



Shoreline City Hall
17500 Midvale Avenue North
Shoreline, Washington 98133
(206) 801-2230

SHORELINE CITY COUNCIL SPECIAL MEETING NOTICE

As required by RCW 42.30, the Open Public Meetings Act, you are hereby notified that the Shoreline City Council will hold its Annual Strategic Planning Workshop on Friday, March 4 and Saturday, March 5, 2022.

City Council Annual Strategic Planning Workshop

Dates and Times: **Friday, March 4, 2022**
8:30 a.m. - 4:30 p.m.

Saturday, March 5, 2022
8:30 a.m. - 12:30 p.m.

Meeting Agenda is Attached (see pages 2-3)

Attend in person: Remington Room (*parking fees apply; or use Discover Pass*)
The Lodge at St Edward State Park
14477 Juanita Drive Northeast, Kenmore, WA 98028

Attend via Zoom: <https://us02web.zoom.us/j/87246221977?pwd=UElsQ1ZiZzA4NFFxSGlBSGJtRUUpTZz09>

Join via Phone: 253-215-8782 (*long distance charges may apply*)
Webinar ID: 872 4622 1977
Passcode: 904292

The purpose of this meeting is to hold a strategic planning and goal-setting workshop to monitor progress and determine priorities and action steps for the coming year. The result is the establishment of the Council's goals and workplan. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department workplans, in the City's budget and capital improvement plan and through special initiatives.

Dated this 1st Day of March, 2022.

Jessica Simulcik Smith, City Clerk

2022 Shoreline City Council Strategic Planning Workshop

The Lodge at St. Edward State Park
14477 Juanita Drive NE, Kenmore, WA 98028

Members of the public can access the meeting via:

<https://us02web.zoom.us/j/87246221977?pwd=UElsQ1ZiZzA4NFFxSGIBSGJtRUpTZz09>

Or Telephone: 253 215 8782 (long distance charges may apply)

Webinar ID: 872 4622 1977; Passcode: 904292

Friday, March 4, 2022 | 8:00 am to 4:30 pm – City Council and Leadership Team

Facilitator: Allegra Calder

Time	Agenda Item	Presenter
8:00-8:30	<i>Breakfast</i>	
8:30-8:45	Welcome, Introduction & Purpose	Mayor
8:45-9:00	Review Agenda Ground Rules Introductory Exercise	Allegra Calder/All
9:00-9:15	Significant 2021 Accomplishments	John Norris/All
9:15-10:15	City Council Goals and Action Steps <ul style="list-style-type: none"> • Current 2021-2023 Goals and Action Steps • Proposed 2022-2024 Goals and Action Steps <ul style="list-style-type: none"> ○ Tracked Changes Version 	Debbie Tarry/ Allegra/All
10:15-10:30	<i>Break</i>	
10:30-12:00	2022 Levy Lid Lift Reauthorization <ul style="list-style-type: none"> • Background and Update of the 10-year Financial Sustainability Plan Model • Citizen Advisory Committee Status Update and Schedule • Levy Reauthorization Policy Questions 	Debbie Tarry/ Sara Lane
12:00-1:00	<i>Lunch Break</i>	
1:00-2:30	Update on Council Goal 5, Action Step 5 – Effective and Efficient Delivery of Public Safety Services <ul style="list-style-type: none"> • Maximization of North Sound RADAR • Further Exploration of Alternative Models for Non-Crisis Response • Addressing Inequitable Treatment of Low-Income Misdemeanant Defendants and Lowering the Court Failure to Appear (FTA) Rate • King County Mobile Crisis Team Background and Discussion • Update on Studying a North King County Crisis Triage Facility 	Debbie Tarry/ Christina Arcidy/ Ryan Abbott/ Brook Buettner
2:30-3:00	<i>Break and Opportunity for Walk Outside in St. Edward State Park</i>	
3:00-4:00	Planning Commission/Planning Department Work Plan Update <ul style="list-style-type: none"> • 2022 Planning Commission Work Plan Update and Discussion • Future Year Planning Department/Planning Commission Work Initiatives and Projects, Including Comprehensive Plan Update 	Debbie Tarry/ Rachael Markle
4:00-4:30	Day 1 Wrap Up and Reflections	All
4:30	Adjourn to Happy Hour! Drumlin, 522 NE 165th St, Shoreline, WA	Council and LT

[DOWNLOAD THE ENTIRE CITY COUNCIL STRATEGIC PLANNING WORKSHOP PACKET](#)

Saturday, March 5, 2022 | 8:00 am – 12:30 pm – City Council, City Manager, Assistant City Manager

Facilitator: Allegra Calder

Time	Agenda Item	Presenter
8:00-8:30	<i>Breakfast</i>	
8:30-8:35	Welcome	Mayor
8:35-8:40	Review Agenda	Allegra
8:40-9:15	Review of Revised Council Goals and Action Steps	Council/Debbie/John/ Allegra
9:15-10:15	Council Policy Issues <ul style="list-style-type: none"> • Review of the City’s SOAP and SODA Ordinances • Update on Equity and Social Justice Workgroup, Listening Sessions, and Outreach Update • City Council Resolution Policy and Guidelines • City Communication Provided to the Renters • Point-of-Sale Sidewalk Repair Program 	Council/Debbie/John/ Allegra
10:15-10:30	<i>Break</i>	
10:30-11:45	Council Policy Issues (Continued) <ul style="list-style-type: none"> • Considerations for In-Person Council Meetings • Compensation for Members of Boards, Commissions and Other City Advisory Committees • Prohibition on the Use of Public Facilities to Support or Oppose a Ballot Measure • Other Topics 	Council/Debbie/John/ Allegra
11:45-12:30	<i>Working Lunch</i> - Workshop Reflections/Takeaways	Council/Debbie/John/ Allegra
12:30	Adjourn	

Supplemental Materials:

- In Forward Motion: Clarity Map-Vision, Mission, Values
- Vision 2029
- 2021-2023 Citywide Workplan
- 2018-2023 Economic Development Strategic Plan

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City of Shoreline 2021 Accomplishments

Goal 1: Strengthen Shoreline's economic climate and opportunities

- Issued 2,058 building and development permits and 98 projects, processed (intake) of 3,040 permit applications, including 371 construction permits with roughly \$277.4 million in construction valuation.
- Generated approximately \$13.4 million in permit fee revenue (includes Impact and Wastewater Fees Fees).
- Conducted 4,953 inspections for building construction customers.
- Issued 504 ROW permits and finalized/completed 550 permits; completed 3,564 inspections for ROW permits and 868 civil plan reviews; issued 254 sewer permits and completed 280 final sewer inspections.
- Continue to participate in ongoing Fircrest Master Plan discussions with DSHS and DNR; held a pre-application meeting in anticipation of a Master Plan Application and Special Use Permit Application which are expected in the near future for a new nursing facility and a behavioral health center.
- Adopted the Housing Action Plan, which was funded by a \$94,000 grant from the State.
- Procured an additional \$45,000 grant to help support development of the first priority of the Housing Action Plan, a Cottage Housing Ordinance.
- Stimulated the creation of 91 affordable housing units through Shoreline's Multifamily Property Tax Exemption program.
- Supported 24 film projects resulting in 7 film productions in Shoreline.
- Procured an on-call contract for Permit Technician services to assist with permit intake volumes and staffing.
- Continued to improve the new electronic permitting and plan review services for development customers, including adding electronic wastewater side sewer applications for submittal and launching an online Customer Service Appointment system to accept and schedule appointments with staff.
- Drafted and adopted a Plat Vacation Ordinance.
- Drafted and adopted Shoreline Place Design Guidelines.
- Issued a site development permit for Block E of Shoreline Place, which includes removal of existing asphalt, curb, gutters, and utilities along with regrading activities and new surfaces to prepare the site for future retail buildings and the construction of asphalt, curbs, and utilities for "C" Street between 157th Street and future 156th Street.

