



City Council Meeting Schedule May 2019

May 7, 2019
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

May 14, 2019
Tuesday, 6:30 p.m.

WORKSHOP MEETING

1. Port of Kennewick Partnership (20 minutes)
2. KMC Policy Changes (Beaton - 45 minutes)
3. KMC Title 18 Code Amendment Options (Beaton - 15 minute)
4. Executive Session RCW 42.30.110(b) Real Estate (10 minutes)

May 21, 2019
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

May 28, 2019
Tuesday, 6:30 p.m.

WORKSHOP MEETING

1. Workplace Safety Update (Lemieux - 15 minutes)
2. Televising Council Meetings Update (Palmer - 10 minutes)
3. Annual Comp Plan Amendment Docket (McCormick - 20 minutes)
4. 2019 AWC Elected Officials Essential Webinar - Public Sector Resource Management (Mosley - 60 minutes)

To assure disabled persons the opportunity to participate in or benefit from City services, please provide twenty-four (24) hour advance notice for additional arrangements to reasonably accommodate special needs.

Please be advised that all Kennewick City Council Meetings are Audio Taped

May 2019
Updated 05/09/19

Council Workshop Coversheet



Agenda Item Number	1.	Meeting Date	05/28/2019
Agenda Item Type	Presentation		
Subject	Workplace Safety Update		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	Employee & Community Relations		

Info Only	☒
Policy Review	☐
Policy DevMnt	☐
Other	☐

Summary

Safety Coordinator Dan Lemieux and Human Resources Director Corey Osborn will provide an update on the City's workplace safety program. This report includes information concerning:

The number and nature of workplace injuries;
The amount of restricted and lost time due to workplace injuries;
Proactive efforts to maintain a safe work environment;
2018 safety accomplishments; and
2019 safety goals and objectives.

Through

Corey Osborn
May 22, 15:38:42 GMT-0700 2019

Dept Head Approval

City Mgr Approval

Marie Mosley
May 23, 22:27:20 GMT-0700 2019

Attachments:

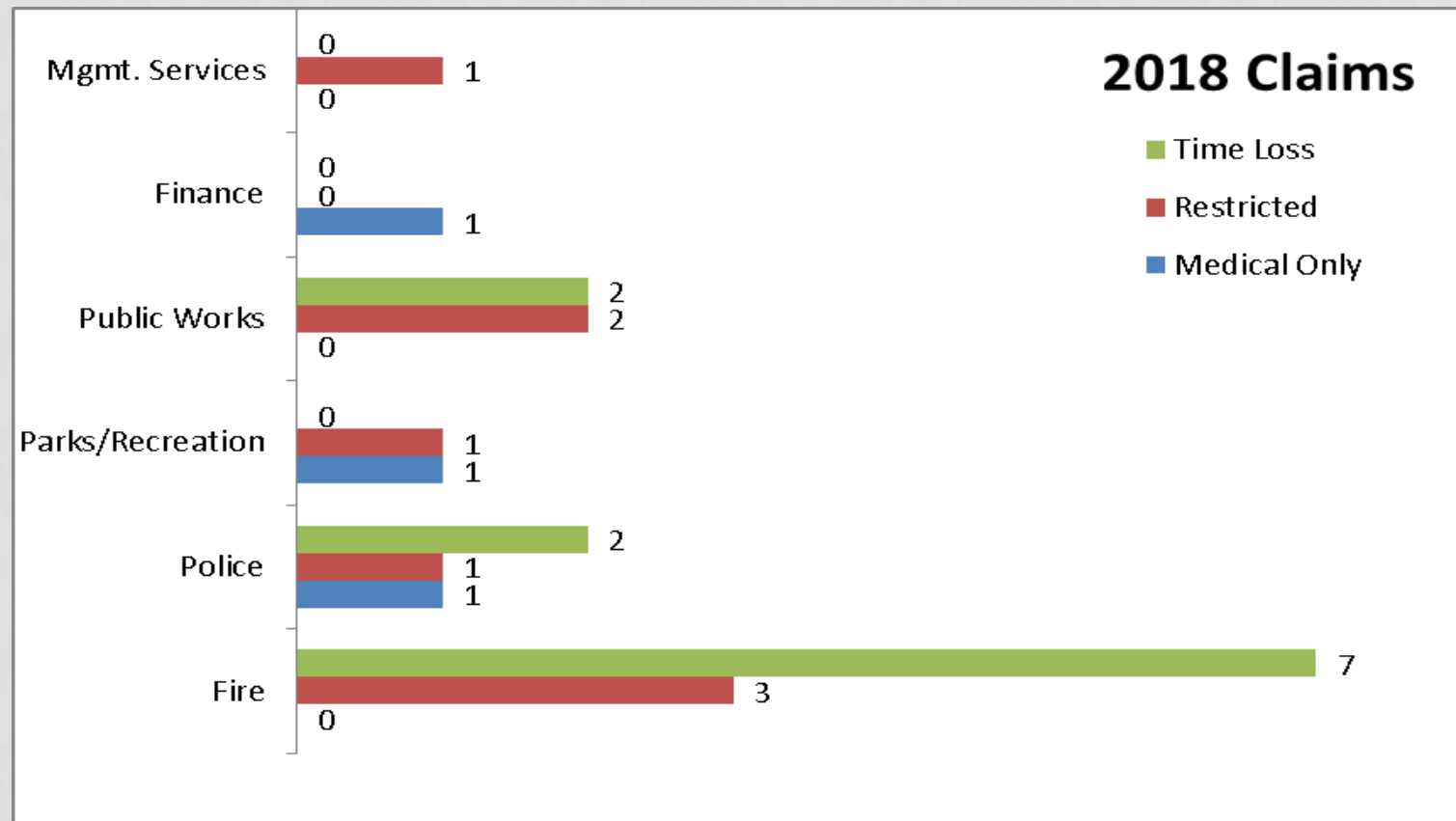
2018 Safety Presentation
AWC First Quarter Summary (2019)

