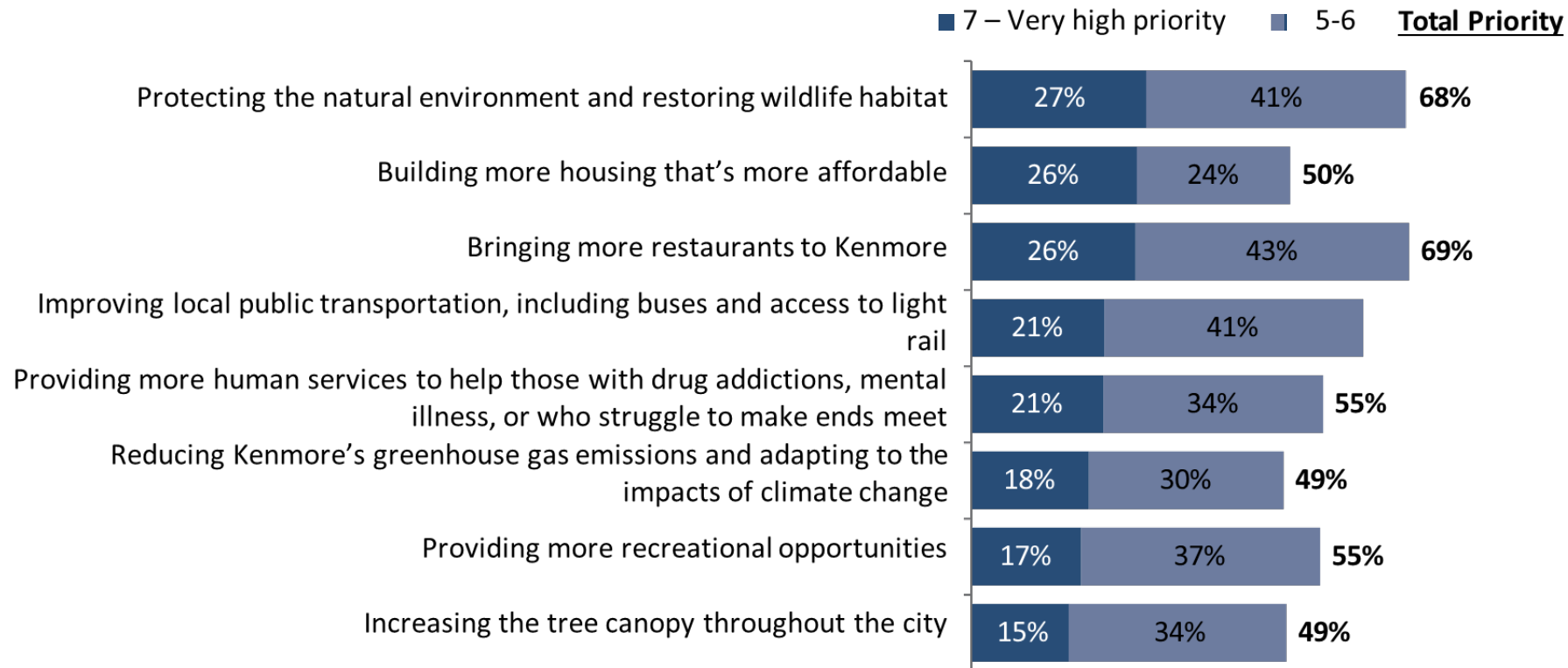


Results from the Love Where You Live Project statistically valid survey #1.
Survey conducted December 2023 with 300 respondents (registered voters).

Q11-25. I’m going to read you a list of items the City of Kenmore could focus on in the next few years. After each one, please rate how high a priority you feel it should be for the City using a scale of 1 to 7, where 1 means you feel that item should be a very low priority, and 7 means that item should be a very high priority.

City Priorities *Continued*

Though intensity is lower, protecting nature and bringing more restaurants to Kenmore are also priorities for many.