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

- Developed, with community and stakeholder input, the priority parks and park land acquisition bond measure package for the City Council's consideration and placement on the April 2021

Special Election ballot, and when it did not meet the validation requirement, on the February 2022 Special Election ballot.

- Completed acquisition of six primary properties to add to the City's park system, including Westminster Park (which also included structure demolition), Edwin Pratt Memorial Park, a parcel adjacent to Paramount Open Space (with structure demolition scheduled for 2022), and three adjacent parcels at Rotary Park that will remain occupied until park Development occurs.
- Issued VLF Supported debt to support the acceleration of sidewalk rehabilitation and Annual Road Surface Maintenance programs.
- Achieved completion or substantial completion on the following capital projects: 1st Avenue NE Sidewalk Project, NE 195th Sidewalk Bridge Connector Project; 2021 BST (Road Maintenance) Project, and 2021 Stormwater Pipe Repair and Surface Water Small Works Projects.
- Completed a citywide speed limit study.
- Utilized the newly adopted Job Order Contracting (JOC) process to complete several facility repair projects including demolition of the former Shoreline pool.
- Completed two conditions necessary to maintain the City's Salmon Safe certification. This included the development and implementation of an Integrated Pest Management (IPM) policy and updating the Snow and Ice Control Plan.
- Completed two rounds of street sweeping through all city residential areas.
- Completed and distributed to the public the annual Surface Water Utility Report.
- Completed the Greenhouse Gas Emissions Inventory and kicked off the Climate Action Plan update, including conducting an initial phase of community engagement that included selecting a group of 11 community members to serve as Community Climate Advisors and hosting a Community Climate Conversation event.
- Worked with ICLEI-Local Governments for Sustainability to join the ICLEI 150/ Cities Race to Zero campaign which included committing to updated science-based emissions reduction targets and identifying high-impact action pathways to achieve these targets.
- Enacted commercial and multifamily energy code amendments to restrict installation of fossil fuel fired hot water and comfort heating as well as requiring more efficient building envelope and mechanical equipment construction standards.
- Provided over \$10,000 in funding for four Environmental Mini-Grants to provide remote lessons and field trips on ecosystems and climate change for four elementary classes at two schools; supported the Twin Ponds Giving Garden project; removed invasive species with Diggin' Shoreline; and supported community-led forest restoration efforts in Paramount Open Space.
- Provided educational programming on environmental stewardship, climate action and waste reduction that reached over 900 community members.
- Launched a Business Compost Incentive pilot program to provide in-language resources and assistance to help small businesses compost their food waste.
- Received a \$79,598 grant from the Department of Ecology to provide waste reduction and recycling programs at apartment properties.
- Updated the City's Environmentally Preferable Purchasing Policy and conducted staff training.
- Purchased major vehicles and equipment, including a Vactor Truck, Traffic Services PU, CCTV Inspection Van, and Slope Mower and Sweeper.
- Developed and adopted an Asset Management Policy.
- Continued the Memorial Bench program at Richmond Beach Saltwater Park.

- Restored 2.3 acres of riparian area in Ballinger Open Space as part of the Mountains to Sound Greenway Trust habitat restoration project.
- Installed 2,558 trees and native plants on public lands in conjunction with volunteers and non-profit organizations.
- Received a carbon sequestration grant through the Evergreen Carbon Capture program through Forterra Ecoservices.
- Logged 2,187 volunteer hours across six parks for riparian restoration projects.
- Continued Partnership with Forterra on the Green Shoreline Partnership.
- After almost 20 years since the signing of the 2002 Interlocal Operating Agreement set the future assumption in motion, completed the full assumption of the Ronald Wastewater District on April 30, 2021.
- Completed the state and federally mandated update of the City's Floodplain Management Ordinance.
- Secured \$14.92M in state and regional federal grant awards and \$10M in funding from Sound Transit to fund the 145th and I-5 Interchange Project.
- Continued to build on a multi-agency partnership with Sound Transit, WSDOT, Seattle and King County to coordinate on the delivery of the N 145th and I-5 Interchange Project in coordination with five other intersecting/overlapping capital improvement projects all to be constructed by 2024.
- Completed Phase 1 of the City's Transportation Master Plan update.
- Implemented in-house pavement marking program and completed all top priority markings.
- Collected an estimated \$2.2 million in Transportation Impact Fees, an estimated \$359,201 in Park Impact Fees, and an estimated \$1.8 million in Fire Impact Fees.

Goal 3: Continue preparation for regional mass transit in Shoreline

- Successfully worked with King County Metro Transit to update their Strategic Plan and Service Guidelines, as well as to implement their long-range transit plan (Metro Connects), including advocating for additional transit service and capital improvements as well advocating for the re-allocation of Metro service in Shoreline to reflect Sound Transit's Northlink Light Rail service coming on-line.
- Continued construction management, inspection, and ongoing permitting of the Sound Transit Lynnwood Link Extension (LLE) Project.
- Negotiated with Seattle City Light to install their 5th Avenue Duct Bank Project and coordinated with Sound Transit and Seattle City Light on solutions to electrify the light rail project and support the electrification of private development in the Station Areas.
- Continued to collaborate with Sound Transit and the cities of Lake Forest Park, Kenmore, Bothell, and Woodway on major facility/design elements of the SR522/523 BRT project, including completing the 30% Design review of the SR 522/145th BRT Project.
- Completed 60% design for the 148th Non-Motorized Bridge, 145th Corridor and 145th and I-5 Interchange projects.
- Began collaboration with King County Metro on a feasibility study for TOD at the 192nd Park and Ride
- Completed the second Light Rail Station Area Parking Study.
- Selected the interim route for the Swift Blue Line Extension to the Shoreline North/185th Street Light Rail Station.

Goal 4: Expand the City's focus on equity and social justice and work to become an Anti-Racist community

- Completed the fifth year of the CityWise Program, converting it to a virtual format due to COVID.
- Continued to expand translation efforts through the City's Communications Program.
- Continued the City's presence through Twitter, Facebook, and other social media efforts.
- Enhanced virtual engagement opportunities through online open houses for major transportation, capital projects, and planning projects.
- Completed Title VI Annual Report for WSDOT and received recognition of an outstanding report from this State agency.
- Added a translation language widget to all Capital Project webpages in support of the City's Diversity and Inclusion Vision and Guiding Principles goal.
- Provided funding, consultation, and/or technical assistance, as requested, to community-based organizations or resident groups to support diversity, equity, and/or inclusion efforts in Shoreline.
- Hired 13 Community Consultants to support the implementation of Council Resolution No. 467 declaring the City's intent for Shoreline to become an anti-racist community.