CITY OF KENNEWICK

SAFETY & OCCUPATIONAL HEALTH

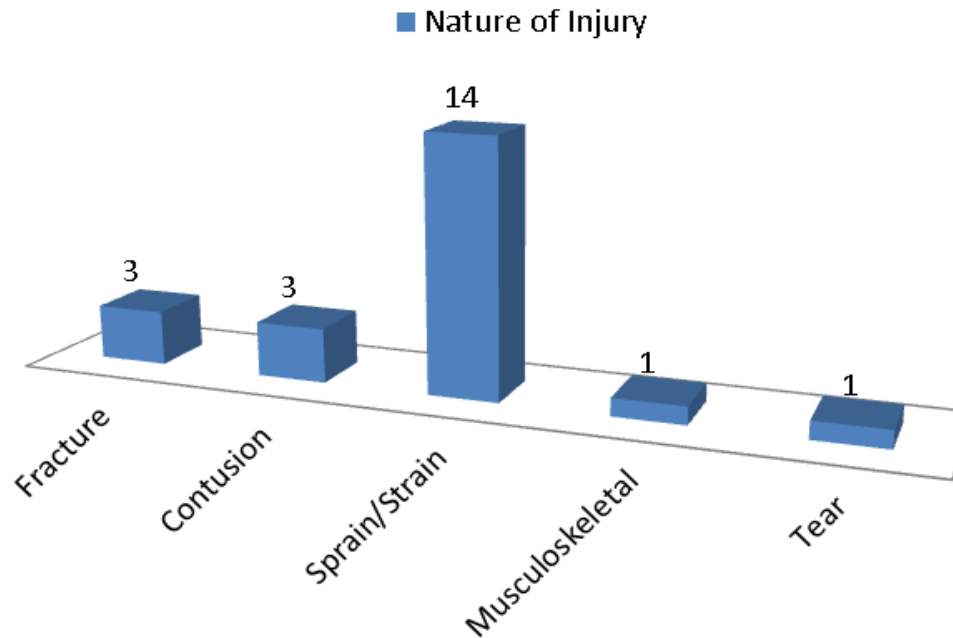


2018 SUMMARY OF CLAIMS



2018 SUMMARY OF CLAIMS

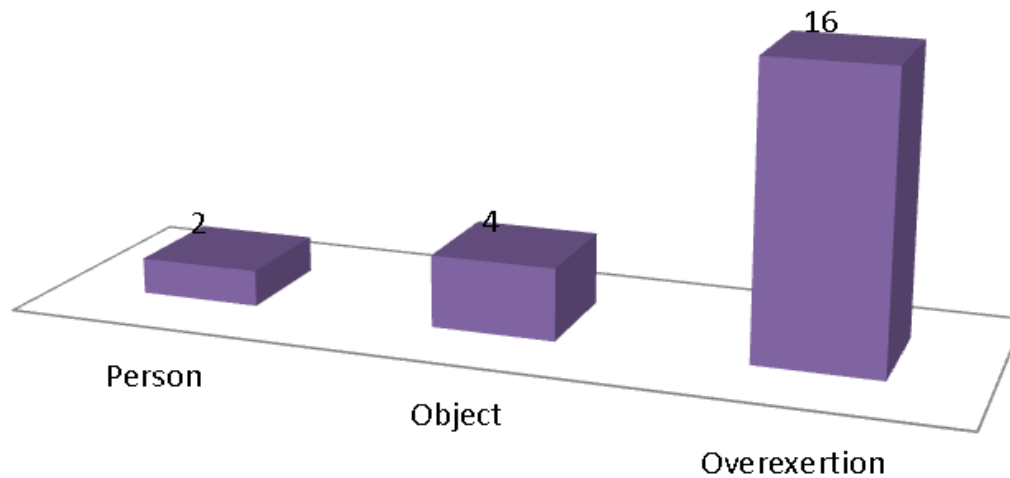
2018 Nature of Injury



2018 SUMMARY OF CLAIMS

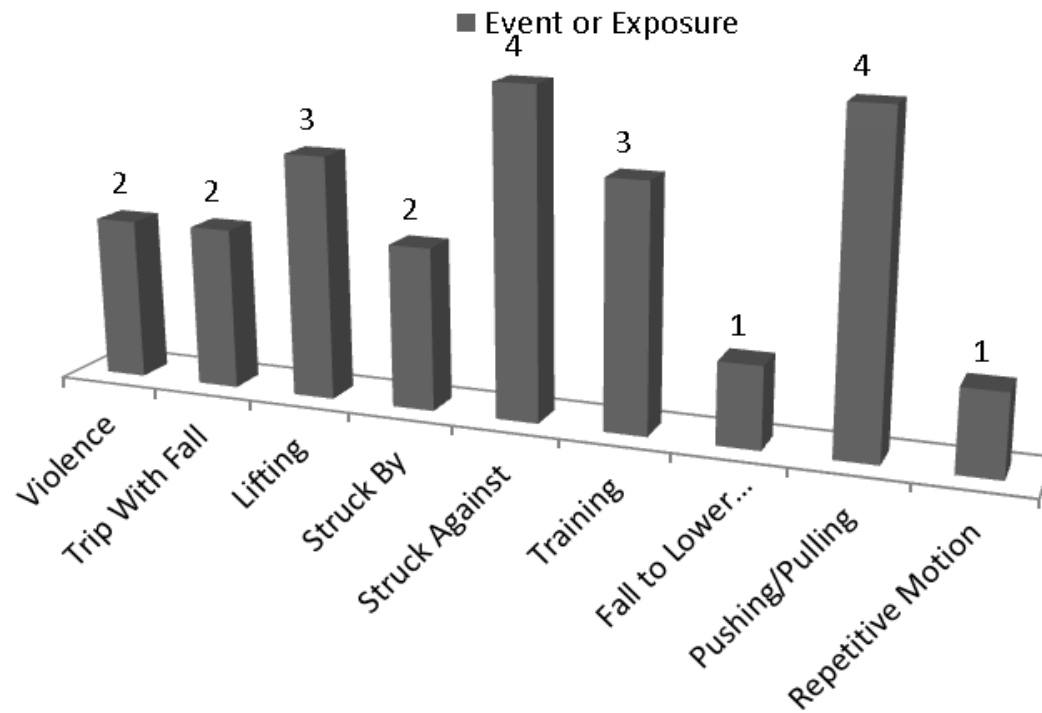
2018 Source of Injury

■ Source of Injury

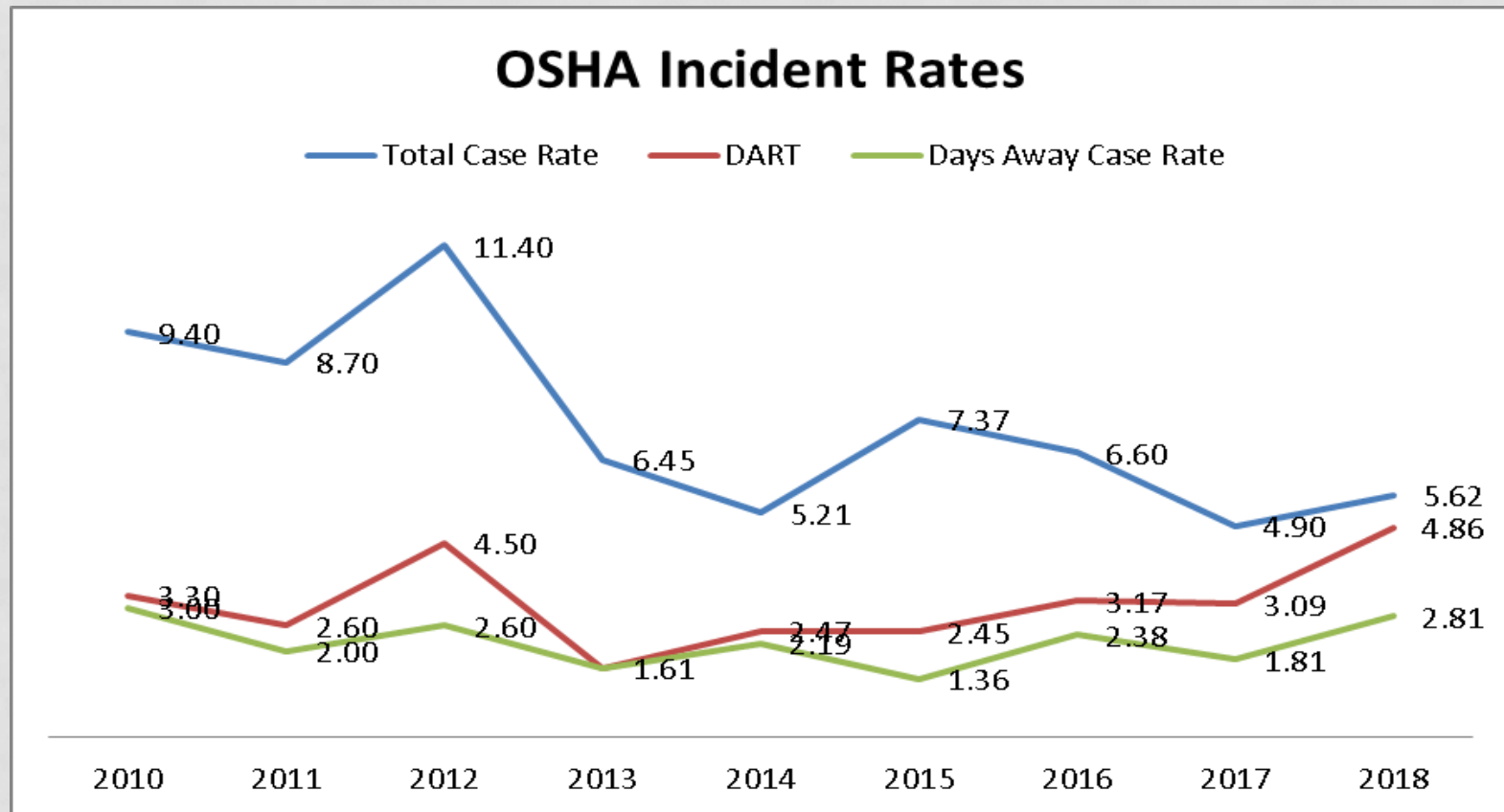


2018 SUMMARY OF CLAIMS

2018 Event or Exposure



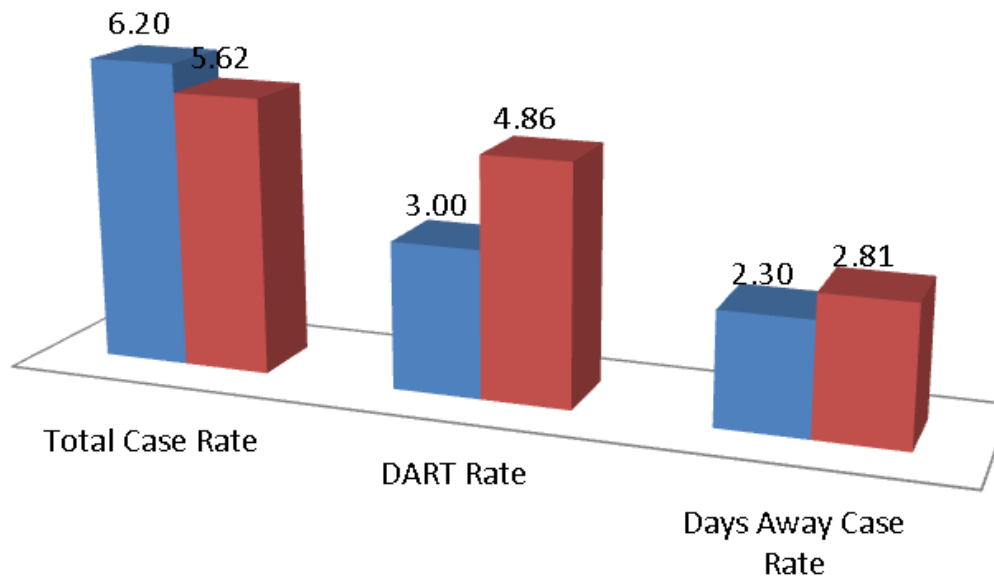
OSHA INCIDENT RATES 2010 THROUGH 2018



OSHA INCIDENT RATES LOCAL GOVERNMENT VS. KENNEWICK

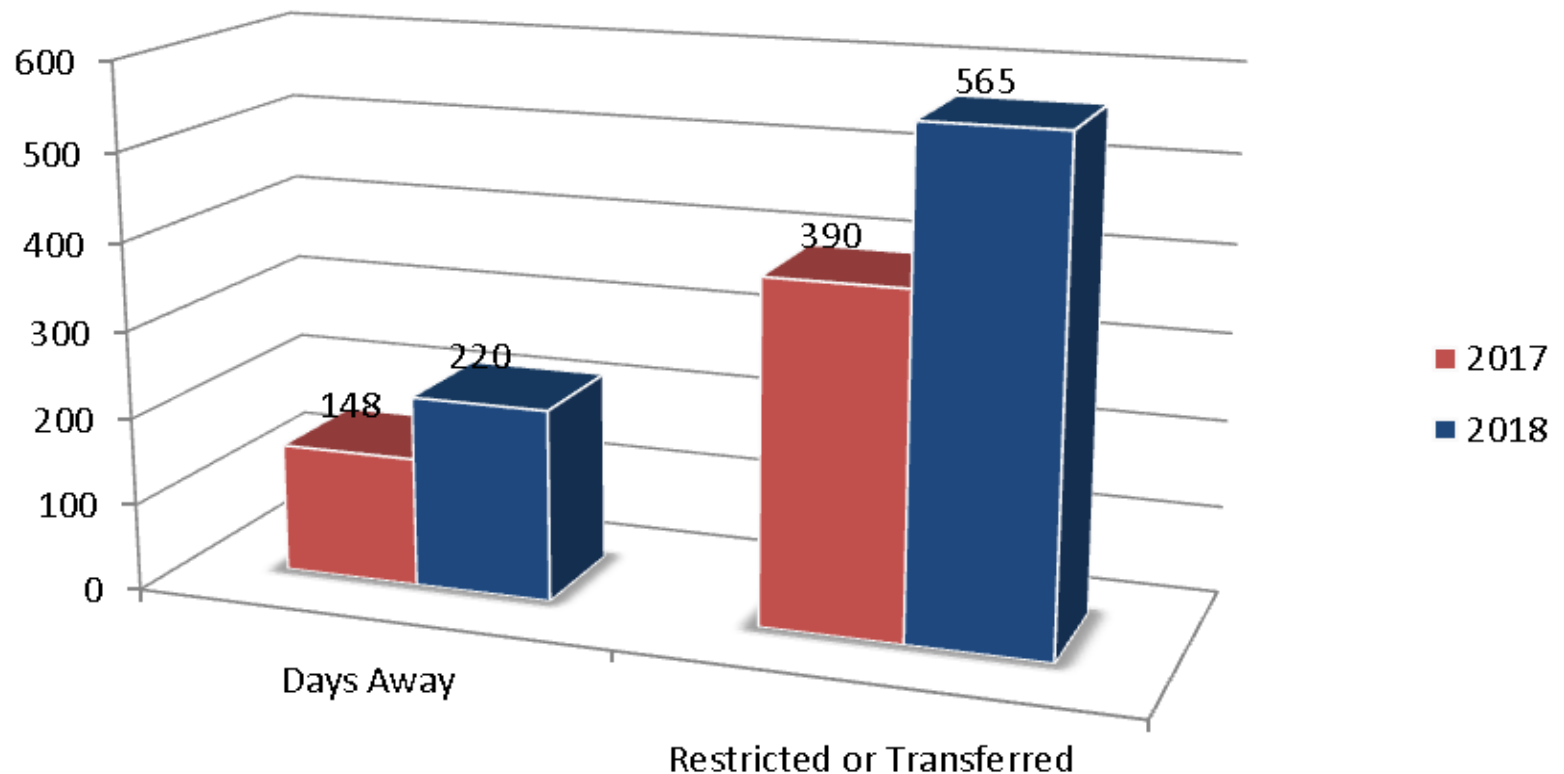
OSHA Incident Rate Comparison

■ Washington Average (Local Government 2017) ■ City of Kennewick 2018



DAYS AWAY, RESTRICTED, TRANSFERRED

2017-2018 DART Comparison



DAYS AWAY, RESTRICTED, TRANSFERRED (WITHOUT IMPACT OF 3 EVENTS)

2017-2018 DART Comparison



2018 YEAR END PERFORMANCE MEASURES

2018 Leading Indicators of Safety Performance

Logged Safety Training Hours	1276
Safety Recognition Nominations	23
Safety Inspections	34
Hazards Recognized and Mitigated	6
Safety Meetings Held	88
AWC Safety Coordinators	15

2018 SUCCESS STORIES

- \$183,039 in cost savings in 2018 resulting from the City's reduced experience factor (2015-2017)
- \$24,846 received through the Stay at Work Program
- 5 employees trained to be "competent persons" relating to trenching and shoring operations
- 5 employees trained to be "competent persons" relating to confined space entry
- 4 employees trained and state certified as "asbestos workers"
- First and only agency to earn AWC's new WorkSafe Employer Award
- [AWC First Quarter Summary](#)

2019 OPPORTUNITIES

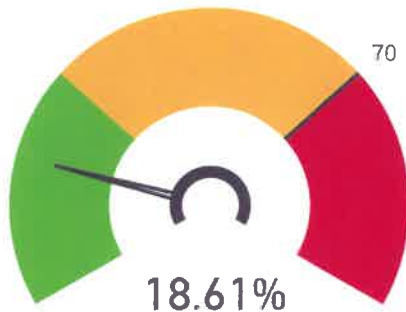
- **Enhance new employee on-boarding**
 - Safety Coordinator will participate in employee orientations
- **Create and update Job-Specific Hazard Analyses**
 - Safety Coordinator will increase time in field operations
 - Utilize light duty assignments to research and draft JHAs
- **Improve employee return to work process**
 - Provide increased training to all employees
 - Pro-actively communicate to injured employees
 - Contact local medical providers, including ER facilities, to explain the City's light duty and return to work processes

Kennewick

Report includes data through 3/31/2019

2019 Claims data

Cost type	2019 claims should not exceed	YTD claims costs	% of threshold funds used
Claim costs	\$223,759	\$41,635	18.61%
Developed claim costs	\$469,893	\$87,434	18.61%



Developed claim costs should not exceed 70% of your standard premium

Stay at Work utilization and reimbursement

Year	Stay at Work Claims	Time Loss Claims	Stay at Work reimb.	% claims with reimb.
2015	6	4	\$16,735.57	150.0%
2016	5	8	\$13,255.06	62.5%
2017	8	5	\$29,672.94	160.0%
2018	9	12	\$28,196.74	75.0%
2019	0	3	\$0.00	0.0%
Total	28	32	\$87,860.31	87.5%

Stay at Work should be

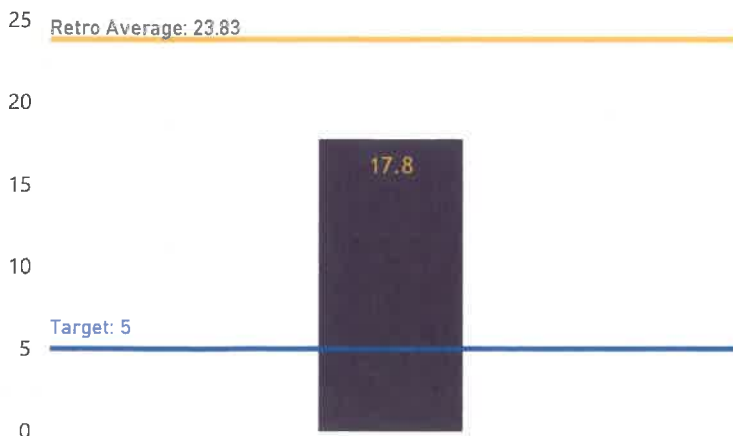
35%

or more of time loss claims

Claim lag - how soon do you report claims?

Your average lag in reporting claims is 17.8 days

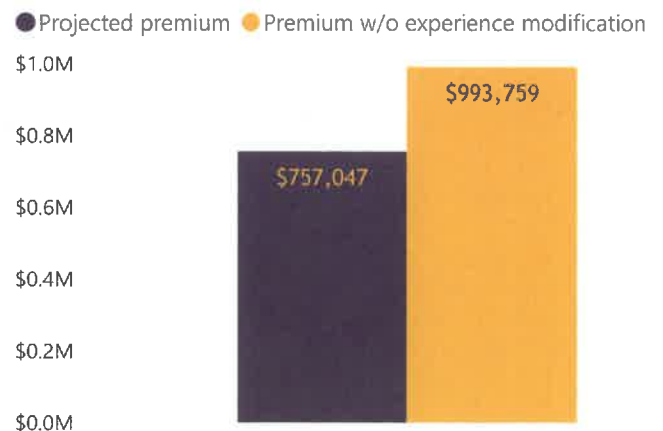
This is 16.7% less than the pool average



Premium projection and experience factors

Your projected premium for 2019 is: \$757,047

Your experience factor of 0.7393 reduces your projected premium by \$236,713



2019 experience factor is calculated using claims from 7/1/14 - 6/30/17

Council Workshop Coversheet



Agenda Item Number	2.	Meeting Date	05/28/2019
Agenda Item Type	Presentation		
Subject	Televising Council Meetings - Project Update		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	Management Services		

Info Only	☒
Policy Review	☐
Policy DevMnt	☐
Other	☐

Summary

Staff will provide an update on the implementation of video streaming of City Council meetings.

Through

Dept Head Approval

City Mgr Approval

Christina Palmer
May 22, 15:43:36 GMT-0700 2019

Marie Mosley
May 23, 22:29:15 GMT-0700 2019

Attachments: Presentation

Televising Council Meetings

PROJECT UPDATE

PRESENTED AT CITY COUNCIL WORKSHOP 05/28/19

Status Update

- Equipment installation complete
- Testing Phase

Meeting Guidelines

- Wait to be recognized by the Mayor before speaking
- Speak into your microphone
- Keep your microphone off unless speaking
- Avoid tapping on tables or rustling papers
- Do not watch the live feed during the meeting
- Advise staff when you will not be able to attend a meeting
- Audio feed is live shortly before video

Demo

The background is a deep blue gradient. On the right side, there are several concentric, glowing blue circular lines that create a tunnel-like effect. On the left side, there is a faint, semi-transparent grid of binary code (0s and 1s) that also appears to recede into the distance.

Questions?

Council Workshop Coversheet



Agenda Item Number	3.	Meeting Date	05/28/2019
Agenda Item Type	Presentation		
Subject	2019 Comprehensive Plan Amendment Docket		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	Planning		

Info Only	☒
Policy Review	☐
Policy DevMnt	☐
Other	☐

Summary

The Washington State Growth Management Act permits local jurisdictions to amend their comprehensive plan once a year, should they choose to do so. The City of Kennewick has traditionally accepted applications to amend the comprehensive plan annually. The window to apply to amend the comprehensive plan is March 1st through May 1st of each year.

For the 2019 amendment cycle the city has received 11 site specific request to change the comprehensive plan land use map.

The first step in this process is to bring the docket of requests to the Planning Commission for recommendations. Those recommendations are then forwarded to the City Council for a decision. Council may choose from three options for each request:

1. Approve the request for processing
2. Not approve the request for processing
3. Defer the request for processing to a later annual cycle.

Planning Commission reviewed each request at their May 20, 2019 meeting.

This presentation will give a brief overview of each amendment request to familiarize Council with what is being proposed and the location of each. The docket is scheduled for Council action at the June 4, 2019 regular meeting.

Through

Anthony Muai
May 21, 15:25:42 GMT-0700 2019

Attachments:

PC Staff Report
Presentation

Dept Head Approval

Gregory McCormick
May 23, 07:34:13 GMT-0700 2019

City Mgr Approval

Marie Mosley
May 24, 08:24:27 GMT-0700 2019

2019 Comprehensive Plan Amendment Docket Review

City Council
May 28, 2019

Docket Review Criteria

KMC 4.12.110 (5)(c):

- i. Timing of the requested amendment is appropriate and Council will have sufficient information to make an informed decision;
- ii. The City will be able to conduct sufficient analysis, develop policy and related development regulations;
- iii. The requested amendment has not been recently rejected by Council;
- iv. The amendment will further implement the intent of the City's adopted Comprehensive Plan; and
- v. The amendment is not better addressed through another planning process such as a sub-area plan update.

Summary of Amendments

File Number	Map/Text	Summary of Amendment
CPA 19-01	Map	Change 0.27 acres from HIGH DENSITY RESIDENTIAL to PUBLIC FACILITY located at 5801 W. HILDEBRAND BLVD.
CPA 19-02	Map	Change 30.06 acres from LOW DENSITY RESIDENTIAL and OPEN SPACE to PUBLIC FACILITY located at 3500 S. VANCOUVER ST.
CPA 19-03	Map	Change 2.86 acres from LOW DENSITY RESIDENTIAL to COMMERCIAL located at 7640 BOB OLSON PKWY
CPA 19-04	Map	Change 5.526 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL located at 6230 RIDGELINE DR.
CPA 19-05	Map	Change 58.56 acres from LOW DENSITY RESIDENTIAL to MIXED USE located at UNADDRESSED PARCEL NORTH OF BOB OLSON PKWY. (PARCEL# 1078930000001004)
CPA 19-06	Map	Change 82.64 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL located at 5800 W. 28TH AVE. and 2175 S. SHERMAN ST.