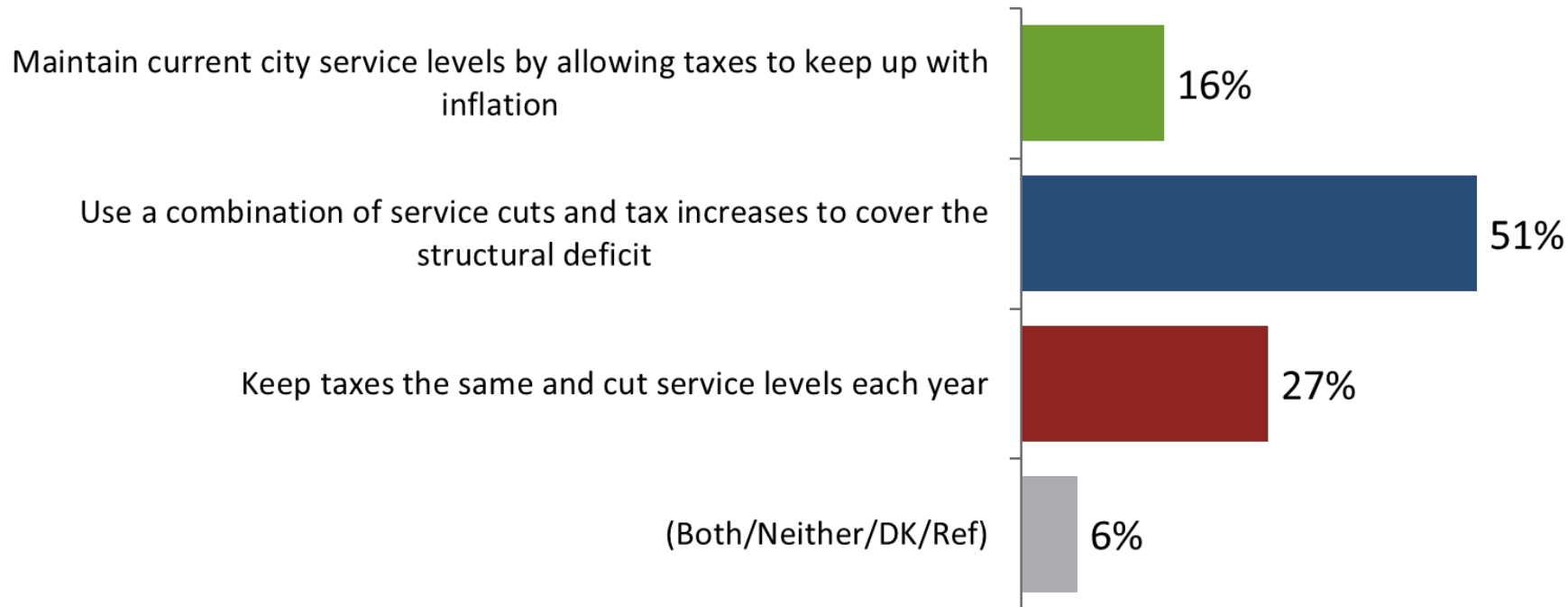
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Addressing Kenmore's Structural Deficit

When it comes to addressing Kenmore's structural deficit, just over half favor a mix of service cuts and tax increases.

As you may know, the City of Kenmore faces an ongoing structural budget problem. Property taxes, which are the largest share of the City's revenue, can only increase 1% per year, while inflation in recent years has been as high as 9%. This means that the City cannot maintain existing service levels and keep the budget balanced. What do you think is the best way to address this structural deficit:



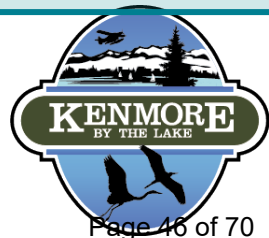
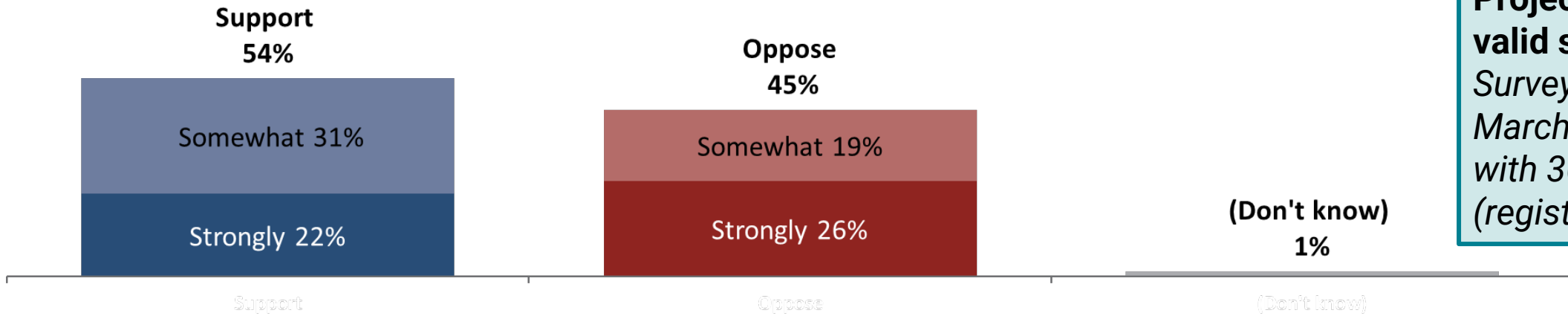
Results from the Love Where You Live Project statistically valid survey #2. Survey conducted March/April of 2024 with 303 respondents (registered voters).

