



## SHORELINE CITY COUNCIL STUDY SESSION

Monday, September 18, 2006  
6:30 p.m.

Shoreline Conference Center  
Mt. Rainier Room

	<u>Page</u>	<u>Estimated Time</u>
<b>1. CALL TO ORDER</b>		6:30
<b>2. FLAG SALUTE/ROLL CALL</b>		6:30
<b>3. CITY MANAGER'S REPORT AND FUTURE AGENDAS</b>		6:35
<b>4. COMMUNITY PRESENTATION</b>		6:40
(a) Shoreline Chamber of Commerce	<u>1</u>	
<b>5. GENERAL PUBLIC COMMENT</b>		7:10
<i>This is an opportunity for the public to address the Council on topics other than those listed on the agenda, and which are not of a quasi-judicial nature. The public may comment for up to three minutes; the Public Comment under Item 5 will be limited to a maximum period of 30 minutes. The public may also comment for up to three minutes on agenda items following each staff report. The total public comment period on each agenda item is limited to 20 minutes. In all cases, speakers are asked to come to the front of the room to have their comments recorded. Speakers should clearly state their name and city of residence.</i>		
<b>6. STUDY ITEMS</b>		7:40
(a) 2007 Budget and City Long-Term Projection Update	<u>5</u>	7:40
(b) 2007-2008 City Council Goals/Workplan	<u>19</u>	8:00
<b>7. ADJOURNMENT</b>		9:00

*The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 546-8919 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 546-2190 or see the web page at [www.cityofshoreline.com](http://www.cityofshoreline.com). Council meetings are shown on Comcast Cable Services Channel 21 Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m.*

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Community Group Presentation: Shoreline Chamber of Commerce
<b>DEPARTMENT:</b>	City Council
<b>PREPARED BY:</b>	Julie Modrzejewski, Assistant City Manager
<b>PRESENTED BY:</b>	Judy Smith, Vice President (President-Elect) Sharon Knight, Office Manager

**ISSUE STATEMENT:**

The Shoreline Chamber of Commerce will provide to the Council and community a presentation of their programs and services. Providing the presentation this evening is Judy Smith, Vice President and President-elect, and Office Manager Sharon Knight.

**BACKGROUND:**

Recently the Council amended their Rules of Procedure to include an agenda item titled, "Community Group Presentation," which is made available by request at the second study session of each month (Section 5.4.B). Attached are presentation guidelines and a request form. In order for the presentation to be scheduled on the Council agenda planner, two Councilmembers must sponsor the presentation. Deputy Mayor Maggie Fimia and Councilmember Cindy Ryu are the two sponsoring Councilmembers.

The Shoreline Chamber of Commerce will be the first community group presentation presented.

**RECOMMENDATION**

No action is required.

Approved By: City Manager \_\_\_\_ City Attorney \_\_\_\_

**ATTACHMENT A**

Shoreline City Council Community Group Presentations Guidelines

**ATTACHMENT B**

Shoreline Chamber Request Form



## SHORELINE CITY COUNCIL COMMUNITY GROUP PRESENTATIONS GUIDELINES

*Under the Shoreline City Council's Rules of Procedure, Section 5.4: Study Sessions....*

The Council shall make available at its study session of each month, a **Community Group Presentation**. The order of business shall omit Council Reports and include Community Presentations following the Consent Calendar. The intent of the presentations is to provide a means for nonprofit organizations to inform the Council, staff and public about their initiatives or efforts in the community to address a specific problem or need. The presentations are available to individuals who are affiliated with a registered nonprofit organization. In order to schedule the presentation, two Councilmembers under rule 3.2 B must sponsor the request. The presentations shall be limited to 30 minutes with approximately 15 minutes for the presentation and 15 minutes for questions. Guidelines for presentations include:

1. Each organization or agency must complete a request form and submit it to the Shoreline City Council Office. The form shall be available on the web, from the City Clerk's Office and also published in the agenda packet.
2. For planning purposes, the presentation must be scheduled on the agenda planner at least four (4) weeks in advance of the meeting date requested.
3. Information and sources used in the presentation should be available in hard copy or electronically for reference.
4. Up to three (3) members of the organization are invited to participate.
5. The presentation must support the adopted position/policy of the organization.
6. The presentation should be more than a general promotion of the organization. The information presented should be about specific initiatives/programs or planning that the organization is doing which is relevant to Shoreline citizens and government.
7. Presentations shall not include:
  - i. Discussion of ballot measures or candidates.
  - ii. Issues of a partisan or religious nature.
  - iii. Negative statements or information about other organizations, agencies or individuals.
  - iv. Commercial solicitations or endorsements.
8. Organizations which may have alternative, controversial positions or information will be scheduled at the next study session.

**Please complete the attached form. For questions regarding scheduling Community Presentations, contact Julie Modrzejewski, Assistant City Manager, at (206) 546-8978.**



## REQUEST TO APPEAR BEFORE THE SHORELINE CITY COUNCIL

Date Request Submitted: September 11, 2006

Council Study Session Date Requested: Sept. 18, 2006

Name: Judy Smith

Title or Position: Vice President/President Elect

Nonprofit Organization: Shoreline Chamber of Commerce Registration #: \_\_\_\_\_

Address: 18560 1st Ave. NE Shoreline, WA 98133

Email Address: jsmith@farwestgroup.net

Phone Number: 206-778-8856 Fax Number: 206-622-5587

Topic: Summary overview of the presentation you wish to make and statement of action you wish Council and/or the community to take if relevant. Attach additional sheets if necessary.

Shoreline Chamber of Commerce has had a presence in what is now the City of Shoreline since 1976. The Shoreline Chamber of Commerce can and does play an important role in the Economic Development of the City of Shoreline. We would like to announce the formation of the Shoreline Visitors and Convention Bureau and our newer, larger location. We look forward to ongoing support by our greater Shoreline community in this exciting endeavor, for which we have requested partial funding from the City of Shoreline. Also, introducing the Shoreline Chamber of Commerce Dollars for Scholars Promise to Educate program. We invite all Councilmembers, staff, and everyone else concerned about our government to the Candidates Forum and Initiatives Forum at 6:30 p.m. on October 5 at the Shoreline Center and those concerned about education of our youth to the annual fundraiser Auction & Dinner, Hulaween, on Saturday, October 28.

*I have received and read Council rule 5.4-Community Presentations and affirm that my presentation will comply with this rule.*

Signature of Requestor: Judy Smith

(1) Sponsoring Councilmember: Cindy Ryu

(2) Sponsoring Councilmember: Maggie Fimia

This form must be returned to the Shoreline City Council Office 4 weeks prior to the City Council study session meeting date requested. For confirmation, staff from the Council Office will contact you to discuss arrangements. Please send this form to:

Shoreline City Council  
17544 Midvale Avenue North  
Shoreline, WA 98133-4921  
Fax: (206) 546-2200 or Email: [Council@ci.shoreline.wa.us](mailto:Council@ci.shoreline.wa.us)

The City of Shoreline will not discriminate against qualified individuals with disabilities in the City's services, programs or activities. The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at (206) 546-8919 in advance for more information.

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**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	2007 Budget and City Financial Long-Term Projection Update
<b>DEPARTMENT:</b>	Finance
<b>PRESENTED BY:</b>	Debbie Tarry, Finance Director 

**PROBLEM/ISSUE STATEMENT:**

Staff is currently in the process of finalizing the 2007 Proposed Budget. The purpose of this discussion will be to provide the City Council with an update of the City's long-term financial projections and some of the primary policy issues that will need to be addressed during the 2007 budget deliberations. This report focuses on the City's operating budget which includes the General and City Street Funds. The Surface Water Fund is an enterprise fund supported by the surface water utility fees and therefore the budget is reflective of the needs that were considered as part of the Surface Water Master Plan. The Council recently completed a review of the capital budget through the 2007-2012 Capital Improvement Program (CIP) process. Staff is not anticipating any significant changes between the 2007 Proposed Budget and the project list adopted in the CIP for 2007.

**FINANCIAL IMPACT:**

As of September 1, the City's 2007 proposed operating budget still has a budget gap of approximately \$455,000. The budget gap represents expenditures in excess of revenues, and is on the City's base budget. The base budget is to provide the current level of services with the exception of any new maintenance needs related to capital projects that have been completed, such as 15<sup>th</sup> Avenue and the 145<sup>th</sup> to 165<sup>th</sup> Aurora Avenue improvements. The base budget does not include any new personnel positions, programs or services. Although the current budget gap is still preliminary and subject to change as more revenue and expenditure information is gathered during the finalization of the proposed 2007 budget, it will be a challenge to balance the budget. The base budget will need to be balanced before the City Manager determines if any service level changes or program changes should be included in his recommended budget. The City Manager will present his recommended balanced 2007 budget to the City Council on October 16, 2006.

The Council last reviewed the City's long-term financial projections during the April City Council Retreat. At that time staff was projecting a 2007 operating budget gap of approximately \$60,000 and budget gaps in future years. Since that time we have been able to update some of our projections based on additional information. This includes gambling tax trends, sales tax trends, utility rate changes, health insurance premium increases, Public Employee Retirement System (PERS) employer contribution rate increases, and trends of bookings and usage of jail beds that affect the City's jail costs. These changes have resulted in a preliminary forecast of the operating budget having a

\$455,000 budget gap for 2007. As stated earlier, although there is currently a budget gap, the City Manager will present a balanced budget in October. The City's long-term financial forecasts show budget gaps occurring in 2008 through 2012.

Although the City Council will be focused on review of the 2007 budget later this year, it is important that we continue to monitor our long-term financial position and consider policy decision impacts on the City's long-term financial health. The purpose of the long-term projections is to provide information so that staff and the City Council can make resource allocation decisions that provide sustainable public services to the Shoreline community. Staff will be providing the Council an update of the long-term financial forecast during the Council meeting of September 18, 2006.

#### **RECOMMENDATION**

No action is required by the City Council. This item is for informational purposes and to provide the City Council with preliminary 2007 budget information.