Summary of Amendments

File Number	Map/Text	Summary of Amendment
CPA 19-07	Map	Change 0.55 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL located at 3126 W. HOOD AVE.
CPA 19-08	Map	Change 4.19 acres from LOW DENSITY RESIDENTIAL to HIGH DENSITY RESIDENTIAL located at 2652 W. 15TH AVE.
CPA 19-09	Map	Change 6.04 acres from LOW DENSITY RESIDENTIAL to HIGH DENSITY RESIDENTIAL located at 3112 W. 27TH AVE.
CPA 19-10	Map	Change 4.48 acres from COMMERCIAL to MEDIUM DENSITY RESIDENTIAL located at 3605 S. ZINTEL WAY.
CPA 19-11	Map	Change 53.32 acres from COMMERCIAL to MIXED USE located at 7109 W. OKANOGAN PL., 6941, 7000, 7016, 7048, 7109, 7130 W. GRANDRIDGE BLVD.

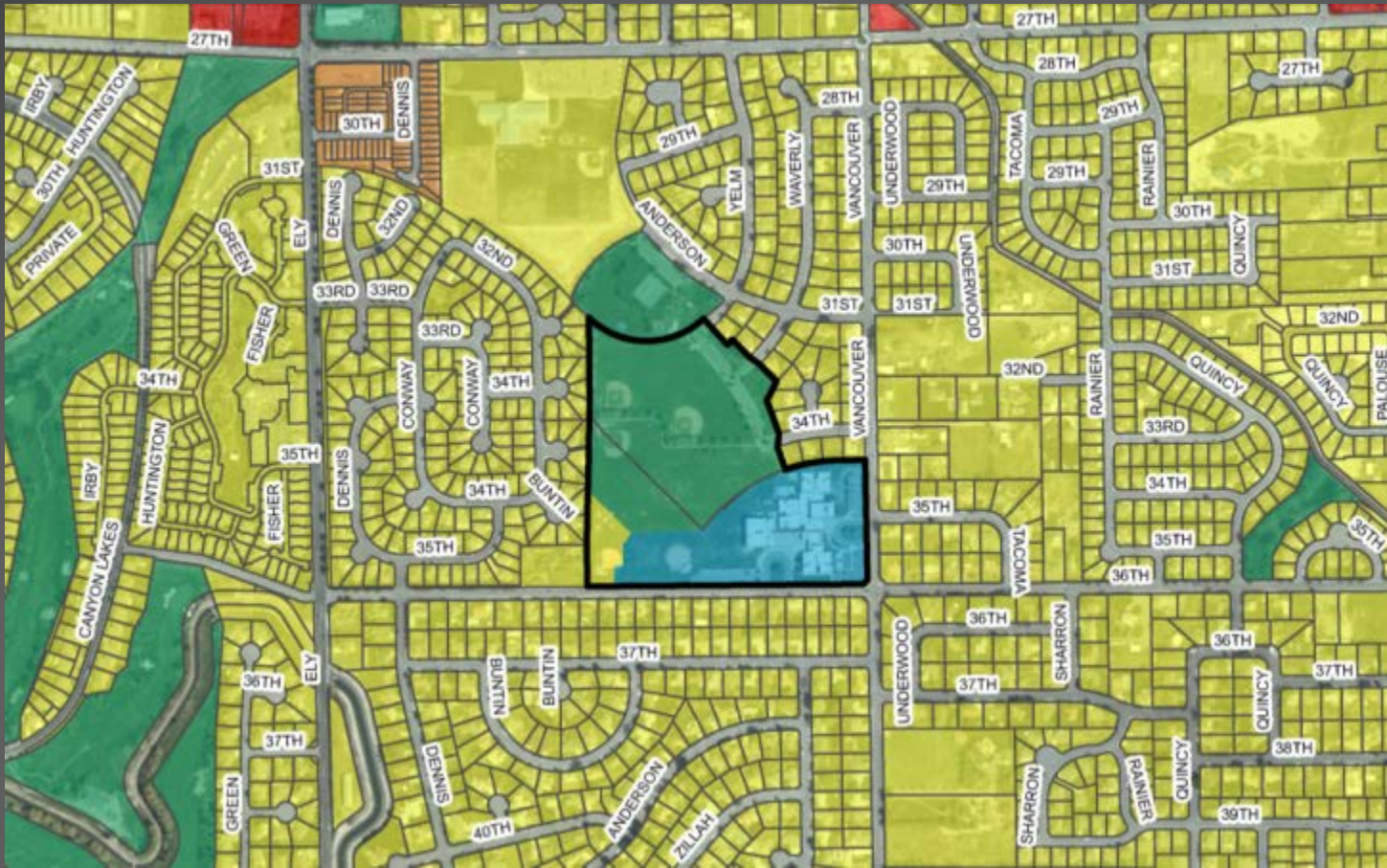
CPA 19-01

- High Density Residential to Public Facility
- 0.27 acres
- 5801 W. Hildebrand Blvd
- Kennewick School District
- Planning Commission Recommendation: **PROCESS**



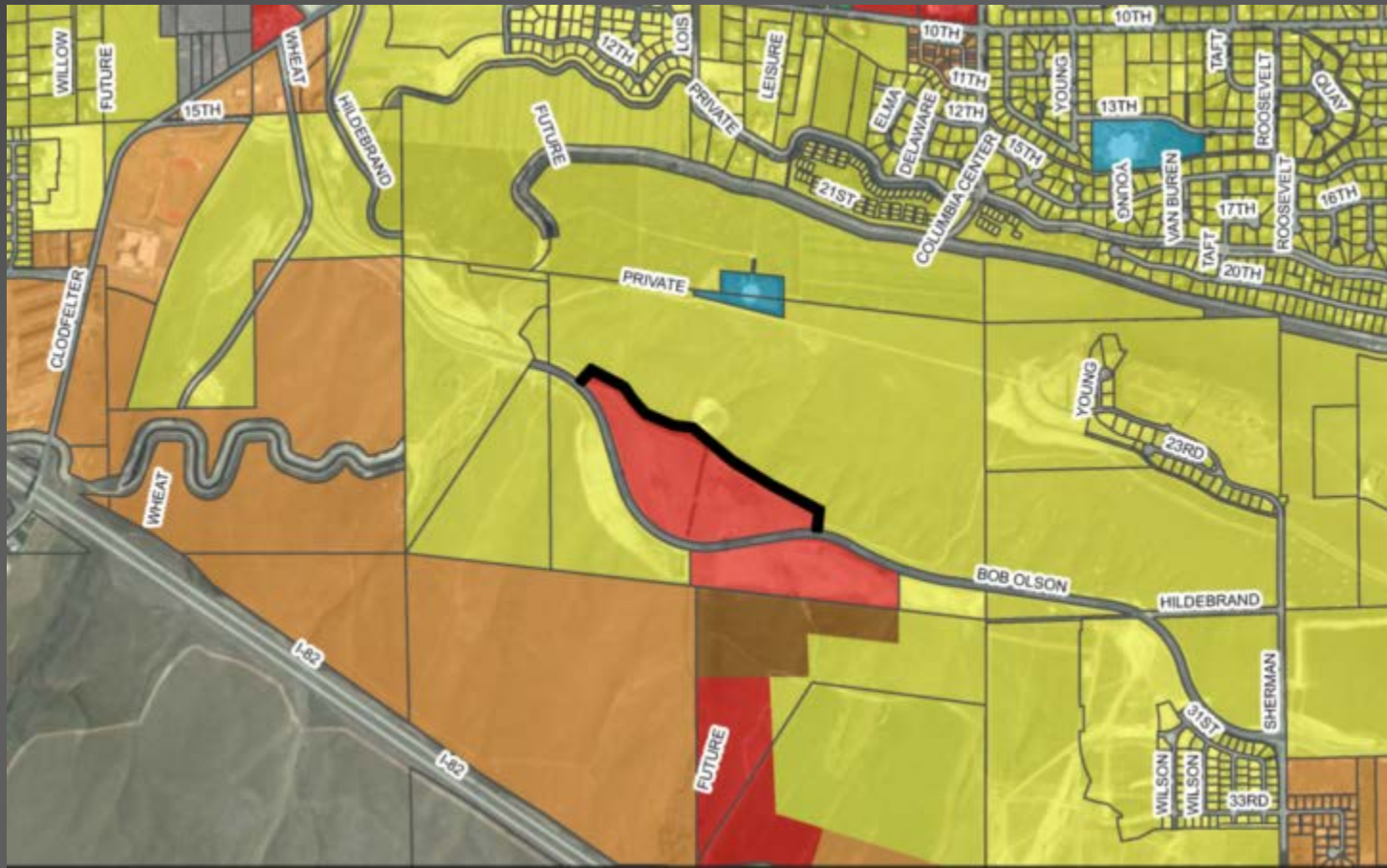
CPA 19-02

- Low Density Residential and Open Space to Public Facility
- 30.06 acres
- 3500 S. Vancouver St.
- Kennewick School District
- Planning Commission Recommendation: **PROCESS**



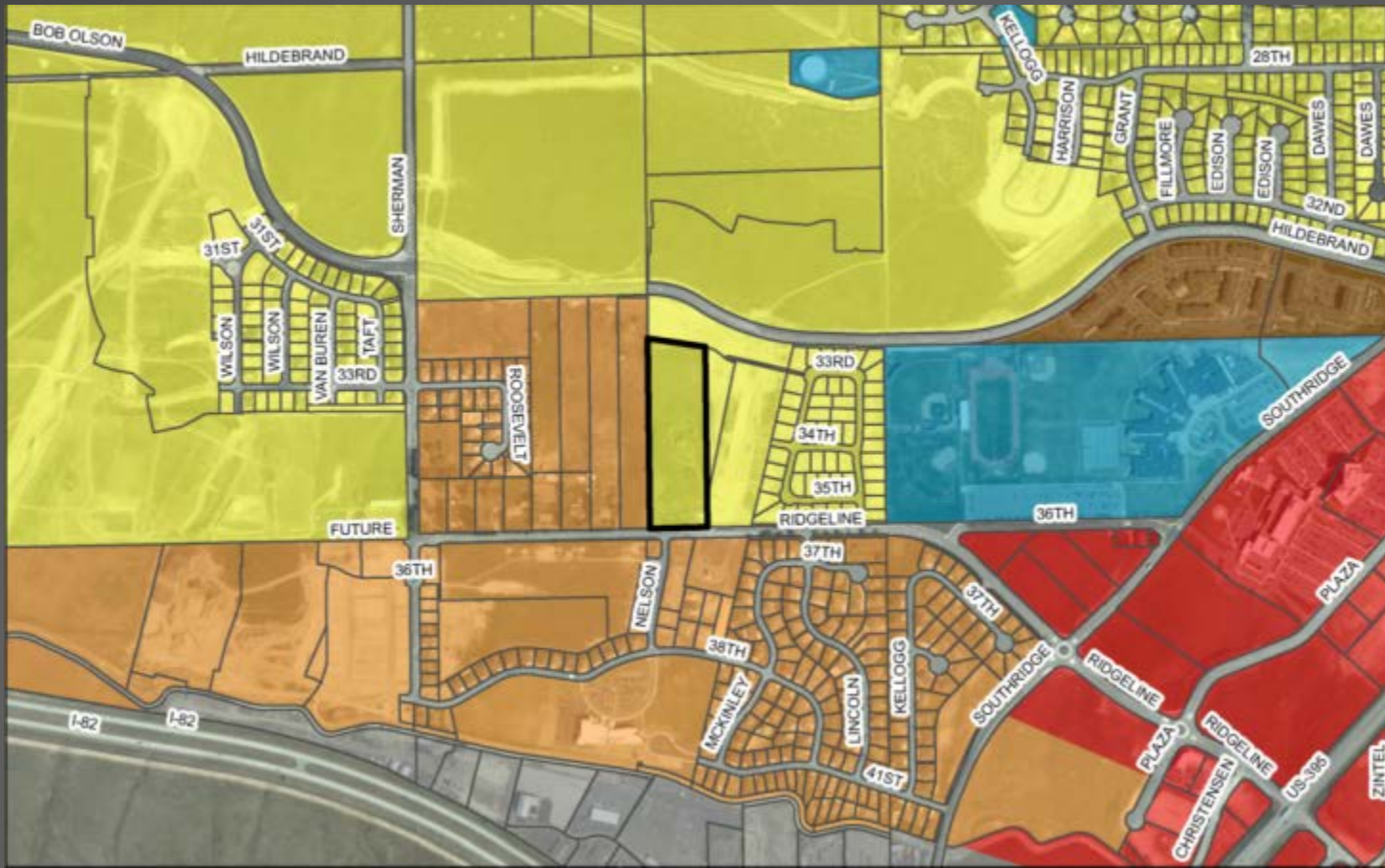
CPA 19-03

- Low Density Residential to Commercial
- 2.86 acres
- 7604 Bob Olsen Pkwy
- Bauder Young Properties, LLC
- Planning Commission Recommendation: **Process**



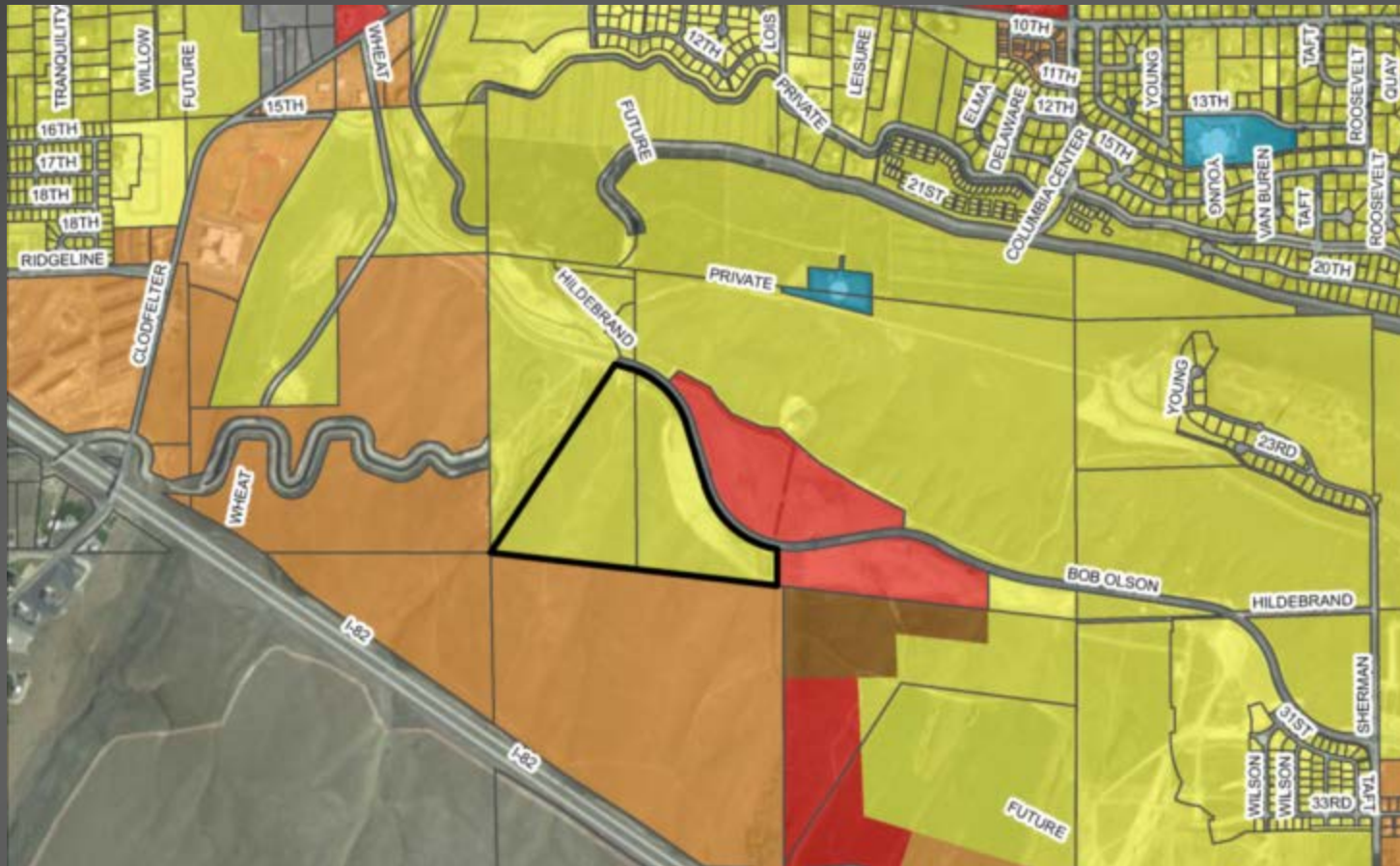
CPA 19-04

- Low Density Residential to Medium Density Residential
- 5.26 acres
- 6230 Ridgeline Dr.
- KDS Development, LLC
- Planning Commission Recommendation: **PROCESS**