Support for a Kenmore Metropolitan Parks District

Just over half support the formation of a Kenmore Metropolitan Parks District.

This measure would authorize the creation of a Metropolitan Parks District which would be contiguous with Kenmore's city boundaries. This district would have authority to increase property taxes to pay for a new park and shoreline habitat restoration at Lakepointe, as well as for other recreation and park maintenance in the City, thereby offsetting the City's existing parks and recreation costs. The parks district would be governed by the Kenmore City Council serving as the Board of the Kenmore Metropolitan Parks District and would have the authority to levy up to 75 cents per \$1,000 of assessed value. Of that 75 cents, the City would levy 46 cents, which would cost the owner of an average home in Kenmore about \$38 per month, or \$456 a year. Would you support or oppose this measure to create a Kenmore Metropolitan Parks District?

Results from the Love Where You Live Project statistically valid survey #2. Survey conducted March/April of 2024 with 303 respondents (registered voters).



Gap To Fill – The Cost of Deferring

MINIMUM ANNUAL REVENUE needed to address operating deficit *and* maintain at required Reserve Levels:

If added in:

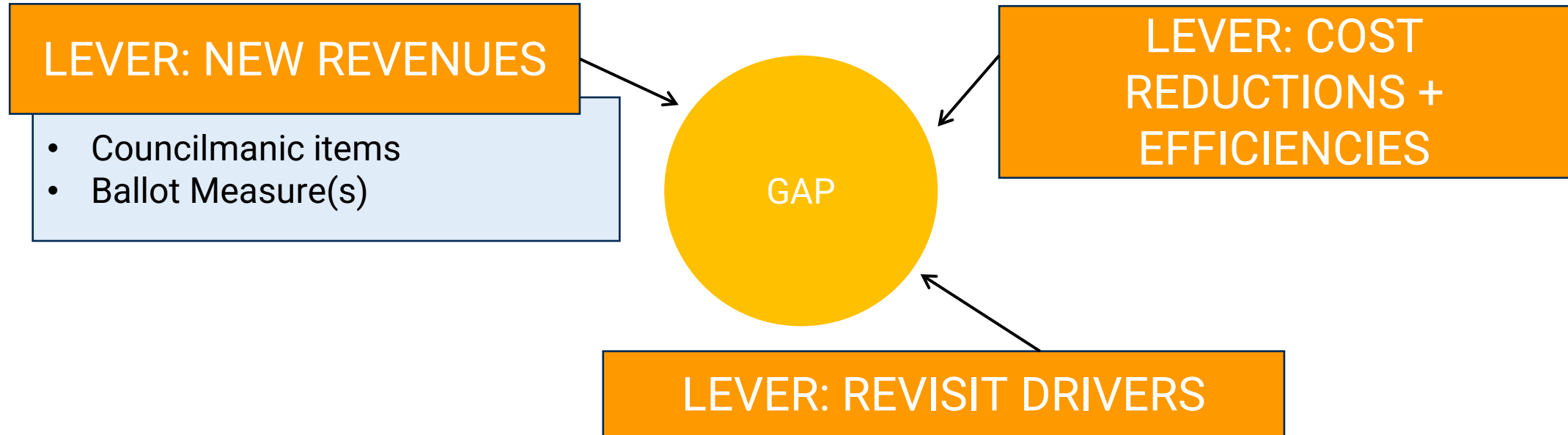
2027 - \$2.4M per year

2028 - \$2.9M per year

2029 - \$3.6M per year

2030 - \$4.8M per year

LEVERS AVAILABLE



OPTION 1: Implement the Top 4 Councilmanic Items in 2026

Total Actionable items

\$ 175,000
400,000
50,000
425,000
\$ 1,050,000

		<u>Annual Revenue</u>		<u>Councilmanic</u>
1	Vehicle Tab Increase from \$40 to \$50	\$ 175,000		Y
2	Electric Utility Tax Increase (4% to 6%)	\$ 400,000		Y
3	Surface Water Utility tax increase (1%)	\$ 50,000		Y
4	Public Safety Sales Tax	\$ 425,000		Y
5	0.1% Transportation Sales Tax	\$ 425,000	A	Y
6	MPD Levy (\$0.40 per \$1,000)	\$ 3,640,000	B	N
7	Levy Lid Lift (\$0.84 per \$1,000)	\$ 7,644,000	C	N
8	KAPE, from net revenues (ESTIMATE)	unknown		Y
9	Public Safety Grant(s)	unknown		Y
10	Expand B&O tax to other industries	unknown		Y