Approved By:        City Manager  City Attorney \_\_\_\_

## INTRODUCTION

Staff is preparing the 2007 Proposed Budget and updating financial indicators and projections as part of the process. This workshop will provide an opportunity for staff to share with the City Council the latest financial projections, along with a discussion on some of the major policy issues that will need to be discussed during the 2007 budget workshop reviews. The Council 2007 budget schedule is as follows:

Preliminary 2007 Budget Update	September 18
Transmittal of Proposed 2007 Budget	October 16
Public Hearing & Department Budget Review	October 23
Public Hearing on Revenue Sources & 2007 Property Tax Levy	November 6
Budget Review Workshop	November 13
Budget Review Workshop (If Necessary)	November 20
Adoption of 2007 Property Tax Levy	November 27
Adoption of 2007 Budget	November 27

## BACKGROUND

During the April 2006 City Council retreat, staff provided Council with an update of the City's long-term financial projections. At that time, staff was projecting a \$60,000 operating budget gap in 2007. Since that time staff has continued to evaluate revenue and expenditure trends and updated the City's long-term financial model. Also departments have submitted their 2007 budget requests and 2007 revenue estimates. Some of the major changes that have occurred since the April projections include:

- **Gambling Tax:** As Council is aware, the City's gambling tax revenues are down significantly in 2006 as a result of declining activity in bingo, pull-tab, and card room games. Since April staff has been informed that the Cascade Bingo Hall has closed. Cascade Bingo provided approximately \$44,000 in bingo/raffle associated gambling tax to the City annually. This revenue is now projected at zero beginning in 2007. Pull-tab activity has continued to decline and staff had projected declining revenue from this source, but activity has slowed quicker than projected. One significant change is the closure of Cascade Bingo, as they provided approximately 18% of the City's budgeted pull-tab gambling tax revenue. As a result the City's 2007 projected revenue from punch boards/pull-tab, as well as the long-term financial forecast has been reduced. In fact the 2007 projection (\$185,000) is approximately 22% less than the 2006 budget (\$236,000).

Card-room gross receipts has been approximately 20% less in 2006 for the first two quarters than was collected during the same period of 2005. The primary reasons for this decline seem to be: competition from tribal casinos, passage of the smoking ban in public places in November 2005 (does not apply to tribal casinos), competition from on-line betting, and impacts from construction along Aurora Avenue. Council approved a temporary reduction in the City's card room tax rate from 10% to 7% for nine months in recognition of the impact that Aurora construction was having on local card rooms.



At this time there has not been any indication that card room activity will go back to pre-2006 levels since it appears that the primary reasons for the decline in activity is related to the smoking ban and the competition from both tribal casinos and on-line gambling. As a result, staff has reduced both the 2007 forecast for card-room activity and the long-term financial forecast for gambling activity.

The net impact of these revenue changes is a reduction in operating revenues of \$451,422 for 2007. The following chart shows the change in projected 2007 gambling tax revenues that have occurred since the April financial forecast.

	April 2006 - 2007 Budget Projection	September 2006 - 2007 Budget Projection	Difference
Punch Boards/Pull-Tabs	212,400	185,000	(27,400)
Bingo	44,000	-	(44,000)
Card Games	2,650,000	1,949,000	(701,000)
Transfer to Capital	(795,000)	(474,022)	320,978
Net Gambling Tax for Operations	2,111,400	1,659,978	(451,422)

- **Seattle City Light (SCL) Contract Payment:** In 2005 SCL anticipated making rate adjustments that would result in lower electric rates to consumers. This did not occur in 2005 or in 2006. On July 19, 2006, Mayor Nickles' submitted his proposed 2007-2008 electric rates to the Seattle City Council. The rate recommendation would result in a small increase to Shoreline's residential customers (.8%), or approximately \$5 to \$7 annually, but a decrease for most commercial ratepayers. Based on this information staff believes that the contract payment will not drop significantly from prior years and therefore we have raised our annual projection to \$1 million, from \$850,000, for 2007. The contract payment in 2004 was \$1,066,780 and in 2005 \$1,032,548. Currently 2006 revenue is estimated at \$1,000,000.
- **Seattle Public Utilities (SPU) and Shoreline Water District Contract Payment:** In 2004 we were notified by SPU that they had been calculating the City's contract payment incorrectly. In 2005 we received a back payment for underpayment of the contract payment since 2002. The 2005 fourth quarter payment from SPU was not received until March of 2006. If this payment had been recorded in 2005, and the back payment was excluded, the total 2005 revenue from water contract payments would have been \$555,000. Based on collections for the first two quarters of 2006, it appears that 2006 collections are tracking similarly to the 2005 collections. 2007 revenue is estimated at \$565,000.
- **Utility Tax Adjustments:** Recently Puget Sound Energy (PSE) requested a 9.9% rate increase in natural gas rates, as a result of higher gas costs, to be effective October 1, 2006. Although approval of this rate will not occur until later in September, it is likely that this increase will be approved since it is basically a "pass-through" rate increase, in other words it is only a result of higher energy costs to PSE. Over the years we have seen the natural gas rates increase and then decrease. It appears that some of the recent increases for PSE are of a more permanent nature and therefore we have increased our forecast for natural gas utility tax by 17.1%, or \$145,000, in 2007 as compared to the 2006 budget.

Utility taxes from telephone (land lines and wireless) appears to have stabilized. In reviewing 2005 revenue collections staff found that there were some late 2004 payments that were accounted for in 2005, as a result the 2005 revenue was slightly overstated, while the 2004 revenue was slightly understated. The 2004 collections were approximately \$1.48 million, while the 2005 collections were \$1.65 million. The current 2006 budget is \$1.48 million. Staff is continuing to monitor 2006 collections to see if actual collections will exceed this amount. At this time staff has left 2007 revenue projections at \$1.48 million.

- **Sales Tax Trends:** To date, 2006 sales tax collections are tracking 3.8% ahead of the 2006 budget and 1.5% ahead of 2005 collections for the same time period. Although this is very modest growth, it appears that most of the growth is occurring in the retail sector, which is considered on-going revenue. Currently we are projecting 2007 sales tax revenues to be 8% greater than the 2006 budget, but only 2.5% greater than projected actual collections for 2006. We are projecting that the City will collect \$6.08 million in sales tax in 2006, and \$6.25 million in 2007. Most economists are predicting both employment and income growth in the Puget Sound region for 2006 along with very positive retail sales tax growth (6.5%) throughout the region.
- **Public Employee Retirement System (PERS) Contribution Rates:** As was projected in the April forecast, PERS employee and employer contribution rates will continue to increase through 2010. The State Actuary revised the 2006 pension contribution rates to reflect legislation that passed during the 2006 Legislative session. The following table shows the rate changes that were approved:

	Effective 7-1-06	Effective 9-1-06	Effective 1-1-07	Effective 7-1-07	Effective 7-1-08	Effective 7-1-09
PERS Employer Contribution	3.69%	3.70%	5.47%	6.01%	7.57%	7.53%

As a result of these legislative changes, the City's PERS contribution will increase by approximately 98.5% from 2006 to 2007. The 2006 General Fund PERS contribution budget totaled \$190,268 and the 2007 budget is projected at \$377,620, a \$187,000 increase. The rate increases are a result of the declining investment rate returns since 2002 and the growing long-term retirement obligation. Prior to 2005, rates had been as low as 1.8%.

The City had anticipated that the rates would increase as investment rates fell and had put approximately \$160,000 of on-going revenue in a contingency to soften the blow of the increases.

Although the Legislature approved these rates, there is a chance that an additional rate increase could be approved for 7/1/07. This rate increase would be a result of the gain-sharing provisions of PERS 1 and PERS 3. The Association of Washington Cities (AWC) has said that the rate increase could be as much as 0.71%. An additional increase at this rate would cost the City approximately \$31,300 in 2007. At this time since it is uncertain what the Legislature will do, the City's 2007 budget does not include any budget or contingency for a rate increase above that which has already been approved.

- **Health Benefits:** Preliminary information from AWC shows that they anticipate medical premium rates to increase between 12% and 13% for 2007. As a result, we have estimated that the City's contribution towards health benefits will increase by approximately 10% in 2007. In the General Fund this equates to approximately a \$111,000 increase. The AWC Board will review health premium recommendations at the end of September and finalize the rates.
- **Market Rate Adjustment:** The preliminary 2007 budget anticipates a salary market rate adjustment of 3.78%. This is based on 90% of the June Seattle-Tacoma CPI-W. This CPI figure was 4.2%, higher than anticipated in the April financial forecast and higher than projected by most economists. At that time, CPI was projected at 2.4%. Historically the City has based its market adjustment on the median market adjustment awarded by the City's comparable jurisdictions, as outlined in the City's compensation policy. Historically this median has been very close to 90% of the Seattle-Tacoma CPI-W.
- **Salary Survey:** The City's compensation policy includes a routine salary survey of classifications every three years to ensure that the City's salaries are at the median of the City's comparable cities. During 2006 staff is completing a salary survey on classifications 1 through 45. Any changes recommended as a result of this review will be included in the proposed 2007 budget.
- **Lease Costs:** The 2007 proposed budget will reflect a significant decrease in lease costs as a result of the acquisition of the City Hall Annex. Since the City will own the building, there will be no lease costs for the space currently occupied by the City. There is also no debt service costs related to a new City Hall in 2007. As a result the City's facility occupancy costs are approximately \$289,000 less than was forecasted in the April projections. Although this is the case, the 2007 budget will include a transfer of the lease savings to the General Capital Fund in order to reserve those monies towards the acquisition of the Civic Center property and City Hall construction. Staff had estimated a total of \$350,000 of lease savings between 2007 and 2008 that would be allocated for this purpose. It is anticipated in 2009 that the annual reduction in lease payments would be used towards the annual debt service costs of the City Hall.

Staff is currently developing a management plan for the ownership of the Kimm Property and the City Hall Annex building. At this time, staff has not incorporated any lease revenue or operational expenses associated with these facilities outside of those related to the operation of City Hall into the 2007 proposed budget. This information will be presented to Council during the budget discussions and will be included in the 2007 adopted budget.

- **Jail Activity:** 2007 jail activity is projected to be roughly the same as in 2006. The following chart summarizes the actual jail activity for 2003 through 2005, along with the projections for 2006 and 2007.

Jail Overview										
Facility	2003		2004		2005		2006 Projection		2007 Estimate	
	Jail Usage	Cost	Jail Usage	Cost	Jail Usage	Cost	Jail Usage	Cost	Jail Usage	Cost
King County Bookings	759	\$118,948	608	\$101,256	673	\$118,583	744	\$138,696	744	\$146,602
King County Jail Days	6,685	\$442,383	3,857	\$334,055	3,909	\$360,723	3,839	\$374,648	3,839	\$395,929
Yakima Jail Days + Medical Payment	2,769	\$162,713	3,438	\$212,228	7,262	\$468,276	8,154	\$534,415	8,159	\$580,686
Yakima Additional Medical Costs				\$0		\$0	0	\$2,500	0	\$5,000
Issaquah/Renton		NA	218	\$12,665	387	\$25,948	1,390	\$91,064	1,390	\$97,000
Issaquah/Renton Medical							0	\$1,224	0	0
Total Costs	10,213	\$724,044	8,121	\$660,204	12,231	\$973,530	14,127	\$1,142,547	14,132	\$1,225,217

As the City Council is aware, jail usage had a significant increase beginning in August 2005. The City continues to maximize its contract with Yakima County and is working with the Jail Advisory Group to monitor the activities at the Yakima jail. For 2007 we are anticipating the same usage patterns as in 2006 and have incorporated into the cost estimate the daily jail cost increases that both Yakima and King County will charge in 2007 (King County increase is 5.7% and Yakima is 5%). The 2007 projected budget is \$1.225 million, a 46% increase compared to the 2006 budget, but in line with 2006 anticipated expenditures.