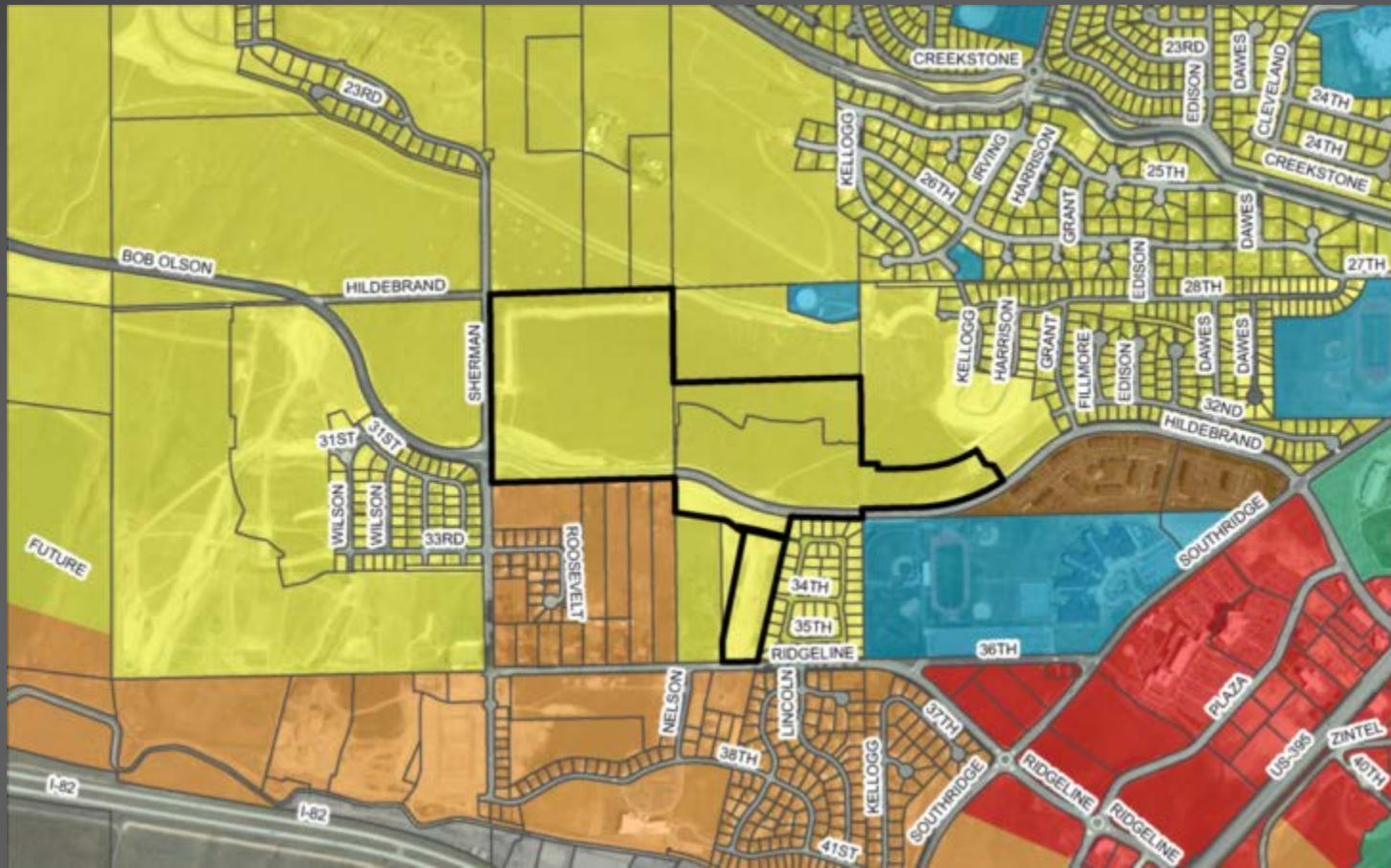
CPA 19-05

- Low Density Residential to Mixed Use
- 58.56 acres
- Unaddressed parcel north of Bob Olsen Pkwy (1-0789-300-0001-004)
- Bauder Young Properties, LLC
- Planning Commission Recommendation: **DEFER to 2020**



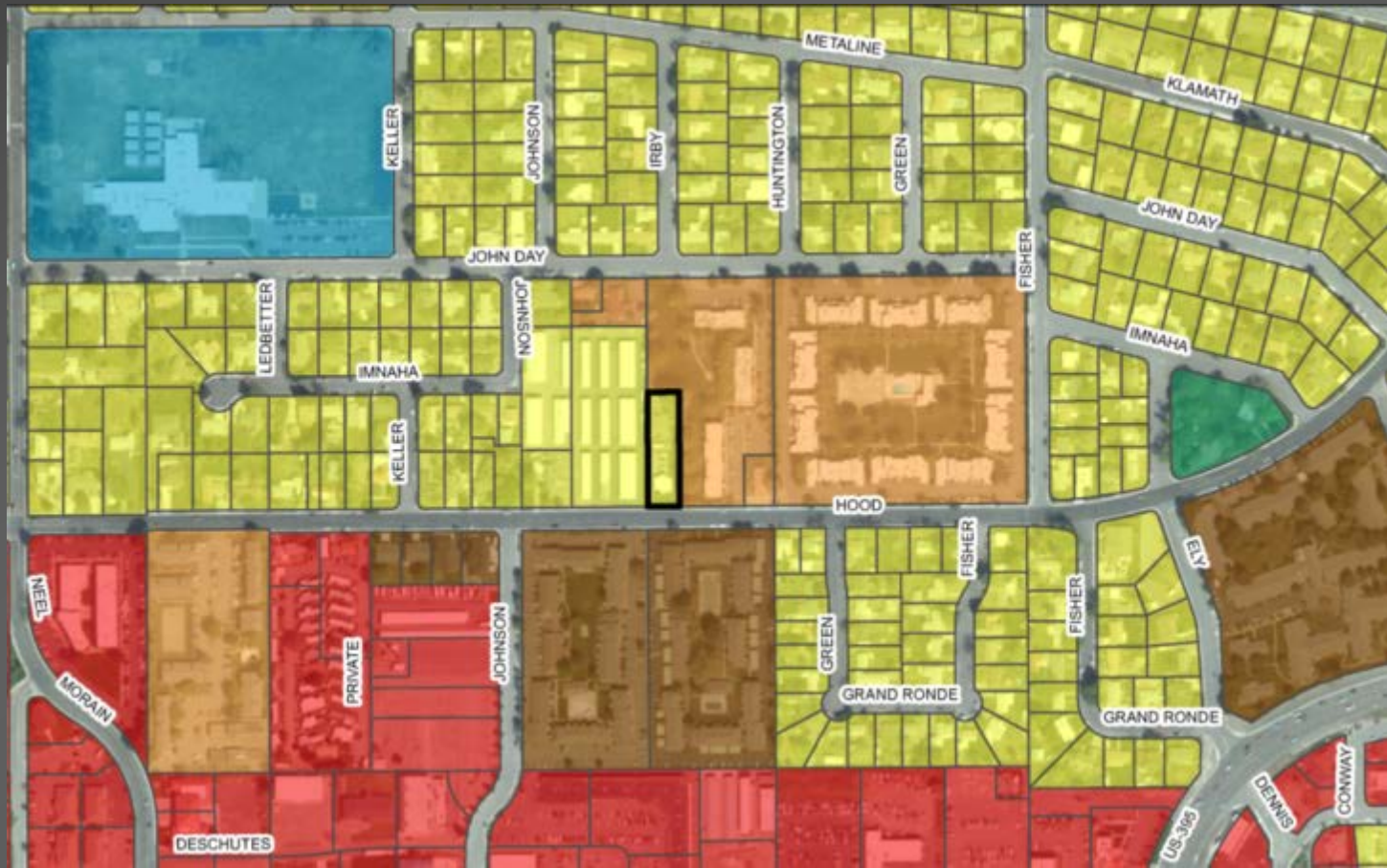
CPA 19-06

- Low Density Residential to Medium Density Residential
- 82.64 acres
- 5800 W. 28th Ave. & 2175 S. Sherman St.
- Ben Kruse
- Planning Commission Recommendation: **PROCESS**



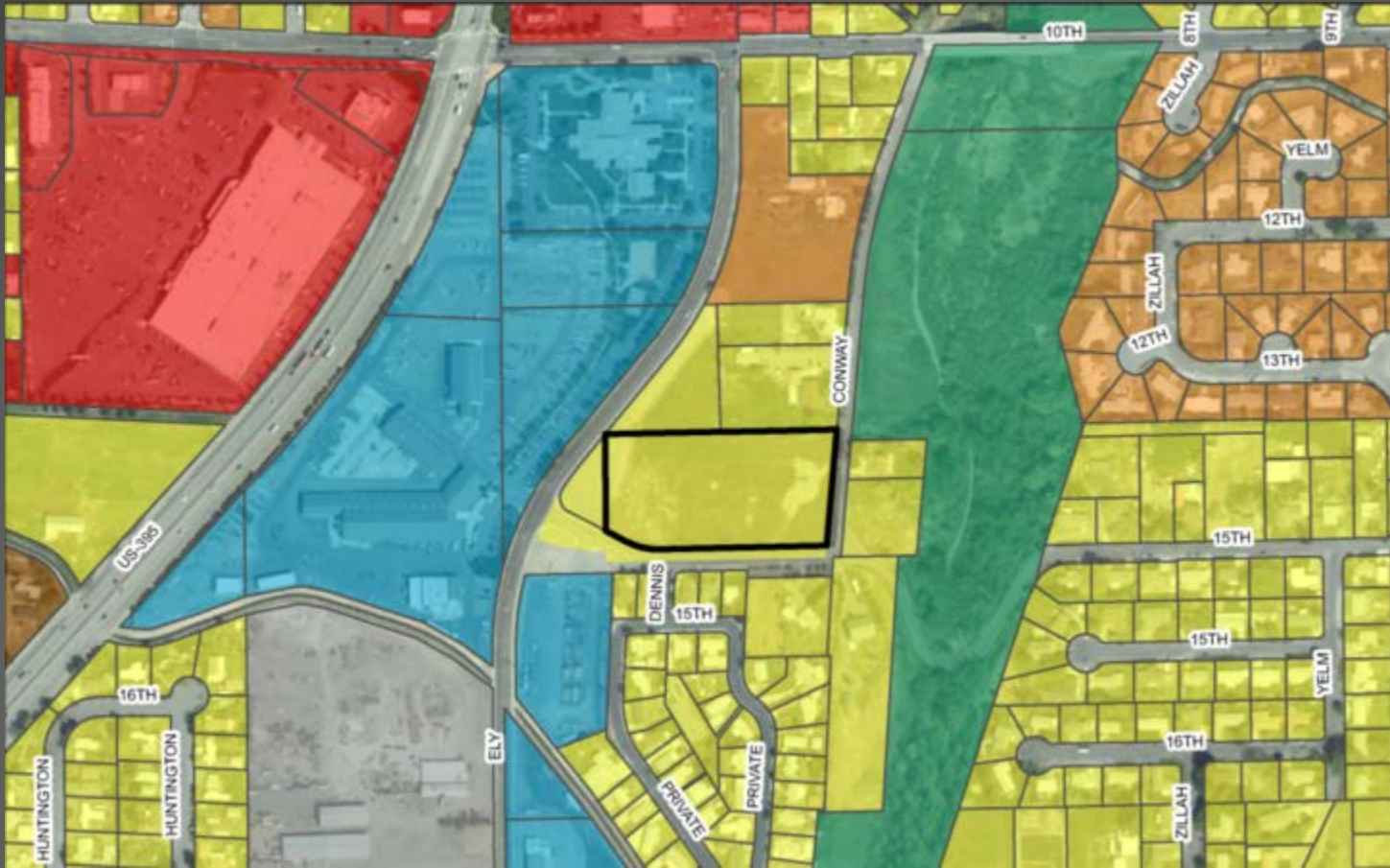
CPA 19-07

- Low Density Residential to Medium Density Residential
- 0.55 acres
- 3126 W. Hood Ave.
- Cary & Jennifer Cole
- Planning Commission Recommendation: **PROCESS**



CPA 19-08

- Low Density Residential to High Density Residential
- 4.19 acres
- 2652 W. 15th Ave.
- William D. McKay
- Planning Commission Recommendation: **PROCESS**