Actionable

Additional Effort Needed

A – 0.1% Transportation Sales Tax **included in Model** beginning in 2027

B - \$3.6M is the amount needed to cover PW operations costs in 2030

C - \$7.6M is the amount needed to cover Public Safety costs in 2030



Revenue Options

Legal caps on tax increases – these are at max



Kenmore
+1%

Property tax

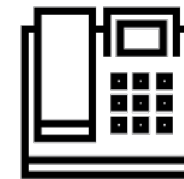
1% levy limit: if a city levies their highest lawful levy, it can only increase it by 1% the next year*
Exception is voter- approved
Levy Lid Lift



Kenmore
6%

Natural gas

6% unless voters approve a higher rate



Kenmore
6%

Telecom

6% unless voters approve a higher rate

* + any tax revenues generated by new construction, improvements to property, state assessed utility value increases, and wind turbines, solar, biomass, and geothermal facilities added to the tax rolls in the past year

Revenue Options

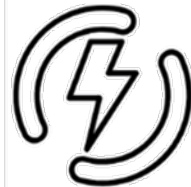
Legal caps on tax increases – remaining options



Kenmore
\$40

Car tabs

Can increase to \$50, would generate \$175K



Kenmore
4%

Electric

Cap is 6% which adds \$400K unless voters approve a higher rate



Kenmore
6%

Surface Water

Each 1% increase generates \$50K, no limit



Public Safety Sales Tax

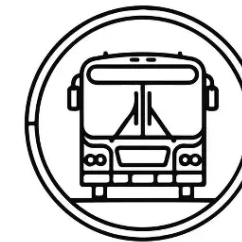
0.1% Councilmanic tax increase will generate \$425K



Kenmore
6%

Cable

May not be “unduly discriminatory”



This tax is included in the model

Transportation Sales Tax

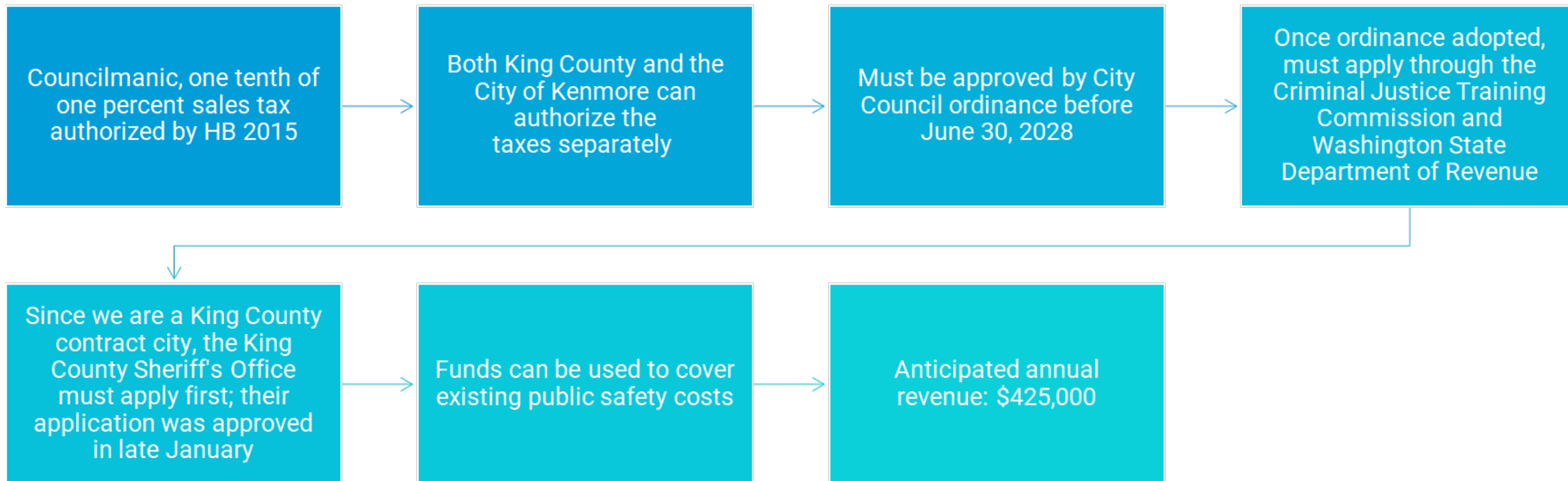
0.1% Councilmanic tax increase will generate \$425K