- **Human Service Funding:** Currently the 2007 preliminary budget increases the City's General Fund allocation towards the competitive human service funding by 4.4% to \$280,500. This increase off-sets anticipated reductions in federal funding and allows for some inflationary increases. The long-term financial projections maintain this level of funding through 2012.
- **Police Contract:** The April forecast used a 5% estimated increase in the police contract. Since that time we have raised the estimated increase to 5.5% for most categories of the police contract. Also, for the last three years the City had a received a \$25,000 annual credit towards the Administrative Sergeant position that was added in 2004 from a COPS grant. 2006 is the final year of this grant, and therefore this credit was removed for 2007. As a result the police contract is anticipated to be \$8.381 million in 2007. This is a 5.6% increase from the 2006 budget of \$7.934 million.

## DISCUSSION

Some of the primary factors affecting the 2007 proposed budget and the 2007-2012 long-range forecasts include:

### **GENERAL FUND**

#### **Revenues**

General Fund operating revenues, excluding interfund operating transfers and the use of fund balance for one-time expenditures, are projected to increase by approximately 1.7% from the 2006 current budget to 2007. This is approximately a \$453,000 increase.

A description of the most significant revenue trends for 2006 are discussed below.

*Property Tax Revenues:* Property tax revenues are projected to grow by 1.9% in 2007. Approximately .8% of this growth is a result of projected new construction within the City, which results in increased valuation. A 1% increase in levy accounts for the remaining increase in property tax for 2007. The 1.9% increase in property tax revenue

equates to approximately \$131,000. The projected 2007 property tax levy rate is \$1.14, down approximately 3% from the 2006 levy rate of \$1.17.

*Sales Tax Revenues:* The current projection for 2007 is for sales tax to grow by 8% over the 2006 budget levels, or \$464,500, for a total of \$6.25 million. Although this may seem like a large increase, we have increased our 2006 sales tax revenue projections to \$6.09 million. Based on this level of sales tax revenue, the 2007 projected collections reflect a 2.5% growth from projected 2006 collections.

The City also receives criminal justice sales tax, which is collected county-wide and then distributed on a per capita basis. County-wide sales tax revenues in 2005 increased by 13.4% compared to 2004 collections. This was a positive change, as sales tax on a county-wide basis had shown modest growth in the previous year. County-wide sales tax is projected to continue in the growth mode as the economic recovery continues in the Puget Sound region. For this reason 2007 collections are projected to increase, 11.2%, to \$1.224 million in 2007, when compared to the 2006 budget. When compared to the 2006 expected collections the 2007 budget increase is 6.4%. The June issue of the Economic Forecaster projected that retail sales in the Puget Sound would increase by 6.5% in 2007.

*Utility Contract Payments, Utility Taxes & Franchise Fees:* Overall utility tax, franchise fees, and interlocal utility contract agreement revenues are projected to increase by 8.4% when compared to the 2006 budget, and 2.6%, \$149,000, when compared to 2006 expected collections. Some of the primary reasons for this increase include:

- Seattle City Light (SCL) rates are anticipated to have a very slight increase for residential customers in 2007 and a decrease for most commercial customers.
- Cable rates have increased in 2006 and are expected to increase 2007 collections by 10%, \$50,000, in 2007 compared to the 2006 budget. Actual collections in 2006 are tracking higher than the 2006 budget.
- Surface Water Utility Tax revenues reflect an anticipated 8.9% increase, \$14,500, that aligns with the expected surface water utility rate increase as was adopted with the Surface Water Management Plan. The anticipated residential utility rate will go from \$111 to \$121, a \$10 annual increase.

*Gambling Tax:* As was previously discussed, gambling tax revenues are projected to decrease by 21.4%, \$451,000, for general operations.

*State Shared Revenues:* Liquor Board Profits and Liquor Excise taxes are two sources of revenue collected by the State of Washington and then distributed to cities on a per capita basis. It appears that these revenue sources will increase slightly (\$21,000) from 2006 to 2007.

*Recreation Revenues:* Participation in the City's recreation programs has continued to increase in 2006. Revenues in our recreation programs are expected to be 14.8% or \$107,000 higher than budgeted in 2006 as a result of the increased participation and introduction of some new programs. In 2007 it is expected that participation will mirror 2006 levels and therefore only slight increases in program revenues are anticipated.

The biggest change in recreation revenue projections will occur with the soccer field rental rate increases associated with the anticipated improvements in turf to be made to fields A & B. Any revenues received in excess of the rental revenue base that existed prior to the field improvements will be allocated to the General Capital Projects Fund to help restore some of the City's contribution towards these improvements.

*Development Revenues:* Development related revenues are projected to decrease slightly by approximately .87%, \$11,300, in 2007 as compared to the 2006 budget. It is anticipated that activity levels will remain fairly constant between the two years.

*Investment Interest:* Investment interest rates have been on the incline since 2005. Currently the City is able to get in excess of 5% on new two year investments. In the last few years the rate had fallen to close to 1%. As a result we are projecting that investment interest revenue will increase by 25% to \$375,000 in 2007.

### **Expenditures**

Overall expenditures, excluding one-time interfund operating transfers that were budgeted in 2006 and carry-overs, are projected to increase by approximately 1.3% in 2007 as compared to the adopted 2006 budget. The current 2006 budget includes approximately \$237,000 in carryovers from the 2006 budget. Including these carryovers from the current 2006 budget, the preliminary 2007 operating budget reflects a .5% increase from the 2006 budget.

A discussion of the most significant expenditure trends follows.

*Personnel:* Personnel expenditures represent approximately 34% of the City's operating budget. Excluding any new personnel positions, personnel costs are projected to increase by approximately 7%, \$705,000. This is primarily based on anticipated step increases for employees who are not at the top of their salary range, an anticipated market rate adjustment of up to 3.78%, a projected 10% increase in the City's health benefit costs, and a 98% increase in the employer PERS contribution. The City's long-term financial forecast projects personnel costs to increase by approximately 5% annually, as future PERS rate increases are not going to be as large as those that occurred in 2006 and 2007 and economists project that inflation will remain under control and be closer to 3% for the next few years.

Overall salaries for regular and extra-help employees are expected to increase by \$317,000, or approximately 4.6%. The remaining \$388,000 (\$705,000 less \$317,000) in increased personnel costs are primarily related to the benefit changes. The largest increases are in the PERS contribution (\$206,000) and health benefits (\$128,000). Other increases include social security replacement (\$20,000) and labor and industries costs (\$25,000).

*Police Contract:* The police contract with King County is projected to increase by approximately \$447,000, 5.6%, in 2007, as compared to the 2006 adopted budget. This is primarily a result of anticipated labor cost increases, some shift in activity level allocated to the City for support services, and implementation of the King County

wireless project for police services. This is a preliminary estimate in cost increase as it is based on historical trends. At this time King County has not provided cost increase estimates. The actual increase will not be determined until after the King County budget is adopted and the annual reconciliation is completed next spring.

*Jail:* We are currently anticipating that the 2007 budget to be \$1,225,000.

*New Maintenance Costs:* As capital projects are completed the City must absorb any related on-going maintenance costs. In 2007 this includes the maintenance costs related to the improvements on 15<sup>th</sup> Avenues and the improvements completed as part of the 145<sup>th</sup> and 165<sup>th</sup> Aurora project. The City anticipates these costs in its long-term financial projections. The preliminary cost estimate for the maintenance related to these projects is still being evaluated.

*Capital Funding:* The City will allocate approximately \$733,000 of general fund revenues in 2007 to the capital project funds. This funding is primarily for long-term facility repair/replacement and road surface management. This allocation is included in the City's long-term projections and the preliminary 2007 budget.

### **Fund Balance**

The General Fund currently has a healthy fund balance based on conservative budget planning by the City Council. The 2006 projected ending fund balance for the General and General Reserve Funds combined total approximately \$9.6 million, nearly 35% of General Fund revenues. These reserves represent the reserves available to the City to cover unexpected emergencies, unexpected changes in the economy, and provide for cash flow management, as many of the City's revenue sources come in semi-annual or quarterly payments, while operational expenditures occur on a fairly straight-line basis throughout the year. These reserves do not include any of the capital project fund reserves or other reserves designated for specific purposes.

The City's financial policies require that the General Fund and General Reserve Fund balances total at least 10% of the General Fund revenues. Although this is the case, most bond rating agencies, and for cash management needs, these balances should remain at a minimum of 20% to 25% of General Fund revenues.

The City's financial policies prohibit the use of these reserves to balance the City's operating budget on a long-term basis. They could only be used to address short-term budget shortfalls or one-time expenditures.

### **Outstanding Items**

- *Natural Gas Utility Tax:* Staff is still reviewing this revenue stream. Given the anticipated rate increase and based on usage trends in 2005 and 2006, there may be an opportunity to raise our revenue estimates.
- *Telephone Utility Tax:* Staff is continuing to review 2006 receipts from this revenue stream to determine if 2007 revenue estimates should be modified.
- *Street Lights:* Staff is still working with Seattle City Light to fully identify all the street lights that the City is assuming. Also Mayor Nickles' has proposed a significant increase in street light rates (between 26.3% and 90.3%, depending on the type of light). Staff is in contact with the City of Seattle to determine if this will have an

impact on the City's costs for 2007 and if so, to what extent. At this time there is no increase in the 2007 preliminary budget for streetlight rate increases. The current 2006 budget for street lights is \$183,500. A significant increase in this cost will increase the operating budget gap.

### **Future Needs**

Evaluating future financing options will be key in determining any future service enhancements the City may consider. Given our long-term financial projections the 2007 budget instructions to departments were that any service enhancement requests had to be funded by new on-going revenues, reductions in existing programs that are a lower priority or reductions that can be made as a result of efficiencies. Although this was the case, some needs were identified that would require either new one-time or on-going resources. Some of the departmental requests that have been identified include:

- *Park Maintenance Worker*: This position would allow more of the park maintenance functions to be performed internally as opposed to contracting for the service. Council reviewed this proposal as part of the evaluation of the parks maintenance and landscape bid evaluation. The funding will come from reduced expenditures for professional services for the landscape contract.
- *Street Sweeper*: This is a request for the City to purchase a street sweeper to meet our environmental requirements and to perform street sweeping services more efficiently and effectively than is currently occurring through contracted services.
- *Natural Resources Management Strategy*: Monies would be allocated to develop a strategy for the City to manage it's natural resources into the future to support the Council's goal to create a environmentally sustainable community.
- *Town Center Development Plan*: This plan would help develop a master plan for Shoreline's Town Center area located generally between No. 170<sup>th</sup> and N. 180<sup>th</sup> along Aurora Ave. N. The plan would bring vision and implementation tools to an area that will include the Civic Center, Aurora Avenue, the Interurban Trail, Heritage Park and commercial and mixed-use buildings.
- *.5 FTE Facilities Maintenance Worker*: This position would provide facility maintenance support throughout the City and provide support to manage the City's vehicle fleet. Currently these services have been provided through extra-help employees.
- *.5 FTE Hansen Development Assistant*: This position would provide data entry and Hansen development support to the Public Works department.
- *Other FTE increase requests*:
  - Increase the .5 FTE Administrative Assistant in the Communications & Intergovernmental Relations department to .75 FTE
  - Increase the Purchasing Assistant from .62 FTE to .75 FTE and the Finance Technician from .5 FTE to .62 FTE. This would increase each position by 5 hours a week.
  - Increase a .5 FTE Recreation Assistant position at Spartan Gym to a full-time regular position.