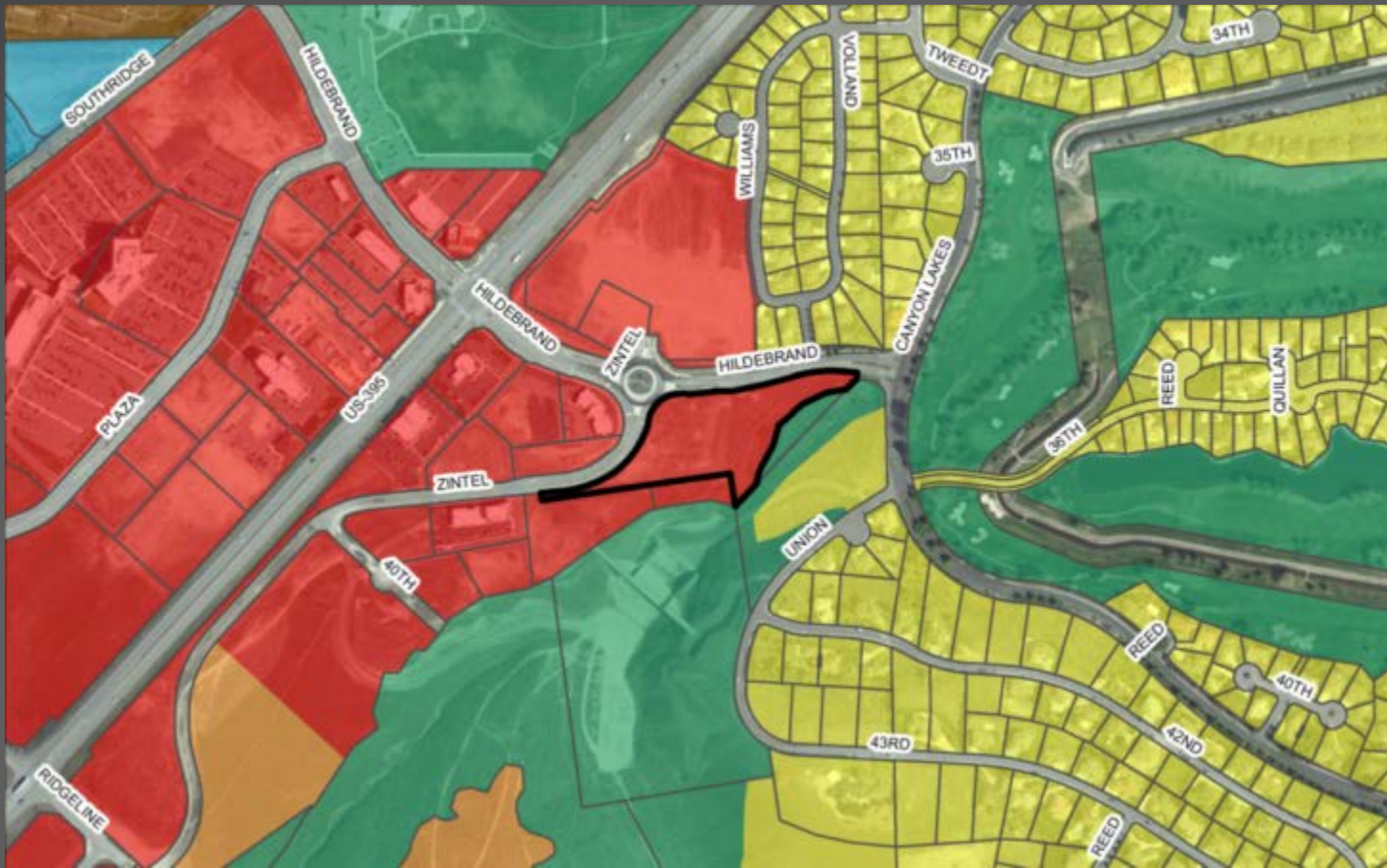
CPA 19-09

- Low Density Residential to High Density Residential
- 6.04 acres
- 3112 W. 27th Ave.
- William D. McKay
- Planning Commission Recommendation: **PROCESS**



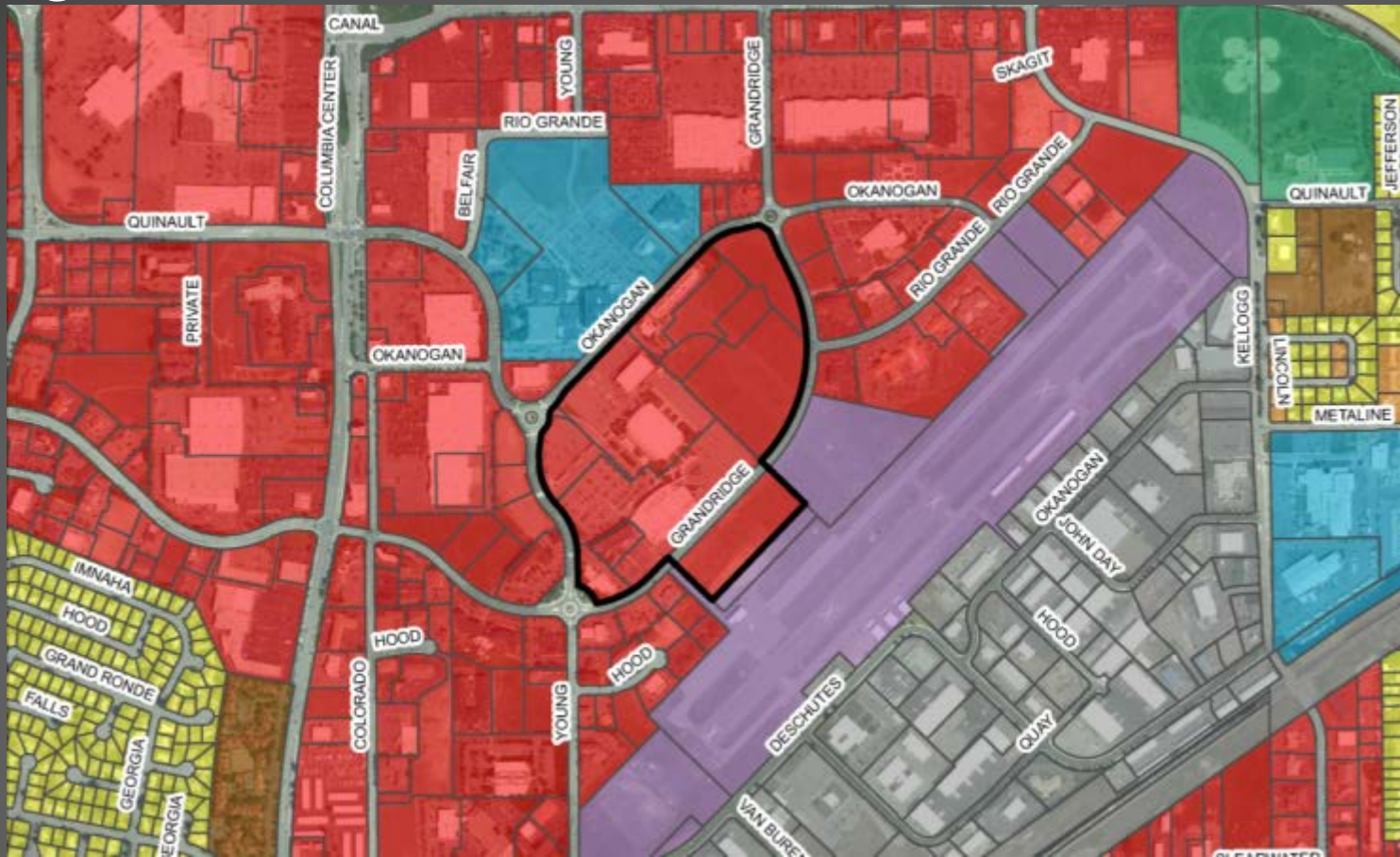
CPA 19-10

- Commercial to Medium Density Residential
- 4.48 acres
- 3605 S. Zintel Way
- Knutzen Engineering
- Planning Commission Recommendation: **PROCESS**



CPA 19-11

- Commercial to Mixed Use
- 53.32 acres
- 7109 W. Okanogan PL., 6941, 7000, 7016, 7048, 7109, 7130 W. Grandridge Blvd.
- City of Kennewick
- Planning Commission Recommendation: **PROCESS**



Questions?



STAFF REPORT

2019 Comprehensive Plan Amendment Docket Review

Staff Contact: Anthony Muai, AICP

To: City Council

Date: June 4, 2019

BACKGROUND

Annually the City opens up the Comprehensive Plan for modification amendments (Land Use) as provided for by the Washington State Planning Laws. Amendment requests can be made by the public at large as well as the City. The major purpose is to keep the Comprehensive Plan current and up to date, by reviewing and adopting “proper amendments” designed to implement the City of Kennewick’s Comprehensive Plan.

The City accepts amendment applications from March 1st through May 1st each year. Once the applications have been received the Planning Commission will make a recommendation to the City Council who will then make a legislative judgment as to whether they will review, defer (set aside for future review) or reject them prior to starting a formal review process.

The Washington State Growth Management Act specifies that the City’s annual review is permissive and the Council has the right to choose whether or not to initiate a review process for specific proposals as submitted. The basic reason why the Council has the right to select or reject requests is by law the legislative bodies of each City or County in the State of Washington are responsible for keeping their plans up to date while maintaining the integrity of the Comprehensive Plan.

This means that annually the City Council must use its legislative judgment as stewards of the City of Kennewick’s Comprehensive Plan to determine whether or not to act on specific amendment requests put before them.

GUIDELINES FOR EVALUATING AMENDMENTS

In order to make a recommendation on amendment application requests the following criteria outlined in the Kennewick Municipal Code 4.12.110 has been established and should be considered.

1. Timing of the requested amendment is appropriate and Council will have sufficient information to make an informed decision;
2. The City will be able to conduct sufficient analysis, develop policy and related development regulations;
3. The requested amendment has not been recently rejected by Council;
4. The amendment will further implement the intent of the City’s adopted Comprehensive Plan; and
5. The amendment is not better addressed through another planning process such as a sub-area plan update.

2019 AMENDMENT REQUESTS - To assist during your deliberations on the legislative amendment requests please find below basic information pertinent to each application. Also see attached a Comprehensive Plan Map which identifies the location of each requested amendment.

AMENDMENT REQUEST – CPA 19-01: Comprehensive Plan amendment to change the land use designation of 0.27 acres from HIGH DENSITY RESIDENTIAL to PUBLIC FACILITY. Address: 5801 W. HILDEBRAND BLVD.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

The proposal has not been recently rejected by Council.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, by providing the ability for the redesign of the Southridge High School bus turn around to better accommodate the needs of the students and teachers as the school grows.

Is the amendment better addressed through another planning process such as a sub-area plan update?

The proposed amendment is not better addressed through another planning process.

Staff Conclusions

This amendment has been requested to allow KSD to construct a bus turnaround area with access from Hildebrand Blvd. There are no major issues with the request that would be an obstacle to processing it.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-01 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-01 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-01 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-02: Comprehensive Plan amendment to change the land use designation of 30.06 acres from LOW DENSITY RESIDENTIAL and OPEN SPACE to PUBLIC FACILITY. Address: 3500 S. VANCOUVER ST.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, because if approved, the proposed amendment will allow the four parcels to be combined allowing for efficient future expansion or redevelopment of Horse Heaven Hills Middle School to accommodate growth.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

The proposed amendment addresses four parcels that house Horse Heaven Hills Middle School. The change will bring the land use into conformance with the existing use and allow the four parcels that house the school to be combined. There are no major issues with the request that would be an obstacle to processing it.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-02 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-02 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-02 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-03: Comprehensive Plan amendment to change the land use designation of 2.86 acres from LOW DENSITY RESIDENTIAL to COMMERCIAL. Address: 7640 BOB OLSON PKWY

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There appears to be sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

No, but it also does not detract from the Comprehensive Plan. The request will allow an existing maintenance road to be joined with the abutting Commercial property rather than remain within a Low Density Residential area.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

The requested amendment is proposed to change the land use designation of a maintenance road so that it can be combined with the abutting Commercial designated parcel. There are no major issues with the request that would be an obstacle to processing it.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-03 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-03 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-03 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-04: Comprehensive Plan amendment to change the land use designation of 5.526 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL. Address: 6230 RIDGELINE DR.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, specifically Housing Goal 1: *Support and develop a variety of housing types and densities to meet the diverse need of the population* and Housing Goal 3: *Promote affordable housing for all economic segments of the community.*

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

There are no major issues with the request that would be an obstacle to processing it. The site abuts Medium Density Residential lands to the south and west. The property to the north and east is part of CPA 18-06 which is being requested to change from Low Density Residential to Medium Density Residential as well. The Southridge area has several areas designated Medium Density Residential that have already been developed, however they have been at Low Density Residential densities. The proposed change has the potential of increasing the variety of housing sizes and types in the area.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-04 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-04 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-04 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-05: Comprehensive Plan amendment to change the land use designation of 58.56 acres from LOW DENSITY RESIDENTIAL to MIXED USE. Location: UNADDRESSED PARCEL NORTH OF BOB OLSON PKWY. (PARCEL# 107893000001004)

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

Staff is currently in the process of crafting requirements for amendments to the comprehensive plan land use map that propose Mixed Use. During the 2018 amendment cycle the City Council denied a request to change close to 90 acres to Mixed Use. The stated reasons were that there was no master plan in place for the proposal similar to what was done with Vista Field Redevelopment Master Plan and the Bridge to Bridge River to Railroad Revitalization Plan. Staff has been working on a code revision to address the City Council's concerns, however that revision is not yet complete. For this reason, staff is of the opinion that the proposed amendment is not appropriate in relation to its timing.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

No. The proposal will likely require an environmental impact statement (EIS) which has not been completed and will take longer than the typical processing timeline allows. If the proposal were to be processed the other applications would likely be held up until the EIS was complete.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Without a sense of what will likely occur it is difficult to say.

Is the amendment better addressed through another planning process such as a sub-area plan update?

The amendment would not necessarily be better addressed through another planning process, but rather a completed master plan and EIS coupled with an amendment request would be the best way to address the amendment.

Staff Conclusions

Staff believes that the proposed amendment should be deferred until the updates to the municipal code related to land use designation changes to Mixed Use are adopted. The updates to the municipal code will allow the applicant to provide more detailed analysis of the environmental impacts based on a conceptual master plan.

Planning Commission Recommendation: DEFER to 2020

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-05 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-05 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-05 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-06: Comprehensive Plan amendment to change the land use designation of 82.64 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL. Address: 5800 W. 28TH AVE. and 2175 S. SHERMAN ST.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, specifically Housing Goal 1: *Support and develop a variety of housing types and densities to meet the diverse need of the population* and Housing Goal 3: *Promote affordable housing for all economic segments of the community*.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

There are no major issues with the request that would be an obstacle to processing it. The site abuts Medium Density Residential lands to the south and west. One property to the west is part of CPA 18-04 which is being requested to change from Low Density Residential to Medium Density Residential as well. The Southridge area has several areas designated Medium Density Residential that have already been developed, however they have been at Low Density Residential densities. The proposed change has the potential of increasing the variety of housing sizes and types in the area.

Planning Commission Recommendation: **PROCESS**

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-06 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-06 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-06 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-07: Comprehensive Plan amendment to change the land use designation of 0.55 acres from LOW DENSITY RESIDENTIAL to MEDIUM DENSITY RESIDENTIAL. Address: 3126 W. HOOD AVE.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, specifically Housing Goal 1: *Support and develop a variety of housing types and densities to meet the diverse need of the population*, Housing Goal 3: *Promote affordable housing for all economic segments of the community*, and Housing Policy 1: *Promote affordable infill residential construction*.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

There are no major issues with the request that would be an obstacle to processing it. The site abuts Medium Density Residential lands to the north and east.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-07 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-07 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-07 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-08: Comprehensive Plan amendment to change the land use designation of 4.19 acres from LOW DENSITY RESIDENTIAL (LDR) to HIGH DENSITY RESIDENTIAL (HDR). Address: 2652 W. 15TH AVE.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, in that the comprehensive plan identifies a shortage of High Density Residential land to fill Kennewick's 20 year needs. This proposal helps to reduce the deficit.

Is the amendment better addressed through another planning process such as a sub-area plan update?
No.

Staff Conclusions

The area where this proposal is located contains a mix of different land use designations. The designations abutting the property are designated Low Density Residential, however one parcel to the north is Medium Density Residential, to the east is Open Space, to the west is Public Facility and Industrial to the southwest. Although there are land use designations of Industrial and Public Facility close by, the predominant land use designation between S. Ely St. and S. Conway St. is Low Density Residential, with one large parcel designated Medium Density Residential. Staff's opinion is that the proposal would be stronger if more land were included in the proposal or if the proposal were for Medium Density Residential.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-08 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-08 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-08 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-09: Comprehensive Plan amendment to change the land use designation of 6.04 acres from LOW DENSITY RESIDENTIAL (LDR) to HIGH DENSITY RESIDENTIAL (HDR). Address: 3112 W. 27TH AVE.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

The timing of the request is appropriate and there is sufficient information for council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

It is likely that the City will be able to conduct sufficient analysis related to this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Not necessarily, the location is fully developed and the proposed change will allow it to be brought into conformance with the appropriate zoning.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

This proposal has been made to bring an existing self-storage development into a conforming status by changing the land use designation and zoning to one that allows self-storage developments.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-09 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-09 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-09 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-10: Comprehensive Plan amendment to change the land use designation of 4.48 acres from COMMERCIAL to MEDIUM DENSITY RESIDENTIAL. Address: 3605 S. ZINTEL WAY.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

The timing of the requested amendment is appropriate and there is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Yes, the City will be able to conduct sufficient analysis related to this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes, specifically Housing Goal 1: *Support and develop a variety of housing types and densities to meet the diverse need of the population*, Housing Goal 3: *Promote affordable housing for all economic segments of the community*, and Housing Policy 1: *Promote affordable infill residential construction*.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

There is ample time to review and analyze the request. The change to Medium Density Residential provides a transition from the Low Density Residential lands located to the north and east to the Commercial designated lands to the west and south.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

I move to recommend that City Council accept CPA 19-10 for processing.