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

- Partnered with King County, the King County Housing Authority, and Lake City Partners to successfully open an Enhanced Shelter on a former nursing home property.
- Received a Department of Justice grant to both help in the expansion of RADAR and target a weak point in the current treatment system, which is the transition from law enforcement contact during a crisis to ongoing treatment services.
- Continued the CPTED (Crime Prevention Through Environmental Design) program in Darnell Park and along the Interurban Trail, including the use of a continued public/private partnership with Kaleidoscope Landscaping, to actively manage the landscape, remove obstacles to sightlines, and decrease undesirable activities by increasing public exposure.
- Continued to coordinate law enforcement efforts with various partners to address criminal activity and quality of life issues as part of the City's goal to work towards data driven policing.
- Continued special emphasis Police patrols on the south and north end of the Interurban Trail.
- Collected and analyzed traffic data and presented the Annual Traffic Report to the Council.
- Installed flashing beacon signals in several locations to improve awareness of pedestrians in busy corridors.
- Continued the Police-Community Response Operations Team, with a continued focus on law enforcement, code enforcement, community/human services coordination and collaboration and emphasis enforcement of a Chronic Nuisance Property.
- In partnership with the North Urban Human Services Alliance (NUHSA), successfully hosted and supported a Severe Weather Shelter located at St. Dunstan's Church.
- Continued to partner with the Housing Development Consortium (HDC), NUHSA and A Regional Coalition for Housing (ARCH) to explore collaboration opportunities related to affordable housing.
- Completed negotiations of and King County Council approved a new long-term King County District Court contract for municipal court services.
- Continued to support the virtual Community Court and Community Resource Center.

- Transitioned the North King County Shelter Task Force into the North King County Coalition on Homelessness and which will be transitioning to an ongoing working group with a broader focus on homelessness generally.
- Issued a permit for “192 Shoreline”, formerly the “Crux” development at 19022 Aurora Ave N, which provides for 250 all affordable multifamily units and office space for staff serving developmentally disabled clients.
- Created 628 Service Requests for resident issues identified on private property, opened and managed 225 Code Enforcement cases, and resolved 106 Code Enforcement cases from this year and previous years.
- Responded to 925 calls for service to tag unauthorized vehicles in the right-of-way, resulting in 58 vehicles being impounded.

Other 2021 Accomplishments

- Completed the City’s second mid-biennial review process.
- Adopted the 2021 to 2026 Transportation Improvement Plan (TIP).
- Received clean accountability, Financial, and Federal Single (Federal Grants and Community Development Block Grant (CDBG)) audits.
- Continued to monitor development of the Snohomish County Draft Environmental Impact Statement for the proposed Point Wells development.
- Continued implementation of the City’s Strategic Technology Plan, including increased focus on Network Security.
- Completed significant work on the backlog of GIS projects and created a GIS governance structure of users of GIS software.
- Developed and began implementation of the City’s B&O Tax and Licensing compliance program.
- Executed a settlement agreement to fund the Storm Creek Erosion Control Project, received grant funding for roughly half the project cost and entered into a contract to begin design work on the Project.
- Developed a policy and ordinance to prohibit waterfowl feeding in the City’s park system.
- Implemented process improvements to the erosion and sediment control inspections done by City inspectors to ensure NPDES permit compliance and water quality protection.
- Adopted the 2021 Comprehensive Plan Amendments.
- Processed and adopted the first portion of the 2021 Batch of Development Code Amendments and brought the second portion of the 2021 Batch Development Code Amendments to the Planning Commission for their review.
- Earned the 2021 Well City Award, which resulted in receiving a 2% premium discount on one of the medical plans offered.
- Updated multiple Franchise Agreements, including the Ziply Cable Franchise, and began negotiations on the first Small Cell Franchise application from AT&T.
- Processed 491 Public Disclosure Requests.
- Implemented a new software system for processing public records requests, GovQA.
- Executed the City’s first Collective Bargaining Agreement with the Maintenance Union.
- Amended the City’s Employee Handbook to implement changes related to the Maintenance Union Collective Bargaining Agreement and added the new City holiday of Juneteenth.
- Provided the last session of a 3-part training on Advancing Racial Equity trainings to Shoreline City Council, Planning Commission, and the Parks, Recreation, and Cultural Services/Tree Board.

- Diversity and Inclusion Staff Committee as well as the Committee's Community Engagement, HR/Staff Support, and Policy workgroups continued to meet to build and support internal efforts related to racial equity and inclusion.
- Continued to support employee telecommuting through IT support and computer hardware and software management and began to prepare for long term technology needs associated with a hybrid workforce, including evaluating and contracting for hybrid meeting technology in the Council Chambers and key conference rooms.
- Safely reopened City Hall and other City facilities to the public.
- Instituted COVID vaccination requirement for City Councilmembers, staff, volunteers, members of Boards and Commissions and contractors working in City facilities.
- Approved a funding plan for and began allocating the City's roughly \$7.5M in American Rescue Plan Act (ARPA) funds.
- Developed summer recreation programming, operational procedures, communications mechanisms, and registration forms to meet Public Health requirements.
- Continued to support an interdepartmental team to deliver virtual and COVID safe summer community engagement activities in lieu of traditional neighborhood and City sponsored special events.
- Continued to manage the City's Personal Protective Equipment (PPE) inventory for City staff and partners and distributed to the community.
- Adopted extensions to legislation to support businesses and individuals impacted by the pandemic, such as an allowance for the extensions of application and permit deadlines and interim regulations for outdoor dining.
- Partnered with the Shoreline School District and Shoreline Public Schools Foundation to provide a free extended summer school day camp for students not able to attend summer school without full day care.
- Implemented a new Recreation Management software system, ActiveNet.
- Implemented a Public Art and Economic Development partnership to offer an in-person glass blowing event by Native artist Raya Friday
- Through a coordinated effort between the City and ShoreLake Arts, created a Juneteenth Mural on the west wall of the Shoreline Storage Court along Midvale Avenue N and N. 178th Street.
- Successfully co-hosted, with ShoreLake Arts, the first ever Outdoor Holiday Market.
- Partnered with three other local municipalities to coordinate a winter light event, Winter Porchlight Parade.
- Developed and integrated virtual programming into the Specialized Recreation Programs, expanding access to community connections and quality programs for vulnerable populations.
- Relunched the Active Adult trips program and the volunteer led Shoreline WALKS Program, resulting in larger enrollments and volunteers than before COVID.
- Partnered with the Shoreline Fire District to host a COVID-19 vaccination clinic at City Hall that served over 350 people, including City staff and their families, Sound Transit contractors, and Northshore School District employees, as well as members of the public.
- Completed an Interlocal Agreement with the Shoreline Fire District for the use of City-owned conduit for the expansion of fiber to Shoreline Fire Station #65.
- Partnered with the Dale Turner YMCA, Shoreline PTA Council, Shoreline Rotary, City of Lake Forest Park, and Shoreline Fire District to provide \$125 grocery cards food and gifts for over 500 Shoreline School District students and families for the holidays.