As the City Manger finalizes his recommended 2007 budget it will be determined which, if any, of the requests should be included in the proposed 2007 budget.



## **CITY STREET FUND**

The City Street Fund receives approximately 47% (\$902,000) of its resources from Gas Tax and Right-of-Way fees to off-set direct costs and the remaining 53% (\$990,000) from General Fund Revenues. More General Fund monies have been shifted towards maintenance of City streets over the last few years as a result of the elimination of the local vehicle license fees in 2002. The elimination of license fees resulted in a revenue loss to the City of nearly \$500,000 annually. Also Motor Vehicle Fuel Tax revenues have not increased at a rate to keep cost with the additional costs that have been absorbed by the Street Fund, such as street lighting, street maintenance, and street sweeping. The Street Fund maintenance does not include the long-term pavement management program.

The long-term projections for this fund indicate that either the City will need to allocate additional general fund revenues for street operations or develop alternative revenues to maintain service levels, especially as some of the capital projects are completed and increased service levels are required to adequately maintain the improvements. In the absence of these options it is likely that service levels will need to be reduced. For the short-term the fund has adequate reserves.

## **2007 AND BEYOND**

Staff will be finalizing the proposed 2007 budget during the next month and the City Manager will present a balanced budget to the Council in October. In making budget recommendations we continue to monitor our long-term forecasts.

Staff anticipates that we will balance the 2007 budget within current resources, although this may require a reduction in current base allocations. At this time we have not determined what impact this may have on existing services. Our long-term forecast for 2008 through 2012 shows increasing budget gaps in the out-years unless there are changes in expense or revenue levels. In order to continue to provide current services to the community in the future it will be necessary to continue to monitor our revenue and expenditure trends along with receiving feedback from the community on service priorities.

Anticipating that the City will either have to reduce services or increase revenues in the near term it is likely that the proposed 2007 budget will recommend that we notify Seattle City Light that the City intends to collect a utility contract payment on the distribution portion of electric rates. This process takes 12 months to initiate, so there would not be any actual revenue collections from this source until 2008. The City has the ability to levy up to 6% on the distribution charges, and it is estimated that this could generate up to \$850,000 in annual revenue. As the 2007 budget is finalized the City Manager will determine how the implementation should be phased in over time.

In 2004, as the City Council reviewed the City's long-term forecast, staff advised that it may be necessary to pursue this revenue source to be effective in 2007. At this time, it appears that we have been able to delay implementing this revenue source by one year.

Staff will continue to monitor the long-term projections as the 2007 budget is finalized. Staff anticipates providing additional updates on the long-term projections during the September 18, 2006, Council presentation.

### **SUMMARY**

As Council has continued to monitor future financial projections, it has followed conservative financial planning. This has allowed the City to carefully plan service enhancements, and maintain a stable financial position through good and bad economic cycles. During the last two years staff has focused on reducing expenditure growth through efficiencies and modification of policies such as the City's health benefit policy. Even though this has been the case, if current trends and assumptions hold true, with no changes in expense or revenue levels, the City's operating budget will have annual operating budget gaps in future years. The purpose of the long-term projections is to provide information so that staff and the City Council can make resource allocation decisions that provide sustainable public services to the Shoreline community. As the Council continues to plan for 2007 and beyond, it will be a necessary to monitor financial trends and follow a plan that will allow for the long-term provision of public services.

### **RECOMMENDATION**

No action is required by the City Council. This item is for informational purposes and to provide the City Council with preliminary 2007 budget information.

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**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b> City Council Goals/Work Plans 2007 - 2008 <b>DEPARTMENT:</b> City Manager's Office <b>PRESENTED BY:</b> Robert L. Olander, City Manager
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**PROBLEM/ISSUE STATEMENT:**

On August 21 the City Council reviewed the work plans designed to implement the City Council goals for 2007 – 2008. Councilmembers provided comments at that meeting and subsequently through email. Staff has responded in detail and incorporated these suggestions in the work plans where feasible (please see Attachment C).

Also attached (Attachment D) is a draft of a revised Strategic Plan. This plan is the vehicle for aligning the City Council's vision, values, critical success factors, goals, work plan and performance measures. Critical success factors are areas where the City has to excel if it is to accomplish the community and Council vision. A new linking concept is the "Desired Community Condition". This provides needed specificity and structure to each Critical Success Factor and provides a crucial linkage to the more specific goals and strategies.

Under the "Goals and Strategies" the ones that are italicized are new for 2007 – 2008, and appear in more detail on the goal work sheets (Attachment E). Those that are not in italics are continuing Council and staff strategies that support the Desired Community Condition and Critical Success Factor. New performance measures necessary to fill in gaps or measure new Council Goals are highlighted in yellow.

**RECOMMENDATION**

It is recommended that Council review the Goals, Work Plan, draft Strategic Plan (including the revised Vision and Values), and provide any final direction to staff. Once these have been finalized we will format the Strategic Plan in an attractive and easily read format and use it to develop a "Report Card" type of document with actual performance measure goals and numbers. The final goals, strategies and work plans are essential for staff to complete the 2007 budget in a timely fashion that allows for a reasonable amount of time for public and Council reviews.

Approved By: City Manager  City Attorney \_\_\_\_

**Attachments:**

- A. City Council Goals 2007 – 2008
- B. City Council Work Plan 2007 – 2008
- C. Work Plan Discussion/Response from August 21, 2006
- D. Draft Strategic Plan
- E. Council Goal work sheets

# CITY COUNCIL GOALS

## 2007-2008

**Complete the projects approved in the 2006 Parks Bond**

**Implement the Economic Development Strategic Plan**

**Implement an affordable civic center/city hall project**

**Complete the Aurora Improvements from 165th to 205th Streets including, but not limited to, sidewalks, drainage and transit**

**Develop a comprehensive housing strategy**



**Create an "environmentally sustainable community"**

**Provide safe and affordable transportation options to support land use plans including walking, bicycling, transit and vehicular options**

**Goal No. 9**

**Develop a Fircrest master plan in partnership with the state**

**Goal No. 10**

**Increase emergency preparedness training and education**

**Goal No. 11**

**Increase opportunities for all residents, including our youth, to get more involved in neighborhood safety and improvement programs**



# CITY COUNCIL WORKPLAN 2007-08

## **Goal No. 1: Complete the projects approved in the 2006 Parks Bond**

- Acquire bond issue properties
- Develop park plans
- Construct improvement

## **Goal No. 2: Implement the Economic Development Strategic Plan**

- Implement Small Business Assistance Plan
- Work to redevelop Aurora Square/Westminster
- Facilitate planning for 175th/Aurora properties
- Develop Ridgecrest Neighborhood plan

## **Goal No. 3: Implement an affordable civic center/city hall project**

- Adopt delivery method, public process and schedule
- Select development team and negotiate agreement
- Finalize design and development agreement

## **Goal No. 4: Complete the Aurora improvements from 165th to 205th Streets including, but not limited to, sidewalks, drainage and transit**

- Finalize preliminary design and environmental review
- Complete final design
- Initiate right-of-way acquisition

## **Goal No. 5: Develop a comprehensive housing strategy**

- Develop workplan and citizen involvement process
- Finalize alternative strategies
- Complete draft plan
- Review and adopt final strategies

## **Goal No. 6: Create an “environmentally sustainable community”**

- Develop a National Resources Management Plan
- Complete Forest Management Plan
- Develop options for a Green Street Demonstration Project
- Adopt advanced stormwater standards for Aurora II
- Update Stormwater Management Manual and standards
- Work on implementing Mayor’s Climate Protection Agreement

**Goal No. 7: Provide safe and affordable transportation options to support land use plans including walking, bicycling, transit and vehicular options**

- Develop "Town Center" plan
- Continue construction of priority sidewalk routes
- Complete Neighborhood Traffic Action Plans and continue implementation
- Expand local transit service
- Develop Interurban Trail Connectors

**Goal No. 8: Develop a Fircrest master plan in partnership with the State**

- Develop agreement with State
- Complete draft plan
- Review and adopt final plan

**Goal No. 9: Increase emergency preparedness training and education**

- Develop public outreach campaign
- Provide emergency power for Spartan Rec Center shelter
- Provide federally mandated emergency management training
- Implement Hazard Mitigation Plan priority projects

**Goal No. 10: Increase opportunities for all residents, including our youth, to get more involved in neighborhood safety and improvement programs**

- Increase Block Watches
- Expand Adopt a Road program
- Provide Mini-Grants for neighborhood safety and preparedness
- Provide increased opportunity for youth safety involvement

*Community participation is a critical value in both the development and implementation of Council Goals and Workplans. For information on how you can be informed and involved in any of these goals please visit the City of Shoreline Web site at [www.cityofshoreline.com](http://www.cityofshoreline.com) and click on the City Council Goals.*



## **COUNCIL GOALS/WORK PLAN DISCUSSION – AUGUST 21, 2006**

### **Goal #1: Complete the projects approved in the 2006 Parks Bond**

1. Be sensitive to neighborhoods regarding constructing parks lighting (tennis courts). Minimize light/noise pollution and traffic. Move tennis court lighting to up in 2007. Potential to locate two (2) off-leash dog parks and just make them less expensive? (Ryu)

It is feasible to move the tennis court light project into the latter part of 2007. We had scheduled this project in 2008 to coordinate with hiring one lighting specialist for both the Hamlin Field light improvements (2008) and the tennis courts at the same time, thus reducing cost. It is important to bear in mind that there are several major park projects we are working on in addition to the bond projects. These include a major project for the Richmond Beach Pump Station and the renovation of Boeing Creek Park. All of these projects are stretching our project management staff resources very thin and we have to carefully schedule these projects so that each one can have the appropriate amount of staff oversight and supervision that is required to keep them on track and on budget. There has been some discussion of the possibility of offering two smaller off leash dog parks as opposed to one larger one. This option is still begin reviewed and discussed. However, even locating one that meets neighborhood concerns will be a challenge. If we move expeditiously with this project it would be best to locate one first and get it up and running. It could then serve as a model for other neighborhoods and hopefully illustrate that there will be no significant adverse impact to locating another one.

2. Could parks projects be included in the master plans? (Way)

Same elements of park improvements will be identified in the appropriate master plan.

3. Add public involvement for all projects or include all goals are done with thorough public involvement as a disclaimer to all of the goals (Fimia)

A statement to this effect has been added to the Council Work Plan sheet.