* + any tax revenues generated by new construction, improvements to property, state assessed utility value increases, and wind turbines, solar, biomass, and geothermal facilities added to the tax rolls in the past year

Current Kenmore rate – “legal max” not attained



Public Safety Sales Tax



Public Safety Grant Program – Kenmore is not *currently* eligible

- Public safety grant program authorized by HB 2015
- \$100 million statewide
- Administered by the Washington State Criminal Justice Training Commission
- Goal to support hiring, retaining, and training public safety personnel
- Grant funds can also be used for other expenses including:
 - use of force, de-escalation, crisis intervention, and trauma-informed training
 - broader law enforcement and public safety efforts, including, but not limited to
 - emergency management planning
 - environmental hazard mitigations
 - security personnel
 - community outreach and assistance programs
 - alternative response programs
 - mental health crisis response
- Funding is available through June 30, 2028, subject to reappropriation

Comparison City Sales Tax Rates

City	Combined Sales Tax Rate
	2026
Bothell	10.3% King County & 10.5% Snohomish County
Edmonds	10.60%
Kenmore	10.30%
Lake Forest Park	10.40%
Mercer Island	10.30%
Mill Creek	10.60%
Mountlake Terrace	10.50%
Shoreline	10.50%
Woodinville	10.3% RTA / 8.9% Non-RTA



Option 2: Implement One or More Property Tax Measures

Ballot Measure: Requires Voter Approval

- Option 2.A: Metropolitan Park District (MPD)
- Option 2.B: Public Safety Levy Lid Lift
- Option 2.C: Public Safety PLUS Human Services Levy Lid Lift

May require higher levels than FSP recommendations due to time delay and increased cost escalation.

Revenue Generated from Property Taxes: MPD +/-or Levy Lid

Total Assessed Value (AV)	\$9,100,000,000	
AV per 1,000	9,100,000	
	Revenue Generated	Annual Cost on \$1.0M home
Additional Levy Amount		
\$0.01	\$ 91,000	\$ 10.00
\$0.05	\$ 455,000	\$ 50.00
\$0.10	\$ 910,000	\$ 100.00
\$0.25	\$ 2,275,000	\$ 250.00
\$0.27	\$ 2,457,000	\$ 270.00
\$0.32	\$ 2,912,000	\$ 320.00
\$0.40	\$ 3,640,000	\$ 400.00
\$0.50	\$ 4,550,000	\$ 500.00
\$0.53	\$ 4,823,000	\$ 530.00
\$0.55	\$ 5,005,000	\$ 550.00

Option 2.A: Metropolitan Park District (MPD)

Ballot Measure

Dedicated funding source for park maintenance and development

- **Maintenance:** Covers ongoing and increasing costs to maintain Kenmore's parks and facilities to meet a standard level of service.
- **Park CIP Projects & Increased Maintenance:** Covers capital and ongoing maintenance costs for new facilities and associated landscaping and mitigation/restoration areas.
- **Environmental Stewardship:** Supports ongoing habitat restoration efforts in parks.
- **Park Acquisition/Development:** Potential funding mechanism for future park expansion and improvements that could include park development at Lakepointe.

Option 2.B: Public Safety Levy Lid Lift

Public Safety

- Covers increasing costs for ongoing Police, Court, and Jail contract services (cost increases have consistently exceeded CPI-W)
- Continues investment in Regional Crisis Response (RCR) and Community Court alternative response programs

Option 3: Public Safety and Human Services Levy Lid Lift

Public Safety

- PLUS

Human Services*

- Funds ongoing Human Services Resource Navigator and Utility Assistance Programs (*one-time funding for 2025-2026*)
- Possible additional strategies and programs identified in Human Services Strategic Plan

*NOTE: These costs are not included in the current forecast model so would necessitate higher revenues.