- Updated the City's Signature authority and delegation process.
- Recruited and trained 4 new Planning Commissioners.
- Conducted 46 recruitments for regular jobs and 20 recruitments for extra help jobs, that resulted in a total of 102 hires, including the key positions of a Director of Human Resources and Organizational Development, Finance Manager, and Planning Manager.

2021-2023 City Council Goals and Work Plan

The Council is committed to fulfilling the community’s long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City’s ability to fulfill the community’s vision, is then reflected in department work plans, the City’s budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline’s economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 145th Station Area; identify City policies and regulations that may need to be revised in order to realize the City’s vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones **In Progress**
2. Amend the development regulations for MUR-70 to increase the likelihood of realizing the vision for transit oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities **In Progress**
3. Implement the Community Renewal Plan for Shoreline Place including completion of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, **(Complete)** and the processing of Phase 1 and 2 permits **In Progress**
4. Continue to implement development review and permitting best practices, including the expansion of the City’s online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services **In Progress**
5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment **In Progress**
6. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies to support these businesses **In Progress**
7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund **In Progress/Complete**
8. Adopt the Housing Action Plan to help plan for additional housing choices, associated policies and regulatory modifications **Complete**
9. Participate in the State’s Master Plan process for the Fircrest Campus and advocate for uses compatible with the City’s vision for underutilized properties **In Progress**
10. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods. Use lessons learned from this early adoption area to model future development regulations for the first floor of multi-family developments **In Progress**

11. Pursue renewal of the City's Levy Lid Lift that expires at end of 2022 to ensure the ability to deliver critical public services to the Shoreline community **In Progress**
12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development **In Progress**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021
a. Annual growth of assessed property value from new construction ¹	0.79%	0.57%	1.09%	1.36%	1.09%	0.8%
b. Percent of assessed property value that is commercial (business)	16.22%	15.49%	17.00%	13.68%	17.00%	17% ²
c. Retail sales tax per capita	\$151.69	\$151.69	\$173.67	\$161.99	\$202.43	\$181.71
d. Number of licensed businesses	5,285	5,351	5,443	5,673	5,822	5,950
e. Number of housing units	23,650	23,838	24,250	24,517	24,709	25,247
f. Vacancy and rental rates of commercial and multi-family properties ³	Retail: 4.5% \$19.92/sf Office: 1.9% \$22.33/sf Residential: 2.0%; \$1.5/sf (all), \$2.10/sf (new)	Retail: 4.5% \$20.50/sf Office: 2.0% \$24.00/sf Residential: 2.5%; \$1.70/sf (all), \$2.25/sf (new)	Retail: 1.1% \$23.87/sf Office: 2.5% \$25.42/sf Residential: 7.0%; \$1.80/sf (all), \$2.05/sf (new)	Retail: 14.5% \$27.98/sf Office: 2.1% \$26.71/sf Residential: 5.2%; \$1.99/sf (all), \$2.16/sf (new)	Retail: 4.0% \$28.18/sf Office: 2.8% \$ 31.62/sf Residential: 9%; \$2.05/sf (all), 13.6% \$2.20/sf (new)	Retail: 15.7% \$28.70 Office: 1% \$29.29/sf Residential: 6%; \$2.2 3/sf (all) 9.6% \$2.46/sf (new)

¹Data source for 2021 from latest year end financial report divided by OFM City population

² Data source for estimated from 2020 data and similar methodology

³ 2017 and prior from Dupree+Scott, out of business; 2018 onward, data from CoStar

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Transportation Master Plan and Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the Sidewalk Rehabilitation and Sidewalk Construction Programs **In Progress**
2. Continue to Implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond if approved by voters **In Progress**

3. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center **In Progress**
4. Continue to implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership **In Progress**
5. Continue to implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan **In Progress**
6. Implement Phase One of the City Maintenance Facility project, which includes construction of maintenance facilities at the Brightwater property and preliminary design of the Hamlin and North Maintenance facilities **In Progress**
7. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan **In Progress**
8. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency and shared use mobility options **In Progress**
9. Begin the state mandated major update of the Comprehensive Plan once the King County Countywide Planning Policies have been finalized **In Progress**
10. Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N **In Progress**
11. Update the Public Arts Policy and initiate public process for update of the Public Art Plan **In Progress**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021
a. Number of linear feet of nonmotorized facilities constructed ⁴	2,480	22,280	20,712	1,369	2,703	6258
b. Number of trees planted in the public right-of-way and on City property (net) ⁵	10	81	332	245	135	141
c. Tons of street sweeping waste removed	398.53	391.19	687.93	727.61	589.35	469.32
d. Grant funds received for utility, transportation, and environmental infrastructure improvements	\$8,026,289	\$412,859	\$6,510,171	\$1,672,500	\$4,920,000	\$14,920,000
e. Percent of all work orders in the Cityworks Asset Management System that are proactive versus reactive in nature	60%	63%	58%	45%	51%	54%
f. Number of work orders completed (or similar) in the Cityworks Asset Management System	3,432	3,615	5,869	7,209	5,885	5,642

4 Includes some new sidewalk construction, but primarily new bike lane striping and bike sharrow markings.

5 Does not include Sound Transit Project tree removal or replanting.

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/148th Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements **In Progress**
2. Support Sound Transit’s 145th Street improvements from Highway 522 to Interstate-5 as part of ST3 **In Progress**
3. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including coordination of project construction, inspection and ongoing permitting **In Progress**
4. Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy **In Progress**
5. Coordinate with developers and seek partnerships and funding to realize the vision of the 148th/Shoreline South Light Rail Station Area vision **In Progress**
6. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail **In Progress**
7. Complete 90 percent design of the 148th Street Non-Motorized Bridge (**Complete**) and work with regional and federal partners to fully fund the project **In Progress**
8. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit’s ST3 Plan, King County Metro’s Metro Connects Long Range Plan, and Community Transit’s Blue Line and Long-Range Plan **In Progress**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021
a. Number of opportunities provided for public input in the Lynnwood Link Extension light rail planning process; and number of permits issued for the project	40; n/a	9; n/a	12; n/a	9; 175	4; 58	0; 24

Goal 4: Expand the City’s focus on equity and social justice and work to become an Anti-Racist community

The Council values all residents, is committed to building an anti-racist community, and believes the City has a responsibility to ensure that Shoreline is an inviting, equitable and safe community for all. In order to meet the needs of all community members, the City must provide meaningful community engagement so that all people have access to needed services, information, and resources and can provide input on the development and implementation of City policies and programs.