### **Goal #2: Implement the Economic Development Strategic Plan**

1. Recommend we keep Economic Development Task Force going, perhaps quarterly—brings business community together (Fimia)

I believe that it is a good idea to establish a standing Economic Development Advisory Committee. This could bring the disparate elements of the business community together. It could also serve as a sounding board for our Economic Development Director similar to the way the Park Board functions. I will be providing a recommendation to the City Council on this item within the next few weeks.

2. Why not combine Ridgecrest with Briarcrest on the Neighborhood Plan? Perhaps combine Ridgecrest Neighborhood Plan with other goals? Include renewable energy in partnership with Shoreline Solar; it would be nice to have a sub-bullet under Eco. Dev. Plan (Way)

PADS staff has already spent a fair amount of time in scoping the Ridgecrest project, visiting the site, and discussing the needs of the area and future development ideas with several major property owners in the area. Ridgecrest appears to be a more finite, focused, and manageable study area than Briarcrest. The greater number of properties, issues and stakeholders in Briarcrest pose a significantly larger task as far as time, staff resources, and funding. Given property owner interest in Ridgecrest, this could be ready to start in January. Conversations with the new market owners in Briarcrest indicate they are about a year away from considering redevelopment options. Without their active participation immediate discussions would probably not be productive. However, we have added a workplan item to Council Goal No. 2 to initiate discussions and scoping in 2008.

3. Prefer that existing businesses/Chamber of Commerce has input on Economic Development. Results of the CCD not that impressive. Rather have small business assistance be more local. Haven't seen the return on taxpayers money (Ryu)

The City Council approved a three year contract with Community Capital Development in June, 2006. Our recommendation is to evaluate the program after it has had an opportunity to work in Shoreline. Also, the City is prohibited from providing direct subsidies ("gift of public funds") to businesses.

4. Ridgecrest Neighborhood Plan is good place to start talking about type-based zoning rather than use-based zoning (Fimia)

Ridgecrest and/or the Town Center project will be examined for utilization of form based codes.

5. Focus on retaining existing businesses and attracting new businesses (Buxton Co. study). Ridgecrest is not one of my initial considerations – afraid it will be too divided and we won't accomplish the goals. Don't want to overextend (Ransom)

We are already working on a project with the Buxton Company to update our Buxton Study information and have a direct link to the Buxon website. Please see the previous responses regarding Ridgecrest.

6. Not much consistency between the Economic Development Task Force Strategic Plan and what's included on the work plan (Fimia)

It is important to recognize that there are a number of on going work plans in Economic Development (as in all departments) that are not reflected in the priority goals. For example, business retention and recruitment is a continuous and significant element in the every day work plan for Economic Development.

The following priority projects listed in the Economic Development Plan are reflected in the Council Goals/Work Plan as follows:

1. "Implement Central Subarea Plan vision" is listed as "Town Center Project in Goal No. 7.
2. "Promote redevelopment of Aurora Square" – Project No. 2 in Council Goal No. 2.
3. "Small Business Assistance such as CCD" – Project No. 1 in Council Goal No. 2
4. "Foster development of sustainable neighborhoods and neighborhood businesses" – Project No. 4 in Council Goal No. 2
5. Work on "new areas of opportunity" – Project No. 3 in Council Goal No. 2

Ongoing work plan elements in Economic Development that reflect the Economic Development Plan include:

1. Infrastructure investment – Aurora Avenue construction, sidewalks, civic center, Interurban Trail, storm drainage projects, etc.

2. "Areas of opportunity" – Aurora Park and Ride lot
3. Database and information development – New business registry program this fall
4. Advertising and promotion – North City directory and Aurora marketing
5. Improve permit system – Hiring of additional development review position

There is another element we could add to economic development in response to Council and community interest. The Economic Development Plan indicates that the City should seek to recruit environmental technology related research and business activities. We can add and will add this as an area of emphasis to our ongoing business recruitment efforts.

**Goal #4: Complete the Aurora improvements from 165<sup>th</sup> to 205<sup>th</sup> Streets, including, but not limited to, sidewalks, drainage and transit**

1. Accelerate timeline to August 2007 for preliminary design approval by Council and final design by October 2007, page 44 (Fimia)

At this time the major factor in the Aurora Phase II timeline is the length of time needed to complete the environmental process. The preliminary design cannot be approved until the environmental review work is completed. If the environmental work could be accelerated it might be feasible to expedite the Aurora schedule. Once the environmental review and preliminary design are completed it then will take the better part of a year to complete all of the detailed plans and design specifications. The final design is a complex task given all of the utility and transportation issues involved and it should not be rushed to the point that quality control is lost.

2. Make sure final design includes business involvement/input (Ransom)

Significant efforts have been and will continue to be made to include business and citizen input into the environmental process, preliminary design and final design.

3. Check with fire and other emergency responders regarding design; will medians accommodate emergency vehicle movements? (Ryu)

All the emergency responders are consulted during the environmental and design process.

**Goal #5: Develop a comprehensive housing strategy**

1. Consider town hall meeting following Project Step #1, page 45 (Fimia)

This item is scheduled for further Council discussion regarding the community involvement process on September 5.

**Goal #6: Create an “environmentally sustainable community”**

1. Under 1.b. (page 46), inventory other cities too (Fimia)

Language has been added under Council Goal No. 6 to reflect this suggestion.

2. Include renewable energy, such as solar, wind, bio-diesel (Ransom)

Work on renewable energy and energy efficiency is included in the Climate Protection Agreement which the City has joined. We have incorporated this suggestion by adding a 6<sup>th</sup> project step under Council Goal #6. Our efforts will have to be limited to a moderate level of effort in attempting to meet the goals outlined in the Climate Protection Agreement.

3. Renewable energy can be accomplished in partnership with other organizations and agencies, businesses, SCC – start with permitting. Funding sources should be “fleshed out” (Way)

See the answer to #2 above.

**Goal #7: Provide safe and affordable transportation options to support land use plan including walking, bicycling, transit and vehicular options**

1. Type-based zoning; think seriously about citizens’ advisory committee on transportation or transit (Fimia)

Form based codes will be considered as part of the Town Center planning effort

2. Emphasize bicycling and routes (Ryu)

Bicycle routes and trails are part of the Transportation Master Plan and other ongoing efforts such as completing the Interurban Trail, completing neighborhood and regional connectors, and publishing bicycle route maps throughout the City.

3. Have to be careful of the term “town center” -- might upset some neighbors (Ransom)

We recognize the sensitivity of the word “town center” and will be careful to differentiate between the current and past initiatives.

**Goal #8: Develop a Fircrest master plan in partnership with the state**

1. Include party leadership and governor in Step 2, page 48 (Fimia)

Language has been added in Council Goal No. 8 (step 2) to reflect this suggestion.

2. Identify prior work on Fircrest and have public input. Signage is important for attracting the public to open houses. Advertise “we need your input today”. (Ryu)

A review of prior work will be incorporated to initial phases of any joint planning effort. We do utilize sandwich board signs for various open houses and meetings.

**Goal #9: Increase emergency preparedness training and education**

1. Need a public outreach campaign; also think about an enterprise fund (Fimia)

Step one of Goal No. 9 involves an extensive public outreach campaign. As we develop methods to assist residents in securing appropriate emergency kits and supplies we will consider various financing mechanisms.

2. Prefer a multi-jurisdictional coordination effort (i.e. schools, fire department, etc.) (Ryu)

All of our emergency preparedness efforts and training involve multiple regional and local jurisdictions, (e.g. our local emergency preparedness council).

**Goal #10: Increase opportunities for all residents, including our youth, to get more involved in neighborhood safety and improvement programs**

1. Add the YMCA, parks, churches, etc. to step #4, page 50. Develop database for youth involvement organizations. Open the mini-grant process to a subset smaller than neighborhood (Fimia)

Language has been added to step 4 in Council Goal No. 10 to incorporate the YMCA and other non profits. If the City Council would like to reexamine the mini grant program, staff can develop some policy options and factual background for Council to review as a separate work element. However, some of the suggestions may be contradictory in that some have suggested grants for smaller groups within a neighborhood while others may want to expand it to larger groups. This could set up a conflict situation where you have several groups within a neighborhood competing for the same limited mini grant dollars.

2. The definition of neighborhoods could be revised to be more inclusive (Ryu)

See above response.



## VISION

*A community of families, safe neighborhoods, diverse cultures, active partnerships, quality businesses, natural resources, and responsive government*

## VALUES

- *Strong neighborhoods, citizen partnerships, and active volunteers*
- *Social, cultural and economic diversity*
- *Human service connections and networks*
- *Open, efficient, participatory government*
- *Community and regional leadership and collaboration*
- *Sustainability and stewardship of the environment and natural resources*
- *Quality educational, recreational, and cultural opportunities for all ages*

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Safe and attractive neighborhoods and business districts	Residents feel safe in their neighborhoods	<i>Increase active block watch programs</i>	<ul style="list-style-type: none"> <li>Percent of residents who feel safe in their neighborhood during the day</li> </ul>
	Residents are safe from crimes against persons and property	Implement auto theft action plan	
	Residents and visitors are safe to travel on City streets and walkways	<ol style="list-style-type: none"> <li>1. Implement traffic enforcement enhancement plan.</li> <li>2. Complete neighborhood traffic action plans</li> <li>3. Complete 2007 and 2008 priority sidewalk projects</li> </ol>	<ul style="list-style-type: none"> <li>Part I crimes per 1,000 population</li> <li>Traffic accidents per 1,000 population</li> <li>Miles of separated pedestrian pathways</li> <li>% of households that indicate they are prepared and provisioned to be on their own for a 7 day emergency</li> </ul>
	The community is prepared for natural and man made disasters	<ol style="list-style-type: none"> <li>1. Implement public education/outreach campaign</li> <li>2. Install emergency generator at Spartan Rec Center Shelter</li> <li>3. Provide mandated NIMS training</li> <li>4. Implement priority elements of the Hazard Mitigation Plan</li> <li>5. Conduct table top and field earthquake preparedness drill</li> </ol>	<ul style="list-style-type: none"> <li>% of residents who rate their neighborhood condition as excellent/good</li> <li>% of residents who rate the overall quality of life in Shoreline as excellent/good</li> </ul>
	Neighborhoods are free from blight and deterioration.	<ol style="list-style-type: none"> <li>1. Improve code enforcement program</li> <li>2. Review IBC interior property maintenance code</li> <li>3. Implement an "Adopt-a-Road" program.</li> </ol>	



Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Quality Services, Facilities and Infrastructure	Residents have safe and affordable transportation options	<ol style="list-style-type: none"> <li>1. Complete Interurban Trail and bridges</li> <li>2. <i>Work with transit providers to expand transit in Shoreline</i></li> </ol>	<ul style="list-style-type: none"> <li>• Transit ridership</li> <li>• Miles of bike lanes, routes and trails</li> </ul>
	The street system is well maintained	<ol style="list-style-type: none"> <li>1. Implement Transportation Master Plan</li> <li>2. Complete 2006 pavement projects</li> </ol>	<ul style="list-style-type: none"> <li>• Overall pavement condition Rating (0-100)</li> <li>• % of residents very/somewhat satisfied with overall maintenance of streets</li> </ul>
	Residents and businesses are safe from flooding	Complete Ronald Basin Plan	<ul style="list-style-type: none"> <li>• Number of flood incidents</li> </ul>
	City services are delivered effectively and efficiently	<i>Complete Civic Center</i>	<ul style="list-style-type: none"> <li>• % of residents who rate the value of services received for City taxes as Excellent/good</li> </ul>
	Residents are provided with timely and responsive public services	<ol style="list-style-type: none"> <li>1. <i>Update Performance Measures and targets</i></li> <li>2. Develop "Community Report Card"</li> </ol>	<ul style="list-style-type: none"> <li>• operating expenses per capita</li> <li>• % of residents who are very satisfied/satisfied with overall quality of service</li> </ul>
	Quality parks, open space trails and recreational activities are available to all residents	<i>Complete 2006 bond issue projects</i> <ol style="list-style-type: none"> <li>1. <i>Acquire properties</i></li> <li>2. <i>Complete Master Plans</i></li> <li>3. <i>Construct Improvements</i></li> </ol>	<ul style="list-style-type: none"> <li>• Benchmark comparisons with other cities</li> <li>• % of households rating condition of parks as good/excellent</li> </ul>
	Aurora Avenue provides improved safety and mobility for vehicles and pedestrians, Bus Rapid Transit, good business access, and improved economic vitality	<ol style="list-style-type: none"> <li>1. Complete Aurora Phase I</li> <li>2. <i>Complete environmental analysis, preliminary design and public process for Aurora Phase II</i></li> </ol>	<ul style="list-style-type: none"> <li>• % of households located within ½ mile of neighborhood park</li> <li>• % of users rating recreation programs as good/excellent</li> </ul>

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Safe, healthy and Sustainable environment	Surface water quality meets or exceeds state and federal standards	1. <i>Update Storm Water Management Standards including Low Impact Development</i> 2. <i>Create demonstration SWM standards for Aurora Phase II</i>	<ul style="list-style-type: none"> <li>• % of tree canopy coverage in Shoreline</li> <li>• # of street trees</li> <li>• # of housing units within ½ mile of commercial amenities</li> <li>• % of water quality test meeting or exceeding state/federal standards</li> <li>• % of solid waste stream recycled</li> <li>• Average City fleet fuel efficiency</li> </ul>
	Solid waste sent to landfills is minimized	Conduct 2 recycling events	
	The urban forest is preserved and enhanced	<i>Complete and implement Forest Management Plan</i>	
	Higher density residential options are available within walking distance of neighborhood commercial centers	1. <i>Complete Town Center Plan</i> 2. <i>Initiate Ballinger Special Study Area Plan</i> 3. <i>Complete Fircrest Long Range Plan</i>	
	Shoreline has an active "Green Street" program	<i>Implement a Green Street demonstration project</i>	
	Shoreline is a leader in energy efficiency, alternative renewable energy and global warming pollutant reduction	<i>Implement the Mayor's Climate Protection Agreement</i>	

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Governmental Excellence	Shoreline leaders are effectively engaged in regional decisions affecting Shoreline	Councilmembers actively participate in SCA, PSRC, WIRA 8	<ul style="list-style-type: none"> <li>• Council-Staff representation on regional decision making committees</li> <li>• % of CJP funded by state and federal grants</li> <li>• % of employees who believe citizen service is a high priority in our organization</li> <li>• % of residents rating quality of customer service as excellent/good</li> <li>• % of employees who would recommend working for the City to a friend</li> <li>• % of employees rating support services as excellent/good</li> </ul>
	Up to date long range land use, transportation, capital, SWM and Parks plans	Complete Critical Areas tree update	
	Professional and committee workforce	<ol style="list-style-type: none"> <li>1. Implement updated employee recognition program</li> <li>2. Continue to expand employee communication training</li> <li>3. Implement "mid management" training program</li> </ol>	

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Economic Vitality and Financial Stability	Public services and amenities (transportation, transit, water, sewer, power, etc) are available to support economic and residential growth	Negotiate acquisition of SPU water system	<ul style="list-style-type: none"> <li>• Retail sales per capita</li> <li>• % commercial assessed value of total City A.V.</li> <li>• Bond rating</li> <li>• Assessed value per capita</li> <li>• General debt per capita</li> </ul>
	Effective programs and resources are available to promote diversification, retention and growth of existing small businesses	<ol style="list-style-type: none"> <li>1. <i>Implement Small Business Assistance Plan</i></li> <li>2. <i>Initiate Aurora construction mitigation promotion</i></li> <li>3. <i>Facilitate planning for "wedges" properties</i></li> </ol>	
	There are thriving neighborhood commercial areas available to residents throughout the community	<ol style="list-style-type: none"> <li>1. <i>Complete Ridgcrest Neighborhood commercial area plan</i></li> <li>2. <i>Complete feasibility study and scope for Briarcrest Neighborhood Commercial area</i></li> </ol>	
	Aurora Square redevelops as a major regional destination shopping area	<i>Promote redevelopment of Aurora Square</i>	
	The City has sufficient fiscal capacity to fund and maintain priority public services, facilities and infrastructure	Update and implement the long range financial plan	

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Human Services	Safe and affordable housing is available for residents	<i>Complete Comprehensive Housing Strategy</i>	<ul style="list-style-type: none"> <li>• Amount of subsidized housing available</li> <li>• Number of major home repairs completed</li> <li>• Number of minor home repairs completed</li> <li>• Number of residents served in food and housing category</li> </ul>
	The community provides support for responsible social development of youth	Update youth strategies	
	Residents have adequate levels of food, shelter, clothing and medical care	Review and update "Human Service Outcomes"	
	The community provides support for the physical and social needs of senior citizens	Complete senior housing strategy	

Critical Success Factors	Desired Community Condition	Goals and Strategies	Performance Measures
Effective citizen communication and engagement	Residents are well informed of current community issues and events	Implement digital web casting of Council meetings	<ul style="list-style-type: none"> <li>• % of residents satisfied with the City's efforts to keep residents informed</li> </ul>
	City programs and services and aligned with community values and priorities	<ol style="list-style-type: none"> <li>1. Complete vision and goals update</li> <li>2. <i>Update Performance Measures</i></li> <li>3. Conduct Community Survey</li> </ol>	<ul style="list-style-type: none"> <li>• % of residents satisfied with the level of public involvement in local decision making</li> </ul>
	Active and engaged neighborhood associations	<ol style="list-style-type: none"> <li>1. <i>Increase participation in neighborhood Mini-Grant program</i></li> <li>2. <i>Implement targeted youth safety campaign</i></li> </ol>	<ul style="list-style-type: none"> <li>• % of residents who feel the City is moving in the right direction</li> <li>• Number of citizen volunteer hours</li> </ul>

# PROJECT TITLE : Complete 2006 Bond Issue Projects

## City Council Goal No: 1

<b>Department: Parks / Public Works</b>		
Project Lead:	D. Deal / P. Haines	Project Start Date: 6/1/06
Report Date:	Estimate End Date:	
Budget:	\$18,500,000	Total CIP Project Cost: \$18,500,000
YTD:	\$0	CIP Spent TD: \$0

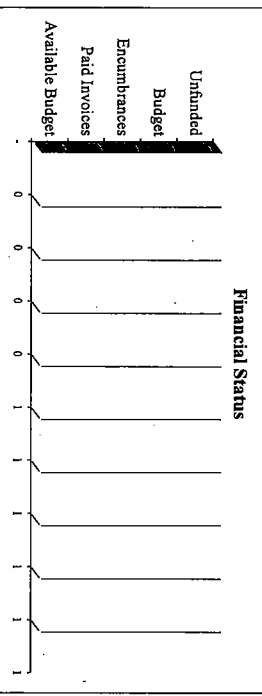
**Project Overview:**  
With the approval of the Parks Bond Issue on May 16th it is important that the City develop a strategy to complete the property acquisitions and facility improvements identified in the bond issue. A detailed public process will be implemented for each project to ensure that improvements meet the needs of citizens of Shoreline.

Project Steps		Year 2006												Year 2007												Year 2008													
		Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec		
Acquire Bond Issue Properties																																							
Develop South Woods Purchase Agreements																																							
Develop North Hamlin Purchase Agreement w/ SPU																																							
Develop Kruckeberg Garden Purchase Agreement																																							
Develop Master Site Plans																																							
Richmond Beach Saltwater Park																																							
Cromwell Park																																							
Hamlin Park / Shoreline Park Tennis Court Lights																																							
Trail Corridors																																							
Kruckeberg Garden Management Agreement and MSP																																							
Construct Improvements																																							
Richmond Beach Saltwater Park																																							
Cromwell Park																																							
Hamlin Park / Shoreline Park Tennis Court Lights																																							
Off Leash Dog Park																																							
Kruckeberg Gardens																																							
Twin Ponds Soccer Field																																							
Trail Corridors																																							
Baseball/Softball Field Improvements																																							
Next Milestone:																																							
Estimated City Council Agenda Dates:																																							
Project Status:																																							
<div>Financial Status</div> <div><div>Unfunded</div><div>Budget</div><div>Encumbrances</div><div>Paid Invoices</div><div>Available Budget</div></div> <div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div></div>																																							

Next Milestone:

Estimated City Council Agenda Dates:

Project Status:



+ City Council briefing, discussion, direction  
\* City Council Action

# Project Title: Economic Development Program

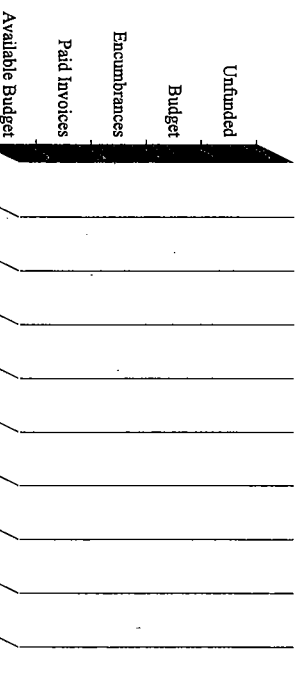
## City Council Goal No: 2

<b>Department - CMO/Eco Devo</b>		
ED Program Lead: Tom Boydell	Project Start/End Dates:	n/a
Report Date:	2006 Budget Estimate:	\$274,150
2007 Budget:	Total CIP Project Cost:	\$0
2007 YTD:	CIP Spent TD:	\$0

**Project Overview:**  
The City Council adopted a comprehensive Economic Development Strategy in 2006 to guide the Council, staff, business groups, and community in providing for the continued economic growth and long term economic health of Shoreline. This goal provides for continued implementation of priority strategies outlined in the plan.