Motion to Reject

I move to recommend that City Council reject CPA 19-10 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-10 for processing until the 2020 amendment cycle.

AMENDMENT REQUEST – CPA 19-11: Comprehensive Plan amendment to change the land use designation of 53.32 acres from COMMERCIAL to MIXED USE. Address: 7109 W. OKANOGAN PL., 6941, 7000, 7016, 7048, 7109, 7130 W. GRANDRIDGE BLVD.

Is the timing of the requested amendment appropriate and will Council have sufficient information to make an informed decision?

There is no issue with the timing of this request. There is sufficient information for Council to make an informed decision.

Will the City be able to conduct sufficient analysis, develop policy and related development regulations?

Staff will be able to conduct sufficient analysis of this request. It is anticipated that there will be no need to develop any new policies or development regulations as a result of this request.

Has the requested amendment been recently rejected by Council?

No.

Will the amendment further implement the intent of the City's adopted Comprehensive Plan?

Yes. This amendment abuts the Vista Field Redevelopment area and, if approved, will become part of the redevelopment area and will allow for better integration of Vista Field with the Entertainment District which implement's Economic Development Goal 3 and Economic Development Policies 3.3 and 3.4.

Is the amendment better addressed through another planning process such as a sub-area plan update?

No.

Staff Conclusions

The proposal is timely and there is adequate information to process this request. This request abuts the Vista Field Redevelopment Area and if approved will become part of the redevelopment area.

Planning Commission Recommendation: PROCESS

Available Motions

Motion to Accept

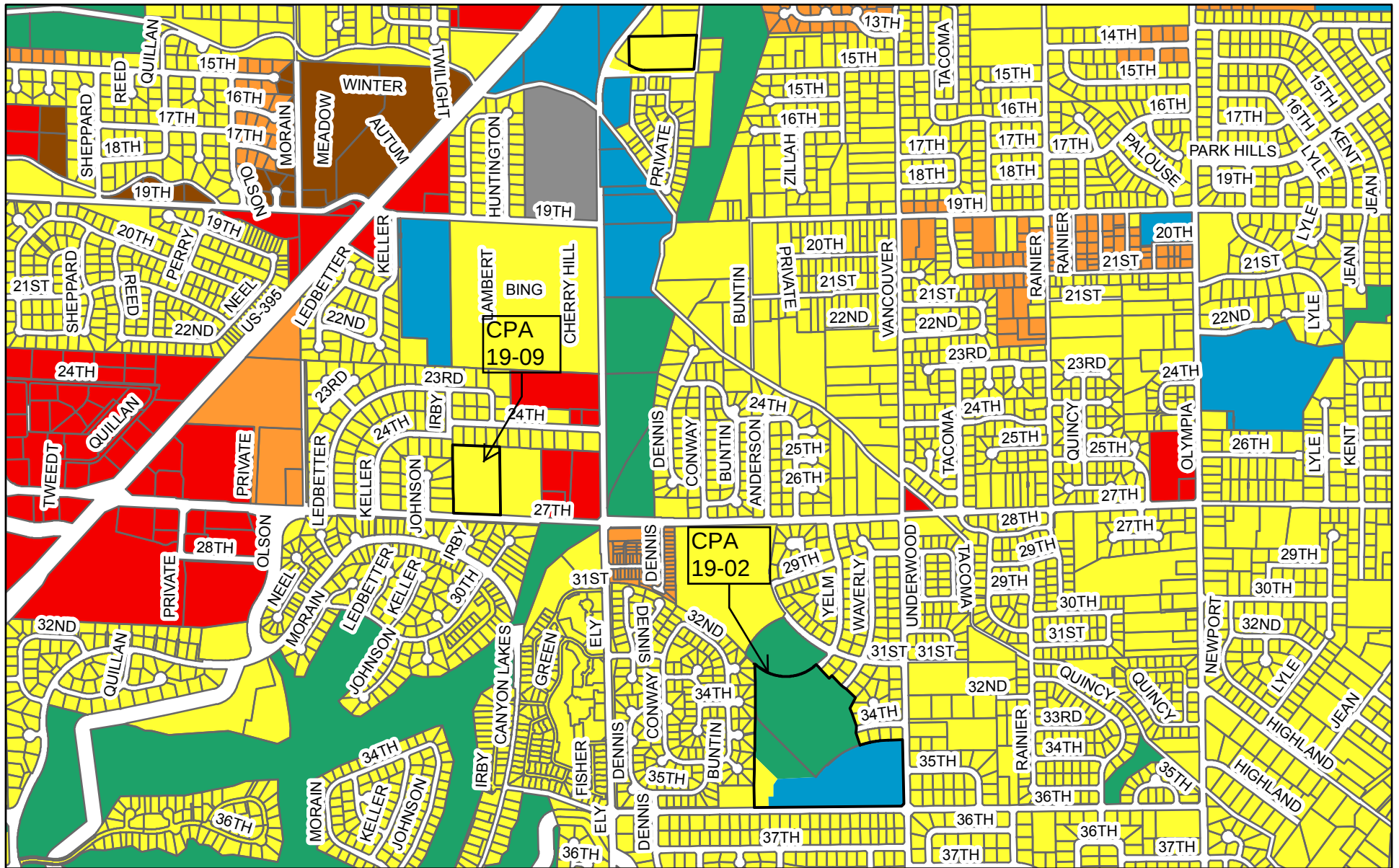
I move to recommend that City Council accept CPA 19-11 for processing.

Motion to Reject

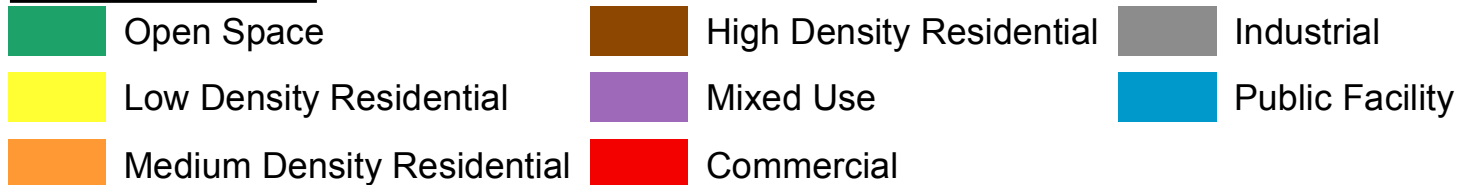
I move to recommend that City Council reject CPA 19-11 for processing.

Motion to Defer

I move to recommend that City Council defer CPA 19-11 for processing until the 2020 amendment cycle.



EAST AREA





Council Workshop Coversheet



Agenda Item Number	4.	Meeting Date	05/28/2019
Agenda Item Type	Presentation		
Subject	AWC Elected Officials Essential Webinar Series		
Ordinance/Reso #		Contract #	
Project #		Permit #	
Department	City Manager		

Info Only	☒
Policy Review	☐
Policy DevMnt	☐
Other	☐

Summary

At the May 28, 2019 workshop, Council will view the second Elected Officials Essentials webinar of 2019 "Public Sector Resource Management."

Through

Terri Wright
May 22, 17:11:10 GMT-0700 2019

Attachments:

Dept Head Approval

City Mgr Approval

Marie Mosley
May 23, 22:48:51 GMT-0700 2019



Association of Washington Cities (AWC)



The Municipal Research And Services Center Of Washington (MRSC)

1



Aligning your Resources with your Strategic Plan

Presented by:

Mike Bailey, Finance Consultant, Municipal Research and Services Center

Moderated by:

Tonia Sugarman, Member Services Director, Association of Washington Cities

May 22, 2019

2

Using GoToWebinar

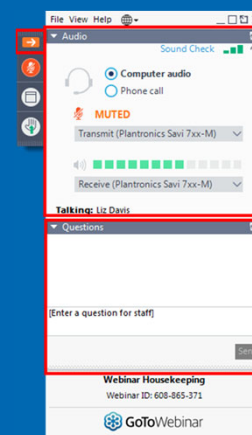


Click the orange arrow button as necessary to reveal the control panel.

Manage **Audio** settings in the top half of the control panel.

- Select **Computer audio** to listen via your computer speaker(s).
- Select **Phone call** to listen via your phone.

Submit **Questions** in the bottom half of the control panel.



3

3

Webinar technical notes



During the webinar

Technical difficulties?
Call GoToWebinar
phone support at (877)
582-7011.

After the webinar

AWC will email a link
to the webinar
recording to
registered attendees
within one week.

4

4

Presenter



Mike Bailey

Finance Consultant
MRSC

mbailey@mrsc.org

The information contained in this presentation is for general educational purposes only and is not intended to be legal advice. Please consult legal counsel for advice about specific questions.

5

5

About MRSC



Research and consulting services for Washington local governments and state agencies

- Ask MRSC – Free, one-on-one legal and policy consultation
- Webinars and in-person trainings
- Timely news and information
- Sample document library
- Online research tools and publications
- And more!

6

6

About AWC



Our mission is to serve our members through advocacy, education and services

7

7

Polling Question 1



Who's in the "room?"

- 1. Councilmember**
- 2. Mayor**
- 3. City Manager / City Administrator**
- 4. Finance Staff**
- 5. Other (Non-Finance) Staff**

8

8

Goals for this session



Builds on basic budget concepts

Explore various strategic planning options

Utilize “best practices”

Illustrate examples



Focusing on the
Policymaker's perspective

9

9

Focus on Policy



As policymakers – you make decisions

- **We'll discuss**
 - Asking the best questions in your role as a policymaker to get to the best policy choice options
 - Get the right information to help you make the best decisions on aligning resources and strategies
 - Get support for your ideas from within your policy body and from your community
 - Work with others in your organization to align resources to progress

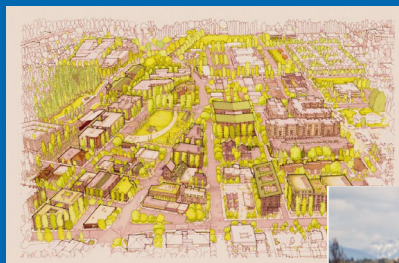
10

10

Beyond Budgeting Basics



- **Vision / Mission**
 - Alignment of budget to organization's goals
- **Accountability**
 - Financial and
 - Results
- **Transparency**
 - Communicating (NO jargon)



11

Legal compliance



- **Budgets are required by state law**
 - RCW 35A.33 (code)
 - 35.33 (2nd, 3rd, Towns and 1st under 300,000)
 - Appropriation type budgets are unique to government
 - Legal authority to spend on behalf of the city
 - Delegated to staff via a budget

**Your Budget Can Be
Much More**
Stay Tuned

12

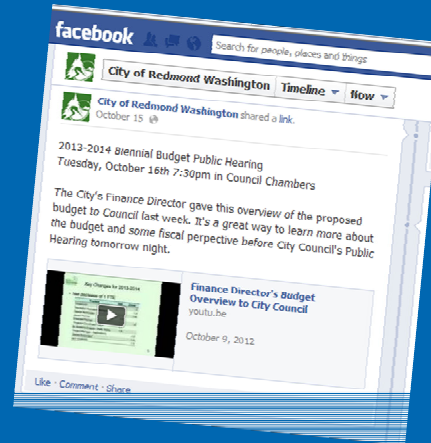
12

Community Accountability



- **Increasing interest area for citizens**

- Financial accountability
 - How are we spending their money
- Purpose accountability
 - What are we accomplishing
 - What we are spending their money on



13

13

What is the right approach?



- **It depends!**

- We have separate local governments to respond to our unique character, culture and needs
- We have different people involved in decision making
 - Different perspectives – ideas – opinions
- We have different roles among those involved
 - Policy, administration, program management

Each City is Unique!

14

14

Polling Question 2



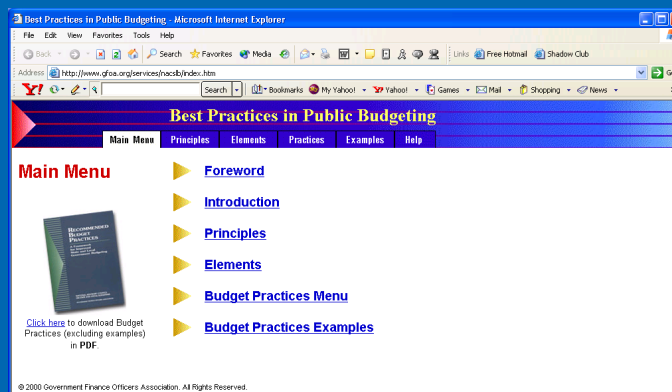
What approach do you use in your budget?

1. Incremental w/ decision packages
2. Program
3. Outcomes
4. Priority

15

15

National Advisory Council for State and Local Budgeting (available on-line)



www.gfoa.org/services/nacslb

16

16

What is a Budget?



The Budget is an economic plan that focuses the entity's financial & human resources on the accomplishment of specific goals & objectives established by the policy makers.

The budget establishes the annual (or biennial) expenditure levels for "all" departments & funds.

- These expenditure levels are called *appropriations*, and they represent spending limits.

From National Advisory Council on State and Local Budgeting
(www.gfoa.org/services/nacslb)

17

17

Roles and Parts



- **Policy – clarifies what's important (not everything can be equally important) - This is the hard part**
 - Budget determines what gets resourced
- **Operations – activates the policy**
 - This aspect reflects the "boots on the ground"
 - How are you organized?
 - What positions (type and number) are authorized?
 - What are the departments doing, and why?
 - How do we know we are making progress?
 - Other operational aspects to put policy in motion

18

18

Roles and Parts (continued)



- **Financial – identifies sources and uses of funds (by fund)**
 - In a way that connects to the policy and operation
 - Provides the “appropriation”
 - Assigns financial responsibility
- **Communications – tells the story**
 - Organized logically
 - Focused on audiences (not accounting staff)

19

19

Budget versus Mission



- **How does a budget relate to your city’s mission?**
 - Does your budget reflect your mission?
 - Strategic plan / annual budget retreat / goals
- **Budget instructions**
 - Need to provide policy guidance from the beginning
 - Budget should be a blend of policy, operations and financial elements

20

20

Polling Question 3



How well does your current budget reflect your mission?