ACTION STEPS:

1. Continue implementing the City’s Equity and Social Justice Program with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards and commissions and assessing internal opportunities for change **In Progress**
2. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches **In Progress**
3. Offer Community Bridge as an opportunity to engage diverse residents and meet community identified goals **On-Going**
4. Ensure all Shoreline residents have access to and benefit from the City’s programs, parks, facilities and activities **In Progress/On-Going**
5. Continue building relationships that support community policing **On-Going**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021
a. Percent of residents who believe the City is moving in the right direction ⁶	61%	61%	62%	62%	55%	55%
b. Percent of residents somewhat/very satisfied with overall effectiveness of City communication with the public ⁶	59%	59%	61%	61%	62%	62%
c. Number of resident volunteer hours	8,615	7,149	9,892	9,458	2,450	6,498
d. Number of annual website visits; number of Facebook “likes”; number of Facebook follows, number of Twitter followers	358,352 n/a 1,896 1,476	374,703 n/a 2,194 1,883	346,117 n/a 6,702 2,207	406,058 n/a 7,369 2,520	420,926 7,383 8,198 2,898	444,205 10,017 3,104
e. Number of service requests responded to through the City’s See Click Fix app	449	726	957	1,348	1,170	2,292
f. Number of Community Meetings with Police/Crime Prevention	47	46	41	34	17	25
g. Number of Alert Shoreline resident subscribers; and business subscribers	3,547	3,950	2,856	2,883	4,276	4,874
h. Number of public record requests (excludes over the counter requests)	322	344	344	343	319	491

⁶ Indicator taken from biennial resident survey; most recent survey occurred in 2020.

Goal 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives

Maintaining a safe community is the City’s highest priority. The 2020 Resident Satisfaction Survey reflected that 94% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work and play. The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner **On-Going**

2. Continue to coordinate the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response **On-Going**
3. Engage in community conversations that will inform changes in law enforcement policy and community safety in Shoreline (**Two Listening Sessions Complete**) **In Progress/On-Going**
4. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability **In Progress**
5. Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Sound cities partnership; and collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates **In Progress**
6. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety **On-Going**
7. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and resident traffic complaints **On-Going**
8. Conduct trainings and community programs to promote personal safety, awareness and response **On-Going**
9. Continue to support the North King County Enhanced Shelter serving homeless adults in North King County through partnership and agreement with King County, Lake City Partners and the community **On-Going**
10. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts **In Progress**
11. Continue the Love Your Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations **In Progress**

PROGRESS INDICATORS:	2016	2017	2018	2019	2020	2021
a. Percent of residents who have an overall feeling of safety in Shoreline ⁷	80%	80%	81%	81%	81%	81%
b. Percent of residents who feel safe in City parks and trails ⁸	53%	53%	58%	58%	59%	59%
c. Number of CPTED reviews completed or safety emphasis initiatives implemented on City parks or parks facilities	2	2	3	2	4	0
d. Number of community outreach events/activities attended by Police and Emergency Management ⁸	6	35	41	34	8	0

⁷ Indicator taken from biennial resident survey; most recent survey occurred in 2020.

⁸ National Night Out is counted as one event; police crime prevention community meetings counted separately.

DRAFT 2022-2024 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources;
- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 145th Station Area
2. Amend the development regulations for MUR-70 to fully realize the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities
3. Implement the Community Renewal Plan for Shoreline Place by processing Merlone Geier's Block D and Block E permit submittals
4. Continue to implement development review and permitting best practices, including review of staffing and contract resources to meet permit processing and review time targets, and expansion of the City's online permit capabilities
5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment
6. Facilitate collaboration with and between members of the business community to support new and existing businesses
7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community recovery from the COVID-19 pandemic
8. Implement Cottage Housing regulations as the first implementation step of the City's Housing Action Plan
9. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties
10. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations
11. Pursue replacement of the City's Levy Lid Lift, expiring in 2022, to ensure the ability to deliver valued public services to the Shoreline community
12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development

13. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Wastewater Master Plan, Transportation Master Plan and the Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the Voter Approved New Sidewalk Program by constructing the 5th Avenue and 20th Avenue sidewalk projects and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects
2. Implement the Sidewalk Rehabilitation Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years
3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond
4. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center
5. Update the 2014 Urban Forest Strategic Plan and continue to implement the Green Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society
6. Continue to implement the 2022-2024 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and updating the City's Climate Action Plan
7. Implement Phase One of the City Maintenance Facility project: construction of the Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities
8. Continue implementing the 2017-2022 Surface Water Master Plan and develop the 2023-2028 Surface Water Master Plan
9. Update the Wastewater Master Plan to reflect modifications following the assumption of the utility by the City
10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)
11. Begin the state mandated major update of the Comprehensive Plan
12. Complete 90% design of the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate Right-of-Way acquisition
13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements
14. Work with regional and federal partners to fund Right-of-Way acquisition for Phase 2 of the 145th Street Corridor improvements
15. Create the 2023-2028 Public Art and Cultural Services Plan

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/148th Street Station,

which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

1. Support Sound Transit's 145th Street improvements from Highway 522 to Interstate-5 as part of ST3
2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting
3. Develop a funding plan to implement the 185th Corridor Strategy
4. Coordinate with developers and seek partnerships and funding to realize the vision of the Light Rail Station Areas
5. Create non-motorized connections to the light rail stations including coordinating design elements of the Trail Along the Rail
6. Complete design of the 148th Street Non-Motorized Bridge, construct the Phase 1 improvements, and work with regional, state, and federal partners to fully fund the project
7. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long-Range Plan
8. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit

Goal 4: Expand the City's focus on equity and social justice and work to become an Anti-Racist community

The Council values all residents, is committed to building an anti-racist community, and believes the City has a responsibility to ensure that Shoreline is an inviting, equitable and safe community for all. In order to meet the needs of all community members, the City must provide meaningful community engagement so that all people have access to needed services, information, and resources and can provide input on the development and implementation of City policies and programs.

ACTION STEPS:

1. Continue implementing the City's Equity and Social Justice Program with a heightened focus on anti-racism as described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards and commissions and assessing internal opportunities for change and development
2. Continue building trusting working relationships within the community to foster engagement, participation, and co-creation of strategies for building an anti-racist community
3. Engage in community conversations that will inform approaches to community safety and other community-driven topics
4. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches
5. Work to ensure that the City's programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act
6. Continue developing relationships to inform our community policing practices

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community. Maintaining a safe community is the City's highest priority. The 2020 Resident Satisfaction Survey reflected that 94% of

respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work and play.

ACTION STEPS:

1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
2. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability
3. Maximize and expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model
4. Continue to expand partnership between the North Sound City Coalition and the King County Behavioral Health Administrative Service Organization to advance the siting and operation of a crisis triage center for North King County residents who are experiencing a behavioral health crisis
5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates
6. Continue the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response
7. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety
8. Conduct trainings and community programs to promote personal safety, awareness, and response
9. Continue to support the North King County Enhanced Shelter through partnership with the King County Regional Homelessness Authority, Lake City Partners and the community
10. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
11. Explore opportunities to expand the City's community building efforts beyond established neighborhood associations

~~2021-2023~~DRAFT 2022-2024 City Council Goals and Work Plan

The Council is committed to fulfilling the community's long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
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- Sustainable services—supporting quality services, facilities and infrastructure; and
- Sustainable finances—responsible stewardship of fiscal resources to achieve the neighborhoods, environment and services desired by the community.