Project Steps	Year 2006												Year 2007												Year 2008													
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec		
1. Implement Small Business Assistance Plan																																						
Execute contracts with CCD, ECOS, and others as needed																																						
Market program (brochures, info materials, staff training, outreach)																																						
Implement business training classes																																						
Develop plan for local office space and coordination with SCC																																						
Monitor performance/accomplishments																																						
2. Promote a plan to redevelop Aurora Square/ Westminster																																						
Continue meetings and site tours to recruit a developer																																						
Engage key property owners in discussions																																						
Develop a package of financial or other incentives																																						
Work with PADS to identify phasing and other relevant issues																																						
3. Facilitate Planning for Wedges Properties																																						
Identify Aurora Ave impacts and property/business owner needs																																						
Facilitate and assist agreements among landowners																																						
Create schedule and agreements on r-o-w acquisition																																						
Work with PADS to identify and plan for relevant issues																																						
4. Sustainable Neighborhoods (Ridgecrest project)																																						
Identify needs of property owners and role of city or others																																						
Create process, schedule, budget. Form advisory group																																						
Develop design/development options with public input																																						
Evaluate current CIP and propose additional projects if needed																																						
Review regulations for height, parking, etc., PC & Council review.																																						
5. Sustainable Neighborhoods- Briarcrest																																						
Review feasibility, scope and schedule																																						
Next Milestones: TBD																																						
Estimated City Council Agenda Dates: TBD																																						
Project Status:																																						
Unfunded																																						
Budget																																						
Encumbrances																																						
Paid Invoices																																						
Financial Status																																						

### Financial Status



- + City Council briefing, discussion, direction
- \* City Council Action



# Project Title: Civic Center/City Hall Project

City Council Goal No. 3

## Public Works Department

OrgKey:	2819148	Project Start Date:	On-going
Project Lead:	Jesus Sanchez	Estimate End Date:	Jul-09
Report Date:	7/1/2006	Total CIP Project Estimate:	\$24,750,000
2006 Budget:	\$5,006,440	CIP Spent TD:	\$362,720
2006 YTD:	\$1,722		

## Project Overview:

This goal includes acquiring the site, finalizing building specifications and development agreements and construction of a new City Hall.

Project Steps	Year 2005												Year 2006												Year 2007													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Determine final preferred site.																																						
2. Acquire site.																		*																				
3. Develop delivery method, public process, and schedule.																																						
4. Select development team and negotiate agreement																																						
5. Public input, design specifications, final agreement																																						
6. Start construction (2008)																																						

40

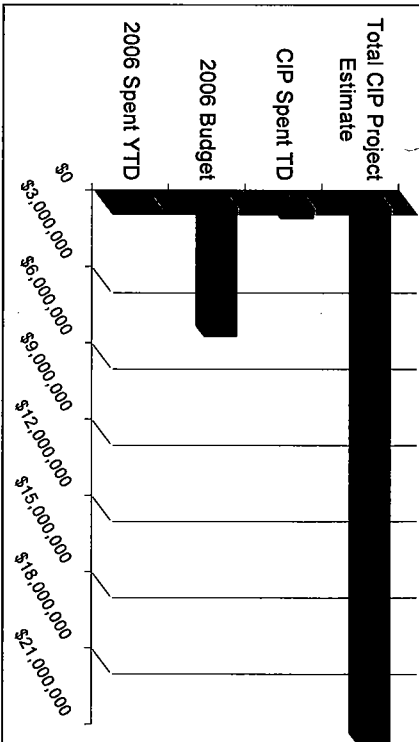
Next Milestone:

Estimated City Council Agenda Dates:

Project Status:

- Site has been selected.
- Purchase sale agreements completed.

## Financial Status



- + City Council briefing, discussion, direction
- \* City Council Action

Note: The Council dates indicated above assume best case scenario for project schedule. These dates will be adjusted in future documents to reflect current progress as more information is known.

8/30/2006

# Project Title: Aurora Corridor Project (N 165th - N 205th)

## City Council Goal No. 4

### Public Works Department

OrgKey	2918161	Project Start Date:	1998
Project Lead:	Kirk McKinley	Estimate End Date:	2012
Report Date:	7/1/2006	Total CIP Project Estimate:	\$68,450,757
2006 Budget:	\$643,073	CIP Spent TD:	\$569,529
2006 YTD:	\$203,846		

### Project Overview:

This project is designed to improve safety and mobility of pedestrians, transit users, people with disabilities and drivers along Aurora Avenue North from N. 165th Street to N. 205th Street. Also, this project will improve economic development potential and enhance the community.

Project Steps	Year 2006												Year 2007												Year 2008													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Preliminary Design & Permitting (N 165th - N 205th)																																						
Public Outreach / Pre-Environmental																																						
Prepare Discipline Reports									*	+																												
Preliminary engineering/NEPA/SEPA environ. review													*			+																						
Environmental Approval																																						
Design (165th to 205th)																																						
Preliminary design										+													*															
Final design																									*													
Right of Way																							*															
Construction (N 165th - N 185th)- Year 2009																																						

### Next Milestone:

- Award environmental consultant contract September 2006.
- Community open house for scoping October 2006.
- Council briefing on predesign and draft alignments October 2006.

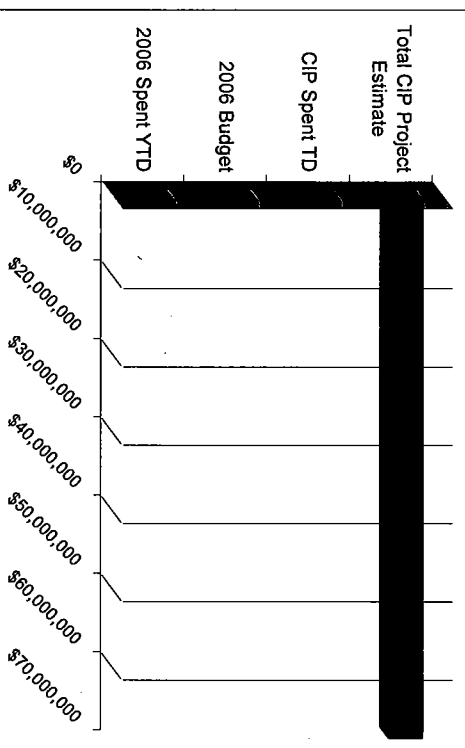
### Estimated City Council Agenda Dates:

- Award environmental consultant contract - September 2006.
- Selection of preferred alternative - January 2007.

### Project Status (N 165th - N 205th):

- Staff has been meeting with individual property owners and businesses along this 2 mile stretch to discuss their concerns and bring them up to date on project details. All property owners (representing 103 parcels) specific to Aurora have been met with since March 1, 2004.
- Public outreach continues.
- Staff are working with the 13 member Aurora Business Team - have met eight times.
- Environmental and Design will be undertaken for N 165th - N 205th. Construction and ROW acquisition will be on a smaller section (N 165th - N 185th).

### Financial Status



- + City Council briefing, discussion, direction
- \* City Council Action

Note: The Council dates indicated above assume best case scenario for project schedule. These dates will be adjusted in future documents to reflect current progress as more information is known.  
Note: Total cost includes all previous Aurora costs, and future costs are adjusted to projected year of expenditure.

# Project Title: Comprehensive Housing Strategy

City Council Goal No: 5

## Planning and Development Services Department

Project Lead:	Steve Cohn	Project Start Date:	8/1/06
Report Date:		Estimate End Date:	9/31/07
Available Budget:		Paid Invoices:	
Budget:	\$15,000	Encumbrances:	
Unfunded:			

**Project Overview:**  
Develop a comprehensive housing strategy for the next 10 years

Project Steps	Year 2006												Year 2007												Year 2008												
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	
1. Council checkin to review workplan and citizen involvement plan & consultant funding									+																												
2. CAC selection																																					
3. Inventory existing conditions,																																					
4. Work with CAC to identify current and future needs, gaps, opportunities, alternative strategies																																					
5. Council checkin to review CAC progress and Council direction if needed																																					
6. Finalize alternative strategies																																					
7. Open House																																					
8. Develop preferred strategy and early implementation ideas																																					
9. Planning Commission update																																					
Council review and adoption																																					
Implementation, could include modification of Development Code, project development etc.																																					

### Next Milestone:

City Council review of workplan and funding

### Estimated City Council Agenda Dates:

### Project Status:

### Financial Status

Unfunded  
Budget  
Encumbrances  
Paid Invoices  
Available Budget

200,000

- + City Council briefing, discussion, direction
- \* City Council Action

# Project Title: Environmentally Sustainable Community

City Council Goal No. 6

<b>Planning and Development Services/Public Works/Parks</b>		
Project Lead:	J. Tovar / P. Hainest / D. Deal	Project Start Date: 8/1/06
Report Date:	7/28/06	Estimate End Date:
2007 Budget:	\$0	Total CIP Project Cost: \$0
2007 YTD:	\$0	CIP Spent TD: \$0

**Project Overview:**  
Provide management and stewardship of natural resources and environmental assets such that their value is preserved, restored and enhanced for the present and future generations, and such actions complement the community's efforts to foster economic and social health. Components include:  
• Implement "Green" practices at all City-owned or operated facilities.  
• Require new development or redevelopment to achieve high standards for stormwater management, energy efficiency, reduction of solid waste, and maximize recycling and reuse of natural resources

Project Steps	Year 2006												Year 2007												Year 2008												
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	
1. <b>Develop a Natural Resources Management Plan (Lead: PADS)</b>																																					
a. Inventory existing federal, state, and regional laws, plans, and strategies that provide context for local action																																					
b. Inventory Shoreline and other city programs, projects, practices, and options for environmental sustainability																																					
c. Engage the public in identifying values, priorities, and options for environmental sustainability																																					
d. Draft report and review with Planning Commission																																					
e. Council review and adoption																																					
2. <b>Complete Forest Management Plan for Hamlin, Boeing Creek, Shoreview, and Southwoods (Lead: Parks)</b>																																					
a. Conduct habitat delineation																																					
b. Establish plots and conduct vegetation survey																																					
c. Data analysis and report with management recommendation																																					
d. Present results to City Council																																					
3. <b>Green Street Demonstration Project (Lead: P.W.)</b>																																					
a. Identify project area, neighborhood involvement, and create concept plan																																					
b. Develop funding options and implementation schedule																																					
4. <b>Create Demonstration Stormwater Standards for Aurora Phase II (Lead: P.W.)</b>																																					
a. Identify target parameters																																					
b. Incorporate flow and treatment criteria for public and private facilities using adopted standards in design reports																																					
5. <b>Update Stormwater Management Program (Lead: P.W.)</b>																																					
a. Review the 2005 KC Stormwater Pollution Prevention Manual to update Shoreline codes																																					
b. Review and amend the 2005 King County Surface Water Design Manual and low impact design standards for Shoreline adoption																																					
6. <b>Implement Mayors' Climate Protection Agreement</b>																																					

## Next Milestone:

1. Assemble team to develop strategies; 2. Work to tailor 2005 KCSWDM to unique circumstances in Shoreline; 3. Contract w/ consultant to begin Forest Master Plan; 4. Identify Criteria for Project area selection and project goals and objectives; 5. Work with Aurora Team to incorporate into the design; 6. Assemble team to develop strategies.