- 1. Our budget is clearly focused on our mission**
- 2. Elements of our budget clearly portray our mission**
- 3. There is some connection between our budget and our mission**
- 4. There is little to no connection between our budget and our mission**

21

21

Broad Policy Goals



- **Not time limited**
- **Often related to purpose**
- **Covers many elements of the city (not department focused)**
 - Doesn't have to cover every element
- **Provides overall direction**
 - Can be either general or tangible
 - Not too many (remember, not everything can be equally important)



22

22

Developing Broad Goals



- **May already exist elsewhere**
 - Strategic plan, comprehensive plan, etc.
- **Should relate to other plans**
 - Be consistent with transportation plan for example
- **Not a routine function of a council meeting**
 - A “retreat” is a necessary, early budget step
 - Community input (more on this in a moment)
 - “Environmental” scan

23

23

Formal vs. Informal



- **I suggest a “retreat”**
 - This type of effort is not an item on your agenda
- **Create the right atmosphere**
 - Not your council chambers – not business as usual
- **Get a facilitator**
 - An experienced, impartial voice who can “push” toward your goals for the discussion

24

24

Formal vs. Informal



- **Don't be satisfied until you develop real goals**
 - Often easy to stop before difficult choices need to be made – **remember – this is the hard part**
- **Adopt the goals as your policy statement**
 - Stratify them (what's most important)
- **Informal goals (i.e. staff goals)**
 - "fill the gap"
 - when policymakers are unable to provide formal policy direction – **remember – goals still exist...**

25

25

Element 3 (NACSLB) Develop and Disseminate Broad Goals



26

26



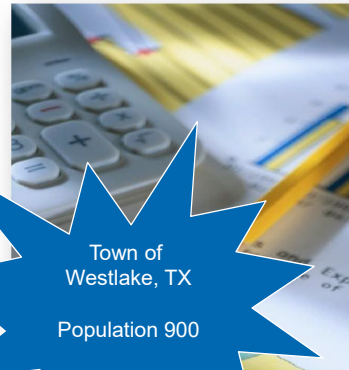
Vision Point Strategic Plan Impacts

Vision Point Two — We Are Leaders

- ◆ High quality services coupled with financial stewardship
 - Review and discuss growth related policies.
- Team Co-Leaders: Tom Brymer/ Todd Wood / Debbie Piper

Vision Point Three — Hospitality Finds Its Home in Westlake

- ◆ Citizen engagement and communication
 - Use of technology to enhance service delivery and citizen engagement.
- Team Leader: Todd Wood



Town of
Westlake, TX
Population 900

103

27

27



Vision Point One—INVITING RESIDENTIAL AND CORPORATE NEIGHBORHOODS

The Town of Westlake is home to several communities; residential, corporate and agricultural uses. Our largest residential development is home to a state of the art golf facility and many beautiful homes. Stagecoach Hills is located along the historic stagecoach line which transported passengers from Keller to Denton. Westlake neighborhoods include:

- Aspen Lane • Glenwyck Farms • Mahotea Boone • Paigebrooke Farms
- Stagecoach Hills • Terra Bella • Vaquero • Wyck Hill

The Town is located along the Tarrant and Denton County borders and has portions of major State highways that surround our perimeter. We are an ideal location for businesses and have enjoyed a long history with our corporate campus developments.



Entrance to Glenwyck Farms

Key Result Areas Supporting the Vision Point

On-going comprehensive planning	Sensitivity to Neighborhood Integrity	Outstanding Community Appearance
Short-Range Goals • Update Master Plans: Comprehensive Use, Open Space /Trails, Land Use	Short-Range Goals • Landscaped Entrances	Short-Range Goals • Streetscape Projects
Mid-Range Goals • Precinct Line Rd. Construction	Mid-Range Goals • Connected Trail System	
Long-Range Goals • Develop Master Plan as Community Focal Point	Long-Range Goals • Town-wide Completed Trail System	

28

28

Context



- **Start with an “Environmental Scan”**

- What’s changing that you should react to?
- What do you want to see changed (that you need to initiate)?

- **Economic context**

- Financial sustainability
 - Adding on-going costs



29

29

Evaluating Results



- **Performance measurement efforts**

- Budget based vs alternatives
- Reporting out
 - Internally for process improvement
 - Externally for accountability to community

- **Policy focus**

- Outcomes are relevant to policy decisions
 - What do we want more / less of?
 - What works?

30

30

Surveys



- **Increasingly common tool**
 - Surveys are used to inform at the beginning of a budget
 - Surveys are used to confirm progress or alignment at the end of a reporting period
- **Bottom line is – are citizens getting the type and quality of service that they feel they are paying for? - What we call the “value proposition”**

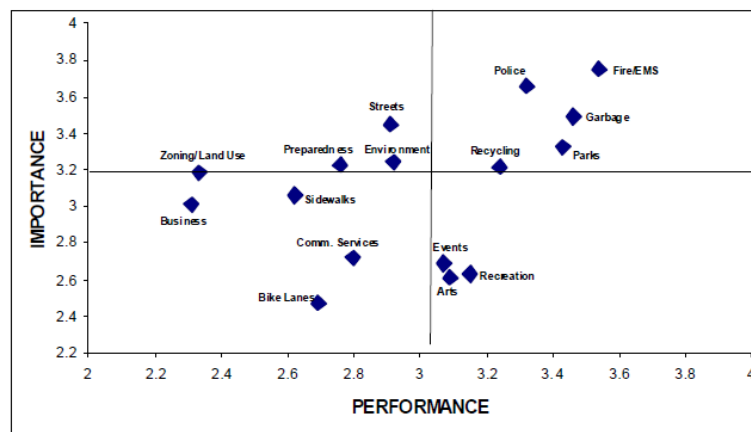
31

31

Local government engaging citizens in setting priorities



Relative Importance, Performance:
Quadrant Analysis



Source: Elway Research, Inc.

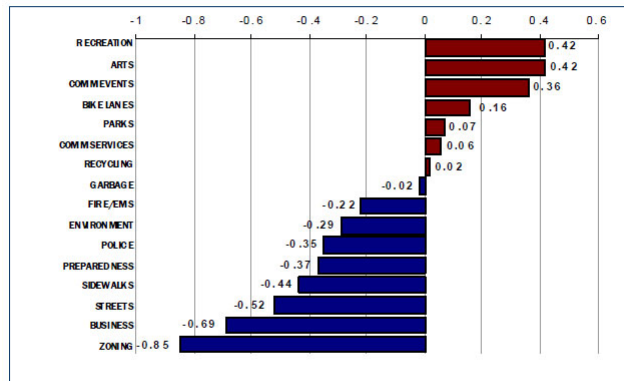
32

32

Example 3: What matters most to citizens?



“Gap” = Importance Minus Performance



Gap = the distance between each individual respondent's rating of the importance of a service and the rating for the city's performance in delivering that service. The "Gap Score" for a service is the average of the gaps across all respondents.

Source: Elway Research, Inc.

33

33

Polling Question 4



Do you use surveys to inform decisions?

- 1. Yes, we use surveys and have a strong connection to our decision-making**
- 2. Yes, we do surveys, but can improve the connection to our decisions**
- 3. We've done an occasional survey**
- 4. We haven't done a survey in awhile**

34

34

Community Outcomes



- **Government performance is about meeting needs**

- Performance management is a focus on intended outcomes – long range
- Outputs are necessary to get to the outcomes
 - But outputs are not the reason cities exist
 - We write traffic tickets to help improve roadway safety
 - We host community events to enhance the quality of life
 - We create budgets to improve the efficiency of our spending and operations to accomplish our mission

35

35

Performance Measurement



- **Dashboards are in vogue**

- Government Performance Center (GPC) is working on a dashboard project to make it easier

- **Logic Models are a sound approach as well**

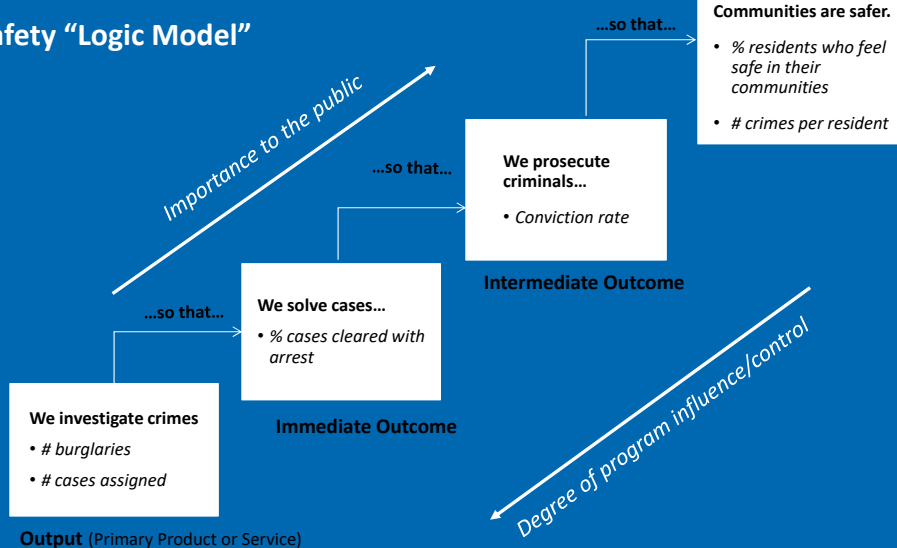
36

36

Measuring what really matters



Public Safety “Logic Model”



37

37

Not Ready for Performance Measures?



Start simple –

1. Set policy broad goals (as described above)
2. Determine “SMART” goals (or objectives)
 - ✓ Specific, measurable, achievable, relevant
 - ✓ Related to progress toward policy goal
3. Answer the simple question – Did you accomplish your SMART goals?
4. Answer the more complicated question Did it result in progress toward the policy goals?

Next Year, set new SMART goals (repeat!)

38

38

Foster economic development and promote environmental preservation		
Strategic Priorities	Strategic Initiatives	Budgeted Programs/Services
Attract and Retain Forward Thinking Businesses Who Identify with the City's "Green" Philosophy	Actualize MainStreet while Ensuring Sustainable Economic Development Opportunities City-wide	Midtown Residences Volvo Dealership Expansion Infinity Dealership Expansion Economic Development Incentive Program
	Ensure Financial Stability	Facilitate Development to Strengthen Tax Base, including the addition of In the Pines Townhomes, Residence Inn, Gupta Medical Center, First Baptist Church, Dunkin Donuts, Elite Aluminum Corporation (FORTS), North Broward Preparatory School Wellness Center and Dorms, Texas Roadhouse, and Clarity Pointe
Implement the MainStreet Vision of an Environmentally Sensitive, Mixed Use Development	Actualize MainStreet while Ensuring Sustainable Economic Development Opportunities City-wide	Midtown Residences Volvo Dealership Expansion Infinity Dealership Expansion
Promote the City's Environmental Commitment of a "Green" and	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Complete Streets Program and City Mobility Initiatives (greenways, bike lanes, etc.)
	Increase Sustainability Throughout the Community	Household Hazardous Waste Disposal Events

39

39

Strategic Business Plan							
Goal 1: Promote an unsurpassed quality of life in McAllen.							
2015 DirectionFinder Survey: Citizens perceptions of McAllen were very high in all aspects of quality of life (90% for "place to live", 82% as a "place to raise a family", 78% for "overall quality of life"). These all surpassed benchmarks and are much improved compared to the 2013 survey.							
2015 Update: Since its inception, the Plan has emphasized McAllen becoming a city for the "Creative Class", a high quality-of-life city which would attract a younger, more demanding & educated work force. Some studies indicate that this group chooses where to live and then looks for the job. Retiring baby-boomers (some, a trend) appear to look for affordable, smaller cities which offer big city amenities.							
Updated Strengths: Since creation of the Strategic Plan in '07-'08, McAllen has made real progress in creating more attractions for younger, well-educated citizens of the region. For example, McAllen is now considered the regional leader in providing varied cultural options for adults of all ages, being a regional leader... New venues coming, big reputation as linear park city, marathons, health, activities, huge restaurant selection etc.							
Updated Weaknesses: Anecdotally, job opportunities and lifestyle have drawn Valley residents to larger Texas cities after being educated in the Region. Houston, Austin, Dallas, and San Antonio follow a methodical plan designed to draw high earners to their cities' core areas. Increased venues, parks, trails, buildings increase operating costs permanently.							
Num	Objective	Dept. / Agency	Time-line	Total Project Cost	Estimate 14-15	Budget 15-16	Status -Rationale
Strategy 1.1: Expand venues for family gathering & recreation.							
1.1.1	Construct new Performing Arts Center (Bond election, Approved Nov. '13)	City Comm. City Mgr. Convention Center	2012-2016	\$45M	\$16,719,369	\$ 30,444,101	Under construction; to open Fall 2016
1.1.2	Construct new Youth Baseball Complex (Bond election, Approved Nov. '13)	City Mgr. Parks & Rec.	2015-16	\$10,000,000	\$4,522	\$ 9,600,000	Planned completion: Summer 2016
1.1.3	Construct new Girls Softball Complex (Bond election, Approved Nov. '13)	City Mgr. Parks & Rec.	2016-17	\$4,000,000	\$ -	\$ 4,000,000	Construction to begin after completion of Youth Baseball Complex.
1.1.4	Expand use of Memorial Stadium	City Comm. City Mgr.	2014-15	\$3,000,000	\$3,000,000	\$ -	Renovation complete
1.1.5	Construct second phase of Morris (RDP) Park in north McAllen	Parks & Rec.	Multi-year	\$1,209,000	\$125,000	\$ 375,000	Waiting on grant award. Trail development planned for FY 15-16.
1.1.6	Complete the McAllen Sports Park	Parks	2012-2015	\$6,323,655	\$545,263	\$ -	Currently in-use, lighting to be completed by October 2015.
1.1.7	New hike/bike trail along newly constructed Berken Road (north)	Engineering, Parks & Rec.	2014-16	\$1,275,331	\$300,000	\$ 975,331	Design: 2015. Construction to begin 2016
1.1.8	Resurface all original trails (new pavement)	Engineering, Parks & Rec.	2014	\$650,000	\$503,756	\$ -	Completed Phase 1 in Dec. 2014; Phase 2 pending additional funding
1.1.9	Parking lot for N Bicentennial Trail (church)	Engineering, Parks & Rec.	2014-15	\$72,475	\$72,475	\$ -	Completed
1.1.10	Bicentennial - Hike/Bike Trail	Parks & Rec.	2015-16	\$1,120,000	\$137,000	\$ 413,000	Rebidding. Planned completion October, 2016
1.1.11	Hike and Bike Trail Connectors	Parks & Rec.	1 yr	\$400,000	\$ -	\$ -	Morris Park to 10th Street
1.1.12	Improvements at Laik and Palmview Community Centers	Parks & Rec.	1 yr	\$520,000	\$340,000	\$0	Window repair and floor replacement. Planned completion: October 2015
1.1.13	Design improved Motocross Course in south McAllen	Parks	2yr	\$730,000	\$125,000	\$ 730,000	\$218,000 grant from Tx Parks & Wildlife.
1.1.14	Complete plan for design and renovations to Boys and Girls Club @ Brand Center	Parks	1 yr	\$235,000	\$181,696	\$ -	CDBG project with Boys & Girls Club
1.1.15	Enhance Roosevelt School Pavilion	Parks	2014	\$29,000	\$29,000	\$ -	Renovation of playground equipment in conjunction with School. CDBG project for FY 14-15.
1.1.16	Attract promoters of "Live Events" (i.e. Concerts, Comedy, Musicals, Plays, etc.) to book events at the Convention Center and Auditorium	Convention Center	1 yr	Program	Program	Program	Increase public events/family gatherings.
1.1.17	Improve Palm View Golf Course	PVGC, City Mgt.	2015-2017	\$466,000	\$266,000	\$200,000	Renovation of Clubhouse and Cart house 2015 (mid September completion). Roof replacement of Clubhouse 2016. See improvements
Strategy 1.2: Promote a strong arts and cultural community							
1.2.1	Expand & improve City Parades, most prominently the Illuminated Holiday parade	City Mgr., Commission	Annual	\$250,000	\$250,000	\$750,000	Completed first major parade in December, 2014. Larger event planned for 2015. (Offsetting revenue budget: \$500,000)
1.2.2	Maintain Sebastian sculptures in high	Engineering	2013-	Program	Program	Program	Display concluded 2015; City sculpture to be

40

40

Polling Question 5



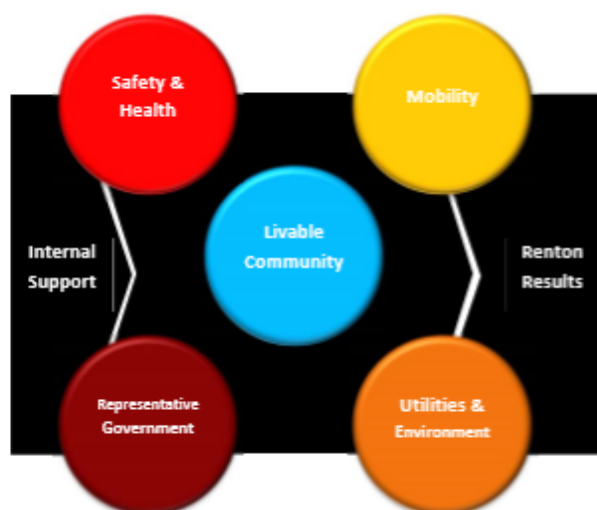
Is operational performance an important element in your financial planning?