The City Council holds an annual Strategic Planning Workshop to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving the City's ability to fulfill the community's vision, is then reflected in department work plans, the City's budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline's economic climate and opportunities

Robust private investment and economic opportunities help achieve Council Goals by enhancing the local economy, providing jobs and housing choices, and supporting the public services and lifestyle amenities that the community desires and expects.

ACTION STEPS:

1. Conduct a review of development that has occurred in the 145th Station Area ; ~~identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones~~
2. Amend the development regulations for MUR-70 to ~~increase the likelihood of realizing~~ fully realize the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable communities
3. Implement the Community Renewal Plan for Shoreline Place ~~including completion of the intersection improvements at N 155th Street and Westminster Way N, the adoption and implementation of revised signage requirements, and the processing of Phase 1 and 2 permits by processing Merlone Geier's Block D and Block E permit submittals~~
4. Continue to implement development review and permitting best practices, including ~~the review of staffing and contract resources to meet permit processing and review time targets, and~~ expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible and responsive permitting services
5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment
6. Facilitate collaboration with and between members of the business community to support new and existing businesses ~~and identify strategies to support these businesses~~
7. Implement programs and construct capital projects funded through the American Rescue Plan Act to support community with funding recovery from the ~~Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund~~ COVID-19 pandemic
8. ~~Adopt~~ Implement Cottage Housing regulations as the first implementation step of the City's Housing Action Plan ~~to help plan for additional housing choices, associated policies and regulatory modifications~~
9. Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties

10. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest neighborhoods and use lessons learned from this early adoption area to model future development regulations ~~for the first floor of multi-family developments~~
11. Pursue replacement of the City's Levy Lid Lift, expiring in 2022, to ensure the ability to deliver ~~critical~~valued public services to the Shoreline community
12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented-development
13. Work with Seattle City Light to ensure electric infrastructure supports Shoreline's planned growth by sharing information and seeking to align timelines of private developments, City projects, and utility capacity expansion projects

Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment

The City has identified needed improvements to strengthen its municipal infrastructure to maintain public services the community expects through adoption of the Comprehensive Plan, Surface Water Master Plan, Wastewater Master Plan, Transportation Master Plan and the Parks, Recreation and Open Space Plan. As capital improvements are made, it is important to include efforts that will enhance Shoreline's natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Implement the Voter Approved New Sidewalk Program by constructing the 5th Avenue and 20th Avenue sidewalk projects and initiating design of the Westminster Way, 19th Avenue and Ballinger Way sidewalk projects
- 4-2. Implement the Sidewalk Rehabilitation and Sidewalk Construction Programs Program by completing repair work on 15th and 5th Avenue NE and developing a prioritized plan for the next five years
- 2-3. Continue to Implement the Parks, Recreation, and Open Space Plan, including construction of park improvements and acquisition of properties funded through the 2022 Park Bond
- 3-4. Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center
- 4-5. Continue to implement Update the 2014 Urban Forest Strategic Plan, including and continue to implement the Green Shoreline Cities Partnership, and volunteer programs with Mountains to Sound Greenway Trust, Forterra, and the Washington Native Plant Society
- 5-6. Continue to implement the 2020-2022-2024 Priority Environmental Strategies including implementation of Salmon-Safe certification activities, resource conservation and zero waste activities, and updating the City's Climate Action Plan
- 6-7. Implement Phase One of the City Maintenance Facility project, which includes: construction of maintenance facilities at the Brightwater property Ballinger Maintenance Facility and preliminary design of the Hamlin and North Maintenance facilities
- 7-8. Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan and develop the 2023-2028 Surface Water Master Plan
9. Update the Wastewater Master Plan to reflect modifications following the assumption of the utility by the City
- 8-10. Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, shared use mobility options, and the Transportation Impact Fee (TIF)
- 9-11. Begin the state mandated major update of the Comprehensive Plan once the King County Countywide Planning Policies have been finalized
12. Design Complete 90% design of the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N and initiate public process Right-of-Way acquisition

- 13. Begin construction of the 145th and I-5 Interchange improvements and Phase 1 of the 145th Street Corridor improvements
- 14. Work with regional and federal partners to fund Right-of-Way acquisition for ~~update~~Phase 2 of the 145th Street Corridor improvements
- ~~10-~~15. Create the 2023-2028 Public Art and Cultural Services Plan

Goal 3: Continue preparation for regional mass transit in Shoreline

Our community looks forward to increasing mobility options and reducing environmental impacts through public transit services. The ST2 light rail extension from Northgate to Lynnwood includes investment in the Shoreline North/185th Street Station and the Shoreline South/148th Street Station, which are planned to open in 2024. The ST3 package includes funding for corridor improvements and Bus Rapid Transit service along State Route 523 (N 145th Street) from Bothell Way connecting to the Shoreline South/148th Street Station. Engaging our community members and regional transit partners in plans to integrate local transit options into the future light rail service continues to be an important Council priority.

ACTION STEPS:

- ~~1. Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate 5 interchange improvements~~
- 2.1. Support Sound Transit’s 145th Street improvements from Highway 522 to Interstate-5 as part of ST3
- 3.2. Work collaboratively with Sound Transit on the Lynnwood Link Extension Project, including negotiation of remaining project agreements and coordination of project construction, inspection, and ongoing permitting
- ~~4.3. Coordinate with developers and seek partnerships and~~Develop a funding for implementation of plan to implement the 185th Corridor Strategy
- 5.4. Coordinate with developers and seek partnerships and funding to realize the vision of the 148th/Shoreline South Light Rail Station ~~Area vision~~Areas
- ~~6.5. Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate~~including coordinating design elements of the Trail Along the Rail
- 7.6. Complete ~~90 percent~~ design of the 148th Street Non-Motorized Bridge, construct the Phase 1 improvements, and work with regional, state, and federal partners to fully fund the project
- 8.7. Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit’s ST3 Plan, King County Metro’s Metro Connects Long Range Plan, and Community Transit’s Blue Line and Long-Range Plan
- 8. Develop a parking program, including Restricted Parking Zones and a parking enforcement unit

Goal 4: Expand the City’s focus on equity and social justice and work to become an Anti-Racist community

The Council values all residents, is committed to building an anti-racist community, and believes the City has a responsibility to ensure that Shoreline is an inviting, equitable and safe community for all. In order to meet the needs of all community members, the City must provide meaningful community engagement so that all people have access to needed services, information, and resources and can provide input on the development and implementation of City policies and programs.