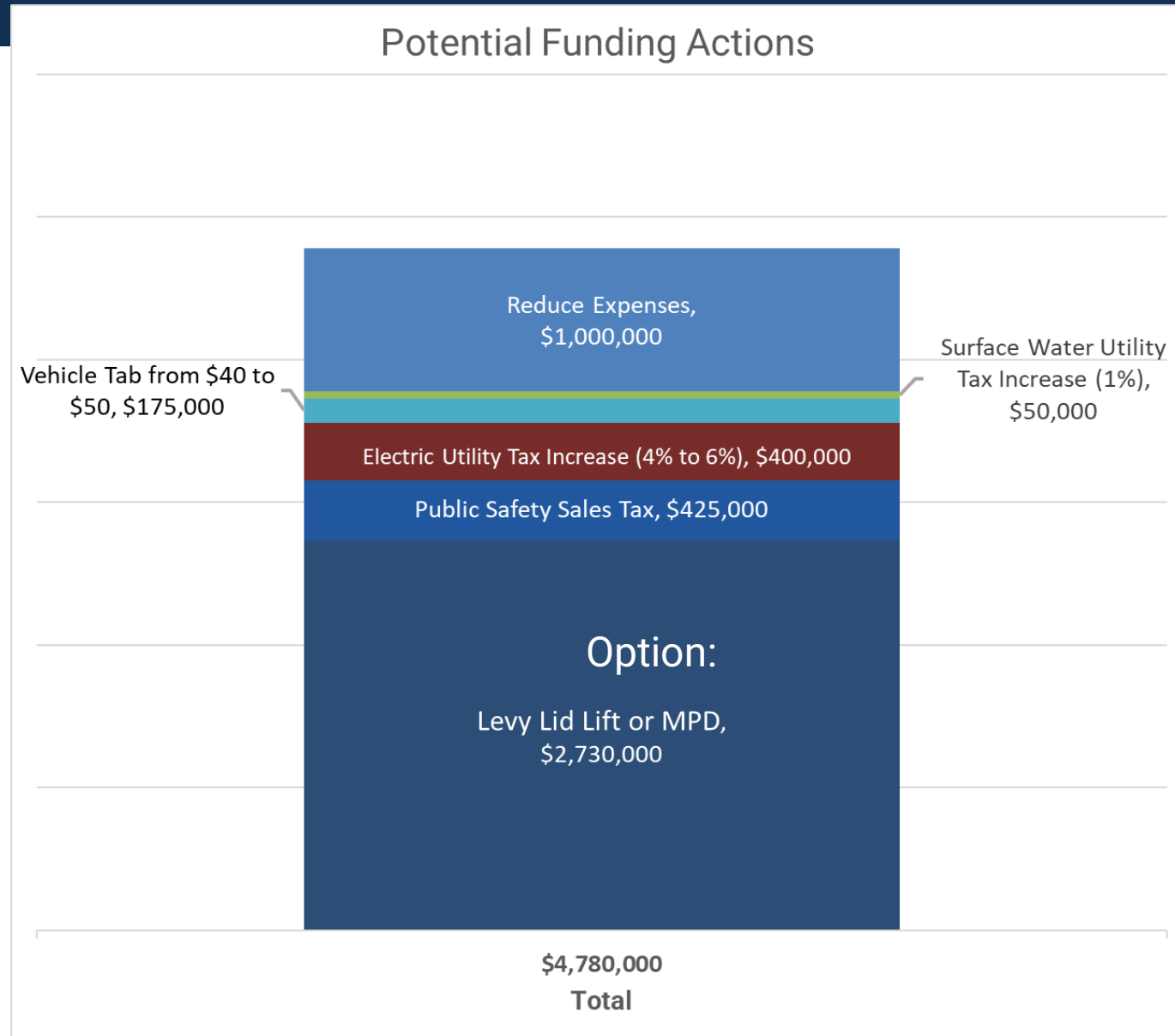
Possible Upcoming Area Revenue Measures

- **LFP:**
 - Public Safety – November 2026
 - 10% on utility taxes
- **Shoreline:**
 - MPD Nov 2026
 - Lid Lift renewal: 2028
- **Northshore School District**
 - Operations funding
- **Bothell – parks levy**
- **King County**
 - Transportation Benefit District sales tax(es)
 - Property tax for housing (2027)
 - Renewal for Best Start for Kids (2027)