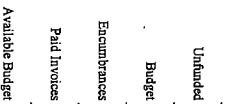
## Estimated City Council Agenda Dates:

October 2006; January 2007; February 2007; March 2007; April 2007; July 2007; August 2007; January 2008; July 2008

## Project Status:

2. Staff has met with King County Surface Water Manual authors to discuss how to tailor manual; 4. Consultant selected.

## Financial Status



30,000

# Project Title: Provide safe and affordable transportation options

City Council Goal No: 7

## Department Public Works and Planning

Project Lead:	Transportation Planner	Project Start Date:	
Report Date:		Estimate End Date:	
2003 Budget:	\$0	Total CIP Project Cost:	\$0
2003 YTD:	\$0	CIP Spent TD:	\$0

## Project Overview:

Enhance transportation options and safety including bicycle, pedestrian, transit. Continue to protect neighborhoods from cut through traffic. Focus growth and density near transit, walking, and biking opportunities.

## Project Steps

Project Steps	Year 2006												Year 2007												Year 2008														
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec			
1. Develop Plans for higher density housing around neighborhood commercial areas. (Lead: PADS)																																							
a. Town Center Planning																																							
1. Identify issues, boundaries, workshop, hire consultant																																							
2. Public input process																																							
3. Develop plan, codes, and capital needs																																							
4. Planning Commission and public review																																							
5. Finalize plan and code changes, Council review																																							
b. Ballinger Special Study Area																																							
2. Continue construction of priority sidewalks (Lead: PW)																																							
a. Select 2007 & 2008 routes, design and permit																																							
b. construction																																							
3. Neighborhood Traffic Action Plans (Lead: PW)																																							
a. Complete six plans																																							
b. Implementation of plans																																							
4. Work with transit providers to expand transit (Lead: PW)																																							
a. Continue BAT/BRT lane funding efforts for Aurora																																							
b. Review service needs and develop advocacy plan																																							
c. Explore cost/feasibility of local circulator bus routes																																							
5. Interurban Trail Connectors (Lead: PW)																																							
a. Identify priority local connectors and funding																																							
b. Design and permit local connectors																																							
c. Construct local connectors																																							
d. Work with neighboring cities on regional connections																																							

## Next Milestone:

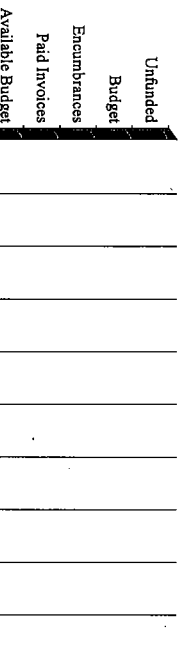
## Estimated City Council Agenda Dates:

As shown on schedule.

## Project Status:

New goal.

## Financial Status



# Project Title: Fircrest Campus Long Range Plan

## City Council Goal No:8

Planning and Development Services Department	
Project Lead:	Joe Tovar
Report Date:	Project Start Date: 8/1/06
Available Budget:	Estimate End Date:
Budget:	Paid Invoices:
Unfunded:	Encumbrances:

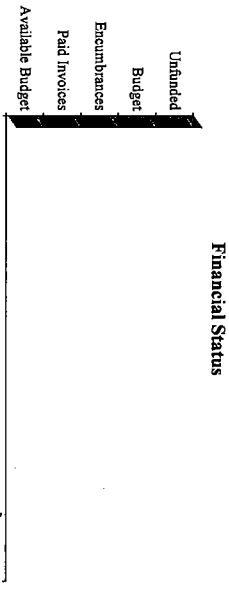
**Project Overview:**  
Work in cooperation with the State to develop a long range comprehensive plan for utilization of surplus properties and facilities on the Fircrest campus. Develop an interlocal agreement with the State for a joint scope of work including goals, parameters, public process, work plan, shared costs, and expected outcomes.

Project Steps	Year 2006												Year 2007												Year 2008													
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec		
1. Draft a Letter to the appropriate contacts at the State to initiate the interlocal planning process																																						
2. Schedule meetings to initiate the interlocal planning process: local legislators, legislative leaders, State agencies, Governor's Office, etc.																																						
3. If State agrees to enter into an interlocal agreement, draft interlocal agreement																																						
4. Contact DSHS to determine how much work has been done to date on a Master Plan Permit for the site and associated Environmental Review - seek to obtain copies of this information.																																						
5. Council review of interlocal agreement																																						
6. Establish stakeholder advisory group																																						
7. Begin joint long range planning initiative for Fircrest campus																																						
8. Planning Commission review of and recommendation on proposed long range plan																																						
9. City Council review and approval of proposed long																																						

**Next Milestone:**  
Draft letter and set up meeting w/ appropriate state contacts to discuss initiating an interlocal agreement to develop a long range plan for Fircrest Campus.

**Estimated City Council Agenda Dates:**  
January 2007; February 2007; December 2007; January 2008

**Project Status:**



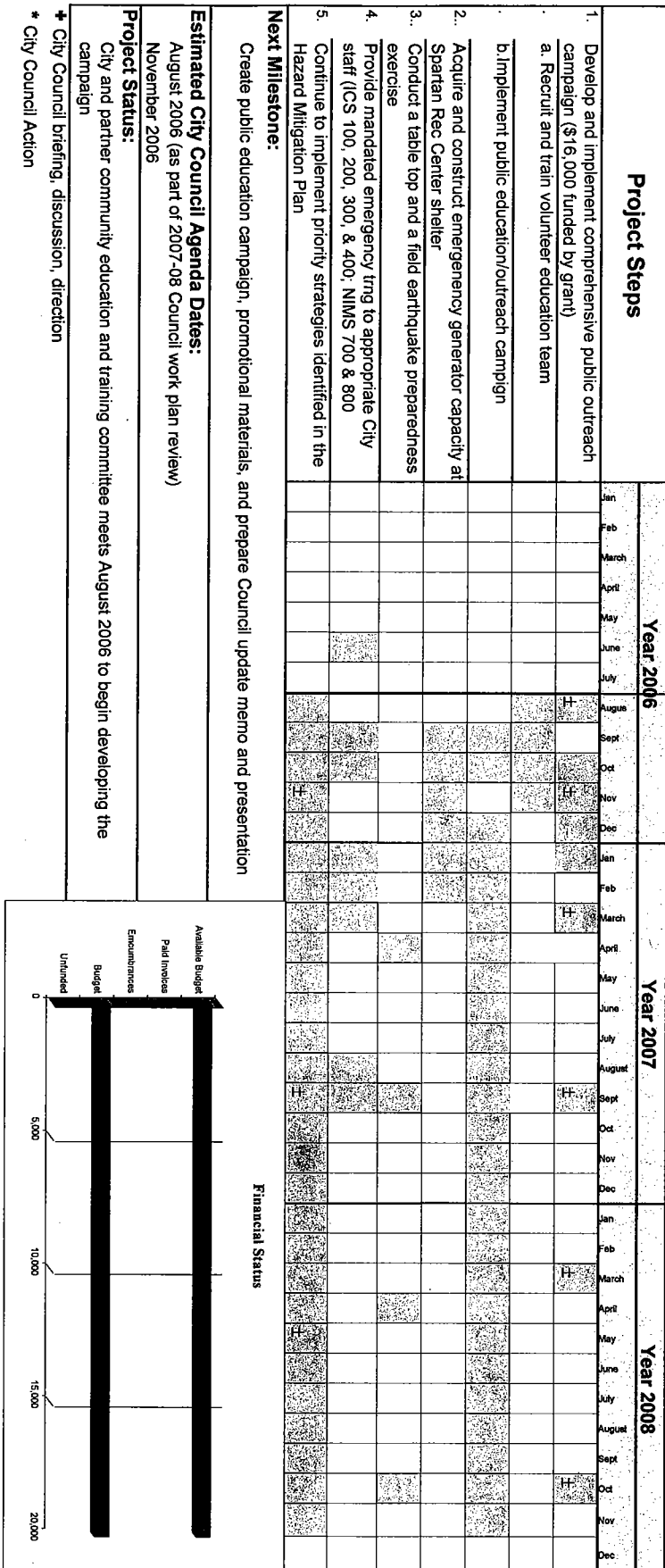
- + City Council briefing, discussion, direction
- \* City Council Action

# Project Title: Increase Emergency Preparedness Training & Education

City Council Goal No:9

City Manager's Office			
Project Lead:	Gail Marsh	Project Start Date:	9/1/06
Report Date:	7/13/06	Estimate End Date:	11/1/08
Available Budget:	\$20,000	Paid Invoices:	\$0
Budget:	\$20,000	Encumbrances:	\$0

**Project Overview:**  
This goal is to prepare staff, emergency responders, residents, businesses, and agencies to mitigate, survive, and recover from major man made or natural disasters.



# Project Title: Neighborhood Safety and Improvement Involvement

City Council Goal No: 10

<b>Department: Communications and Intergovernmental Relations/Police/Public Works</b>		
Project Lead:	Joyce Nichols	Project Start Date: 1/07
Report Date:	8/3/06	Estimate End Date: 12/08
Budget:	\$0	Total CIP Project Cost: \$0
	\$0	CIP Spent TD: \$0

**Project Overview:**  
 Increase opportunities for citizen participation in neighborhood safety and improvement programs in four areas: 1) Increase number of Block Watches 2) Increase participation in Adopt-a-Road 3) Increase publicity for neighborhood Mini-Grants and include safety and emergency preparedness 4) Increase focus on youth participation.

## Project Steps

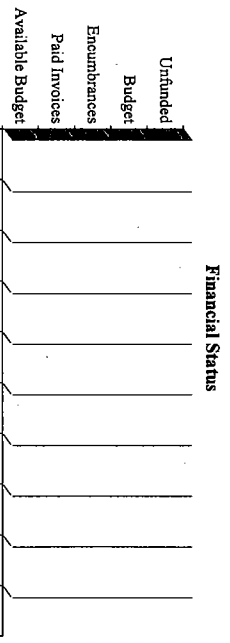
	Project Steps												Year 2006												Year 2007												Year 2008																																																																																																																																																																																																																																																																																																																																																																									
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1. Increase number of Block Watches	a.	Target outreach for Block Watch start-up to high crime areas																																																																																																																																																																																																																																																																																																																																																																																																												

**Next Milestone:** 1. Work with police to develop action items on each step. 2. Identify target locations and audiences; initiate outreach. 3. Revise grant criteria and develop communication plan.

**Estimated City Council Agenda Dates:** These ongoing programs will be included in quarterly reporting.

**Project Status:**

Project start-up January, 2007.



- + City Council briefing, discussion, direction
- \* City Council Action