ACTION STEPS:

- 1. Continue implementing the City’s Equity and Social Justice Program with ~~an increased~~a heightened focus on anti-racism as described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards and commissions and assessing internal opportunities for change and development

- ~~2. Continue building trusting working relationships within the community to foster engagement, participation, and co-creation of strategies for building an anti-racist community~~
- ~~3. Engage in community conversations that will inform approaches to community safety and other community-driven topics~~
- ~~2.4. Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches~~
- ~~3. Offer Community Bridge as an opportunity to engage diverse residents and meet community identified goals~~
- ~~4.5. Ensure all Shoreline residents have access to and benefit from ensure that the City's programs, parks, facilities and activities are accessible to all Shoreline residents per the Americans with Disabilities Act~~
- ~~5.6. Continue building/developing relationships that support to inform our community policing practices~~

Goal 5: Promote and enhance the City's safe community and neighborhood programs and initiatives

~~The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.~~ Maintaining a safe community is the City's highest priority. The 2020 Resident Satisfaction Survey reflected that 94% of respondents felt safe in their neighborhood during the day and 81% had an overall feeling of safety in Shoreline. The City is continuing a concentrated work plan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work and play. ~~The Council recognizes that supporting stronger community connections and making it possible for residents to meet their needs are critical elements of a safe and thriving community.~~

ACTION STEPS:

- 1. Use data driven policing to address crime trends and quality of life concerns in a timely manner
- ~~2. Continue to coordinate the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response~~
- ~~3. Engage in community conversations that will inform changes in law enforcement policy and community safety in Shoreline~~
- ~~4.2. Support efforts to improve public safety by incorporating best practices and model policies for use of force, de-escalation training and police accountability~~
- ~~3. Support the effective Maximize and efficient delivery of public safety services by maximizing expand the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model; explore opportunities using an alternative responder model similar~~
- ~~4. Continue to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Sound cities expand partnership; between the North Sound City Coalition and the King County Behavioral Health Administrative Service Organization to advance the siting and operation of a crisis triage center for North King County residents who are experiencing a behavioral health crisis~~
- 5. Collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates
- ~~6. Continue the Shoreline Police-Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response~~
- ~~6.7. Continue partnerships between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety~~
- ~~7. Continue addressing traffic issues and concerns in school zones and neighborhoods using the City's speed differential map and resident traffic complaints~~

8. Conduct trainings and community programs to promote personal safety, awareness, and response
9. Continue to support the North King County Enhanced Shelter ~~servicing homeless adults in North King County~~ through partnership ~~and agreement~~ with the King County Regional Homelessness Authority, Lake City Partners and the community
10. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts
11. ~~Continue the Love Your Community mini-grant program~~ Explore opportunities to expand the City's community building efforts beyond established neighborhood associations

Reauthorization of the City's Levy Lid Lift

City Council Strategic Planning Workshop, March 4 and 5, 2022

Background

The City of Shoreline voters approved a Levy Lid Lift (LLL) to the City's Property Tax Growth Limits in 2010 and again in 2016. In 2022, Council will need to decide if they want to request voters to approve the LLL again this year. This document will provide background regarding the need for the LLL, discuss some policy considerations and update the Council on community engagement strategies related to the LLL.

Property Tax Growth Limits

In November 2001, Washington State voters passed Initiative 747 limiting the increase in the City's property tax levy by the lower of the Implicit Price Deflator (IPD) or 1%. Additional explanation of how the property tax levy is calculated is included in *Attachment A*. One exception to these limits is to seek a voter approved Levy Lid Lift (LLL). The LLL requires a simple majority (50% plus one) for passage and allows cities to tie property tax increases to an annual percent increase or a specific inflation index. For example, the limit factor might be 3% annually, 6% annually for the first two years and 4% annually after that, or the annual inflation increase as measured by an index such as the Consumer Price Index (CPI). A voter approved LLL is valid for 6 years at which time voters need to reconsider the proposition. In addition to the annual growth limit, each city has a maximum rate limit. For Shoreline, our rate cannot exceed \$1.60 per \$1,000 Assessed Valuation (AV). Our current rate is \$1.13 per \$1,000/AV.

Financial Sustainability Considering Property Tax Growth Limits

Recognizing the structural challenges that the Property Tax Growth limit places on achieving financial sustainability, the City Council sought voter approval of a Levy Lid Lift in 2010 and again in 2016 and developed a 10 Year Financial Sustainability Plan (10YFSP) that identified strategies, in addition to the levy lid lift, to seek financial sustainability and help the City to achieve its goals. Additional background on the City's history with long-range financial planning is included in *Attachment B*.

Implementation of 10YFSP Strategies

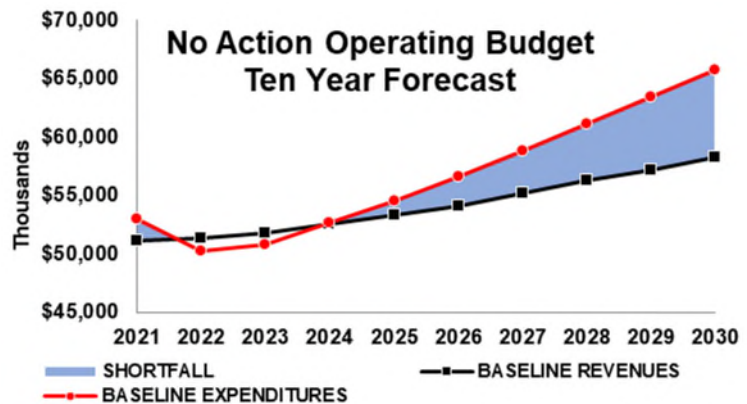
Additional discussions around the 10YFSP's strategies have been held since 2014 and the City Council and staff have implemented all strategies. The utilization of the Levy Lid Lift of the City's Property Tax Growth Limit continues to be one of the key strategies of the plan. Because the LLL is authorized by voters for a maximum term of 6 years, the Council must authorize the placement of a measure on ballots seeking voter approval to replace the levy every 6 years. The LLL approved by voters in 2016 expires at the end of 2022. Staff are currently forming a Financial Sustainability Advisory Committee to provide input to the City Manager in order to make a recommendation to Council later this year. More background on the 10 YFSP is



included on pp. 58-66 of the 2021-2022 Proposed Biennial Budget book located at: <https://www.shorelinewa.gov/home/showpublisheddocument/49792/637382070280130000>.

10 Year Financial Sustainability Model with “No Action” on the Levy Lid Lift

The City developed a 10 Year Financial Sustainability Model forecast on the impacts of the various strategies and economic changes on the City’s finances. The 10YFSM chart, updated for the 2021-2022 mid-biennial budget review, reflects the impacts of all ongoing revenues and expenditures throughout the forecast for the City’s operating budget (General and Street Funds). This forecast does not reflect a renewal of the regular property tax levy lid lift for 2023-2028 and the lid for the ensuing years would be limited to one percent. Based upon this update, the City’s budgets are forecast to be balanced through 2023 with a cumulative shortfall for 2024 through 2028 totaling \$12.291 million. The table below forecasts the amount a homeowner of a median priced home will pay in property taxes to the City.



Estimated impact to the median homeowner if the Levy Lid Lift is not replaced.						
Year	Assessed Value	Per \$1,000 (AV/\$1,000)		Levy Rate		City Assessment
2023	\$540,900	\$541	X	\$1.13	=	\$613
2024	\$556,000	\$556	X	\$1.13	=	\$627
2025	\$569,100	\$569	X	\$1.11	=	\$631
2026	\$585,200	\$585	X	\$1.10	=	\$643
2027	\$604,200	\$604	X	\$1.08	=	\$653
2028	\$623,500	\$624	X	\$1.06	=	\$660
Total over 6 Year Period 2023-2028						\$3,827

Financial Sustainability Advisory Committee-2022

The City Manager has engaged the community in discussions regarding the LLL in the past and wants to continue that in 2022. To that end, the City Manager sought applications from individuals to serve on the Financial Sustainability Advisory Committee-2022 (FSAC-22) in January and February. Outreach was broad in hopes of encouraging representation of a broad range of Shoreline residents and issues, including community organizations, immigrant and refugee communities, communities of color, neighborhoods, Shoreline businesses, and human services organizations. We received 22 applications to serve on FSAC-22.