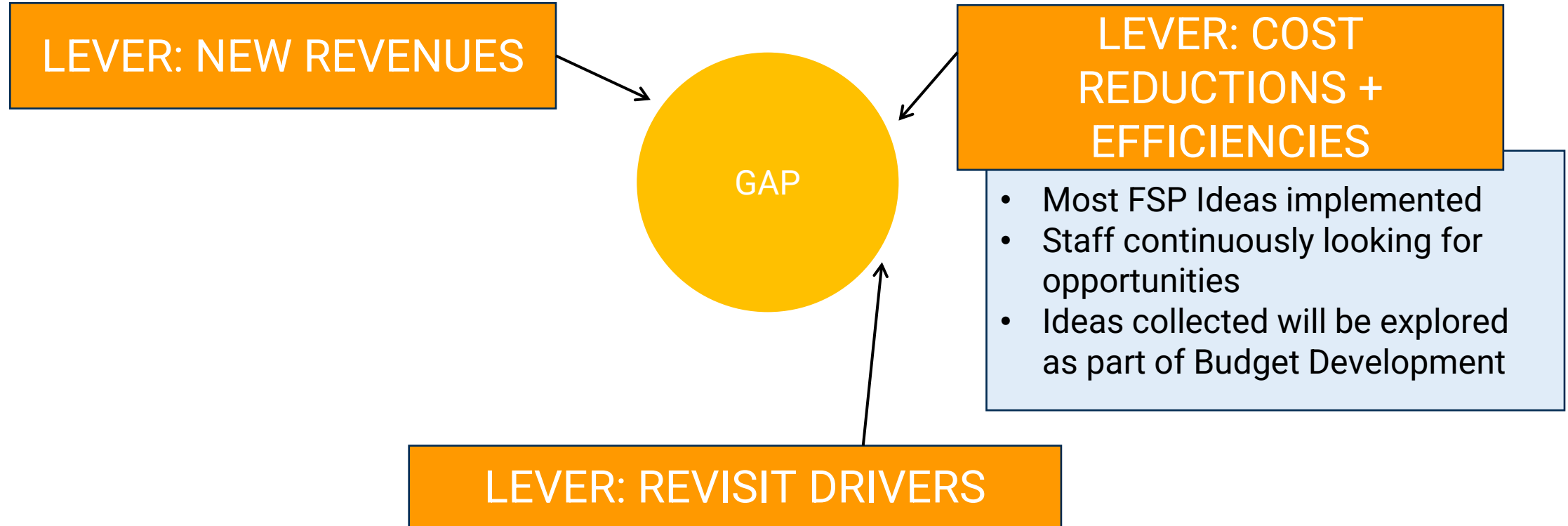
Gap to Fill

Ways to Address

- This is one example. There are numerous possibilities.