- 1. Yes, there is a strong link between our performance assessment and budget**
- 2. Yes, we use performance assessment to assess results**
- 3. Kind-of, we have performance measures, but aren't sure how effectively we use them**
- 4. No, we don't really have a performance assessment program**

41

41

Renton Results

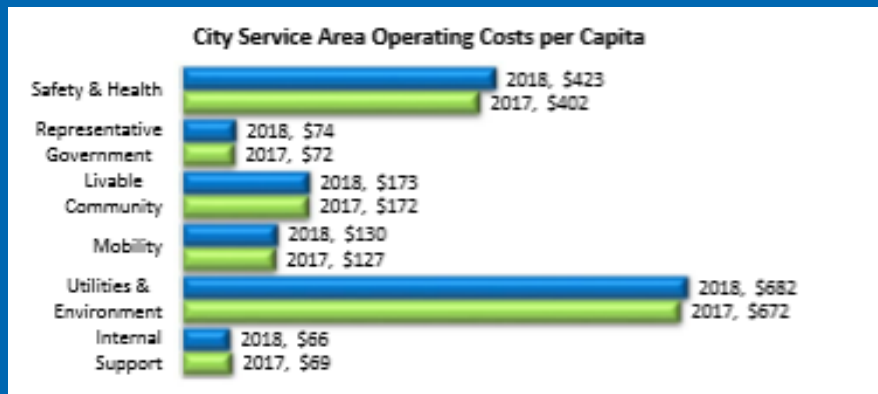


42

42



How much do these services cost per person annually?



43

43



Safety and Health (39 offers)

"I want Renton to be a safe and healthy community."

Perception of a crime free community and sense of security and protection.

Well prepared for emergency/disaster.

Timely, effective responses to requests for services.

Services that support physical, mental, environmental, and financial health.



Baseline FTE	Baseline Expenditure	Baseline Revenue	Proposed FTE	Proposed Expenditure	Proposed Revenue
357.90	\$48,892,986	\$12,762,669	348.90	\$47,821,283	\$12,501,758

44

44

The Performance Element



Safety and Health Service Area

Desired Result: I want a safe and healthy community

Strategies Renton is using to work toward and achieve this desired result:

- Encouragement of a self-reliant community through programs and education
- Timely responsiveness and "projection of effort," when the community cannot help itself
- Recovery and restoration of the community after a disaster
- Encourage the community to comply with local, state and federal laws

	adopted	2017	2018
FTE's		196.33	196.33
Operating	\$	40,720,588	\$ 42,872,037
Percent of Operating Budget		27%	27%

Key Performance Indicators:

How can we measure our efforts?

	2010	2011	2012	2013	2014	2015	2016
UCR Class 1A crimes per 1,000 population	4.0	3.0	3.0	2.5	2.3	3	TBD
Property crimes per 1,000 population	65.0	46.0	49.0	49.2	53.0	58	TBD
Percent of community who feel safe in their neighborhood.*	next survey 2011	86%	next survey 2015	next survey 2015	next survey 2015	92%	next survey 2015
Response times for calls for Priority 1 emergency services (Police)	2.99	3.27	3.07	3.81	4.64	4.52	4.43
Percentage of residents who report feeling prepared for a disaster.*	next survey 2011	69%	next survey 2015	next survey 2015	next survey 2015	72%	next survey 2017
Annual volunteer hours dedicated to the Emergency Management Program	4,755	5,458	3,372	3,051	1,866	3,064	3,484

* UCR Class 1 Crimes include murder, manslaughter, forcible rape, robbery, aggravated assault, kidnapping, extortion, motor vehicle theft, and arson.
* Residential Surveys are conducted every three-four years; changing methodologies prevent precise comparison over time.

45

45



The below chart represents the City Council's short and long-term City-wide goals and objectives and links the goal and objective with the department responsible for carrying out the priorities associated with the goal and objective.

City Council Goals		Department Goals		Implementing Department(s)
Continue to place a high priority on public safety services for City residents with an emphasis on community based policing and outreach efforts	⇒	Restore Police beat coordinator program, identify and mitigate gang-related crime, finance operation of Fire Station No. 5, coordinate exercise for disasters, continue Listos and CERT programs, develop online crime reporting system, implement software-based tracking system to prioritize criminal cases.	⇒	Police, Fire, Public Works, City Attorney's Office
Address traffic safety issues	⇒	Conduct vehicle checkpoints, enhance traffic enforcement, improve traffic circulation at selected intersections and improve street lighting.	⇒	Police, Public Works
Better the quality of life for the City's current and next	⇒	Provide educational programs on recycling, enhance partnership with schools and design new recreational facilities. Conduct "Walk and Talk" community	⇒	City Manager's Office, Utilities, Public Works, Recreation and Parks

46

46

Budget that Achieves Goals

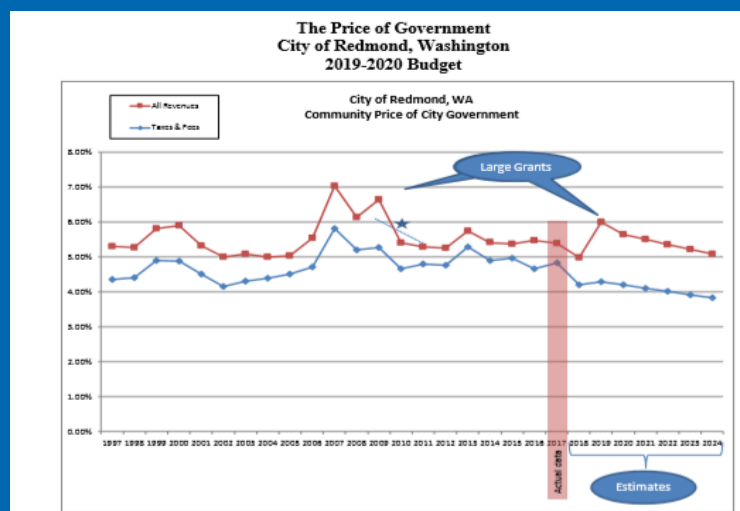


- **Starts with budget instructions**
 - Advise staff what focus the budget will take
 - (e.g. capital investment, public safety, etc.)
 - Works with either expansion or contraction
 - Require measures indicating results
 - Illustrate connections of measures to goals
 - Set targets
- **Financial plan that focuses on right areas**

47

47

Adopt Financial Policies

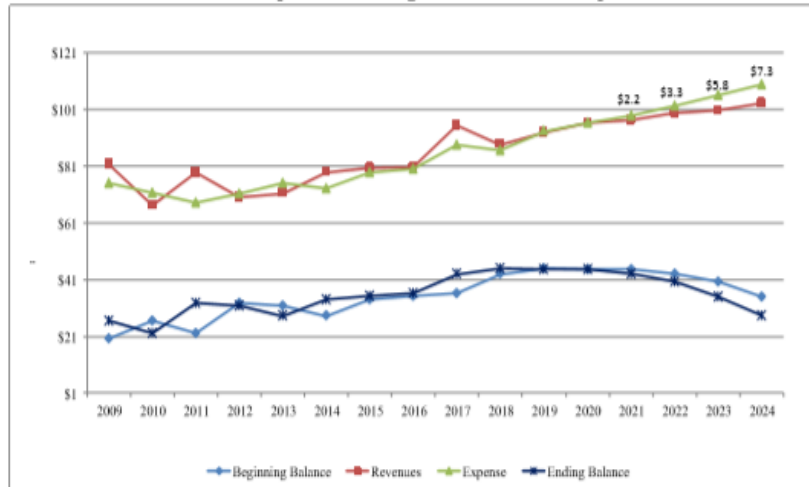


Redmond used the "Price of Government" model for budgeting beginning 2009-2010 biennium.

48

48

City of Redmond 2019-2020 General Fund Budget
Estimated Gap Based on Budgeted Revenues and Expenditures



49

49

Calendar

- **Develop and distribute a Budget Calendar**

- Start with the "required" by state law (Use MRSC)
- Add internal & community driven steps

- **Benefits of budget calendar:**

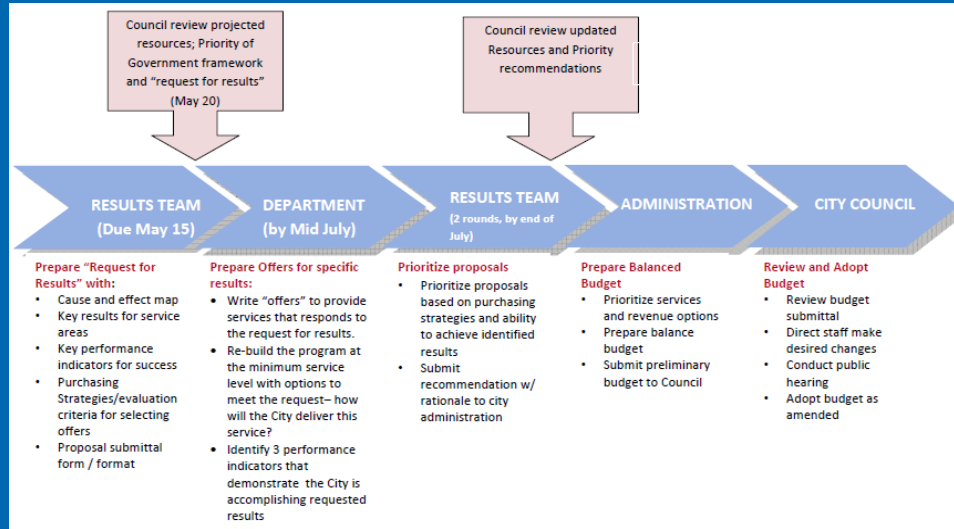
- Provides a "big picture" view of budget process
- Highlights important statutory deadlines
- Assigns responsibility
- Coordinates the preparation
- Keeps participants on track
- Informs stakeholders of key budget events



50

50

Renton's budget process



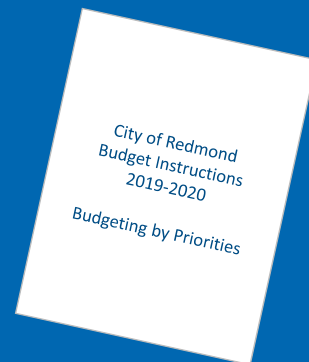
51

51

Guidelines / Instructions



- **General set of guidelines regarding budget increases/decreases and service levels**
- **Provides "focus" in the budget process**
- **This is the opportunity to connect the process to the goals**
- **Should reflect the:**
 - Short term and long term goals of your entity
 - Established financial policies
 - Budget (financial) priorities



52

52

Roles



- **Policymakers**
 - Set initial policy direction
 - Adopt a budget that reflects that policy
- **CEO (Mayor / Manager)**
 - Proposes preliminary budget
 - Provides revenue estimates
- **Staff**
 - Advocates for their programs

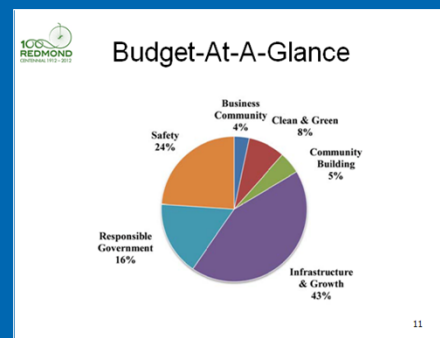
53

53

Other Tips



- **Transparency**
 - Often other participants just want to know what is going on
 - Communicate – it takes effort
 - Internal and external
- **“Form guides content”**
 - Use the “forms” effectively
 - Forms take many forms



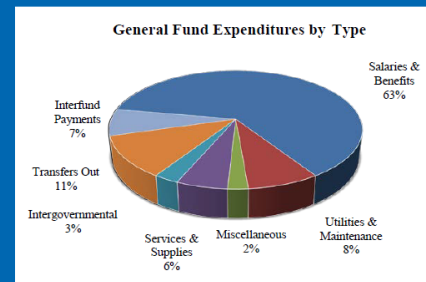
54

54

Expenditures



- **Focus on key issues**
 - Include a “highlights” section
- **Compensation**
 - Salaries, taxes, medical, pensions
 - A significant share of your expenditures
- **Other big drivers**
 - Fuel, utilities
 - Replacement accounts



55

55

Outline of Budget



1. **Table of contents** – to use as a guide
2. **The budget message** – to provide overall perspective
 - Most important part – **include policy direction** – operating impacts
3. **Fund balances** – to determine amounts and usage
4. **Financial summary** – compare to previous years
 - Revenues and expenditures – total and by fund
5. **Debt** – to illustrate entity debt level
6. **Personnel changes** – explain additions and/or deletions
7. **Departmental budgets** – program descriptions
8. **Capital Improvement** – what & effect on operation

56

56

Monitor and adjust (if necessary)



- **Monitor both financial plans and operational plans**

- Are revenues performing
- Are expenses in line
 - If not why (learn from it)
- Are goals being met / will they be?
 - If not why (learn from it)

- **Adjust through budget amendment**

- Amendment is a formal action (adjustment isn't)

57

57

Conclusion



- **Focus on defining the value you provide**

- Goals lead to great discussions
- Policy makers define the products and levels of service your organization should deliver

- **Focus your Budget on the big picture**

- Alignment isn't automatic (or easy)

- **Follow-up and set the stage for next steps**

- Continuous improvement toward real results

58

58

Questions?



Mike Bailey

Finance Consultant, MRSC
mbailey@mrsc.org



City Council Meeting Schedule June 2019

June 4, 2019
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

June 11, 2019
Tuesday, 6:30 p.m.

WORKSHOP MEETING

1. Legislative Updates (Mosley - 15 minutes)
2. Columbia Park Reconveyance (Walsh/Mosley - 15 minutes)
3. Zintel Canyon Mitigation Update (Emily/Beasley - 15 minutes)

June 18, 2019
Tuesday, 6:30 p.m.

REGULAR COUNCIL MEETING

June 25, 2019
Tuesday, 6:30 p.m.

WORKSHOP MEETING

1. Committee Updates
2. KPD Mental Health Professionals Partnership (Hohenberg - 30 minutes)

To assure disabled persons the opportunity to participate in or benefit from City services, please provide twenty-four (24) hour advance notice for additional arrangements to reasonably accommodate special needs.

Please be advised that all Kennewick City Council Meetings are Audio Taped

June 2019
Updated 5/7/19