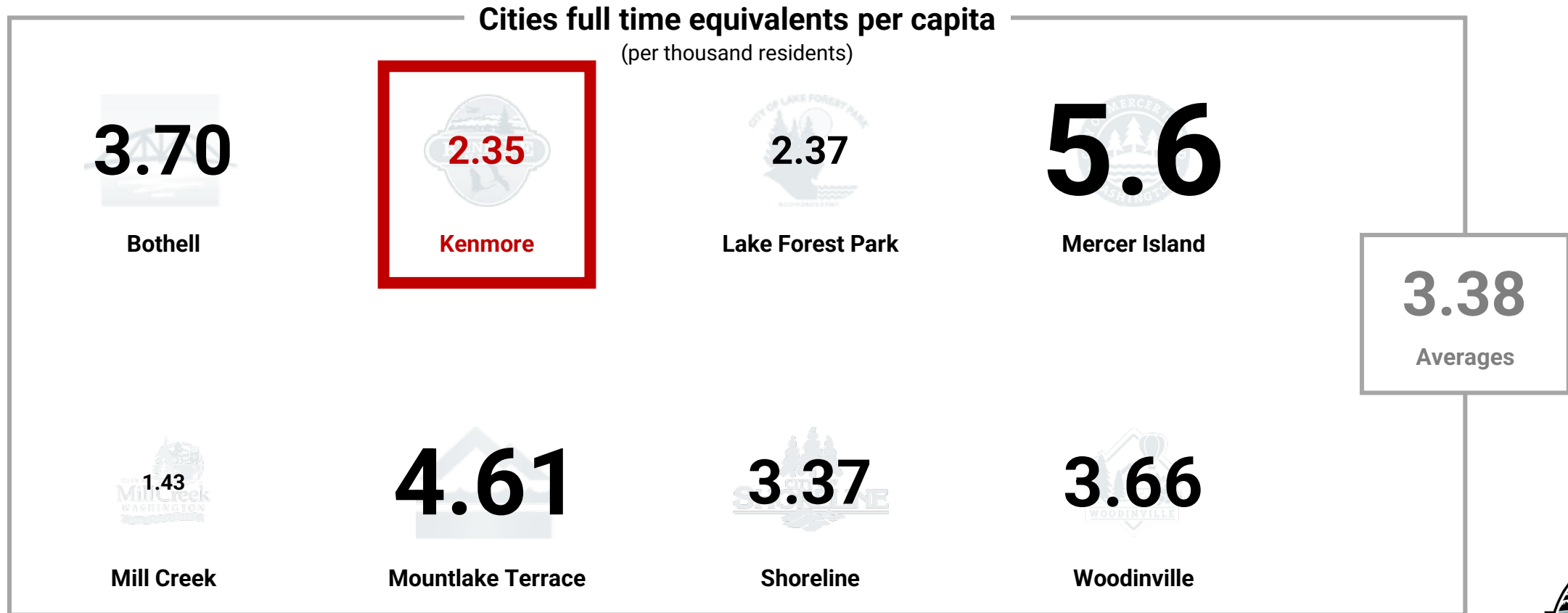


LEVERS AVAILABLE

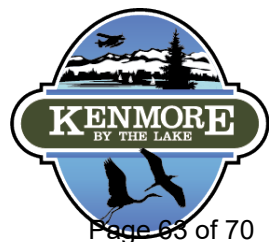


Focus on expenditures

Headcount comparison with neighboring cities

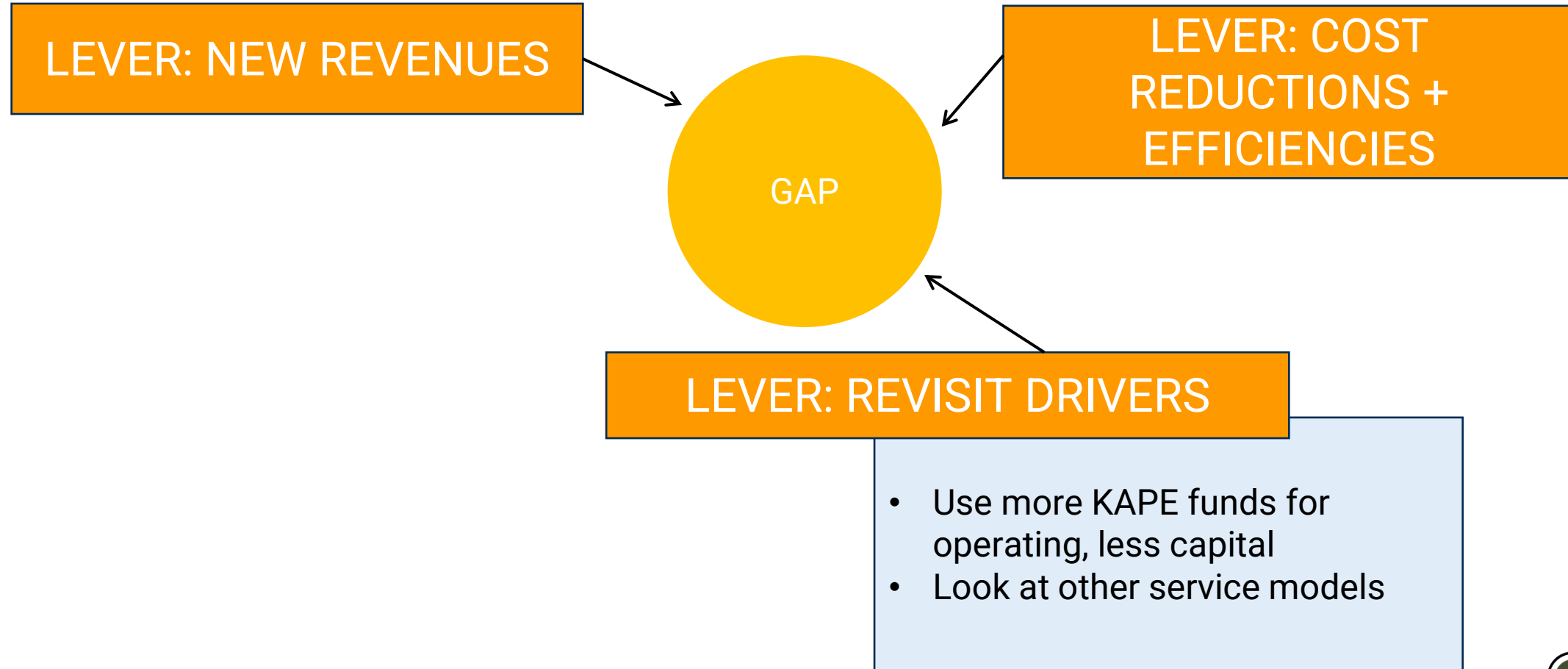


Source: WA State Office of Financial Management



Discussion of Cost Reduction + Efficiencies Ideas

LEVERS AVAILABLE



Discussion of Drivers



NEXT STEPS: Discussion

Next Steps

The City is facing a structural deficit.

Reserves not met starting in 2029.

Acting now requires less dramatic action than waiting.

Next Steps

Key options to address:

- **Implement all available councilmanic options**
- **Pursue one or two ballot measures:**
 - A Metropolitan Park District (MPD), and/or
 - A Public Safety funding measure
- **Continue discussion on cost reductions + efficiencies**

Thank You and Questions