The goal of FSAC-22 will be to provide input to the City Manager on the replacement of the 2016 levy lid lift on the November 2022 General Election ballot. Allegra Calder with BERK Consulting, supported by staff in Administrative Services and the City Manager’s Office, will help facilitate five to six meetings using Zoom on Thursday evenings from 6:00 to 8:00 p.m. on March 10 and 24, April 7 and 21, and May 5 and 19. At its first three meetings, FSAC-22 will meet with staff and learn about the City’s general funding sources and services and expenditures.

Using FSAC-22’s input, the City Manager will develop a recommendation to be reviewed by the City Council with potential action on next steps during the summer of 2022.

Policy Considerations

Besides the decision of whether to place a levy renewal/replacement on the November ballot, there are two primary policy questions that need to be decided before placing a measure on the ballot:

- What “Limit Factor” should be used to limit the increase property taxes in year 2-6?
- What rate should be set for the first year of the Levy Lid Lift?

These are questions that we will also present to the FSAC-22 for their input. Following is additional information on each of these for Council consideration:

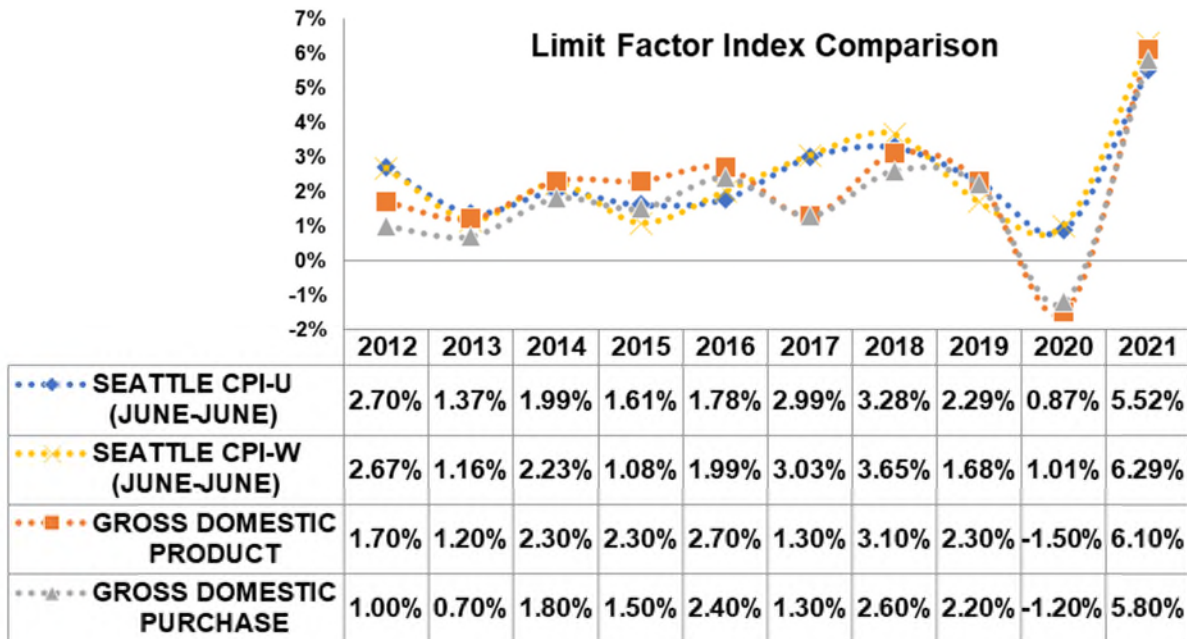
What “Limit Factor” should be used to limit the increase property taxes in year 2-6?

The LLL must state the total tax rate for the first year only – it cannot state the maximum tax rate in future years. For all subsequent years, the measure must identify a maximum “limit factor” which the total levy amount may not exceed (stated as an annual percent increase or a specific inflation index). The limit factor does not have to be the same for each year. For instance, the limit factor could be tied to the annual inflation increase as measured by an index such as the Consumer Price Index (CPI). For both the current (2016) and original (2010) LLL, the City chose to use the Seattle CPI-U as the limit factor because it is the most accepted index that seeks to approximate inflation and is generally understood and accepted by the public, recognizing that City costs, like household costs, increase more than 1% per year. There are other options we could consider that might be a better measure for the City than the Seattle CPI-U:

1. *Use a different index:* Generally, when using an inflation index the objective is to increase property tax at a rate that would seek to match the increases in costs. If using an inflation index such as the Consumer Price Index, it is crucial to correctly identify the one Shoreline wants to use in its ballot measure, since these will vary every year and are beyond the jurisdiction’s control. The chosen index must be available by the date needed for budgeting purposes that determine how much the property tax levy can be increased. For example, the [Seattle CPI-U](#) historically used for Shoreline’s LLL is published in July. Some other options to consider could include:

- a. [Gross Domestic Product Price Index](#): Measures changes in prices paid for goods and services produced in the United States
- b. [Gross Domestic Purchases Price Index](#): The Bureau of Economic Analysis' featured measure of price changes in the U.S. economy overall.

The table below compares the June-to-June percentage change of the Seattle CPI-U to the Q2-to-Q2 percentage change of the Gross Domestic Produce and Gross Domestic Purchase Price Indices.

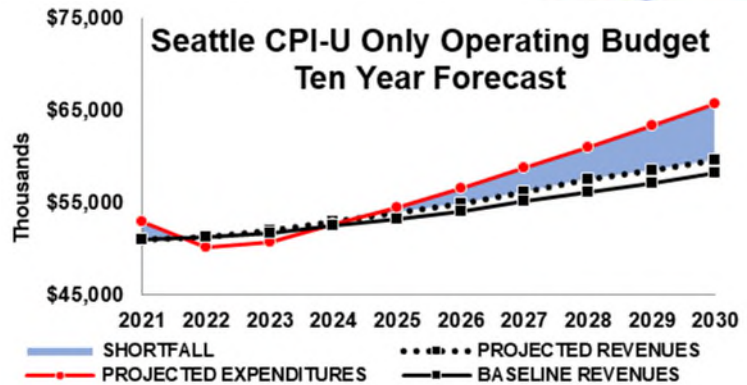


Impact of a LLL tied to Seattle CPI-U Only: The new levy rate for 2023 would be set at \$1.15 and the lid for the ensuing years would be “lifted” each year by a percentage increase tied to the Seattle CPI-U. In this example, the June-to-June percentage change of the Seattle CPI-U is forecast as follows:

Index	2023	2024	2025	2026	2027	2028
Seattle CPI-U	2.18%	2.22%	2.19%	2.19%	2.25%	2.29%



Property tax revenue generated over the six-year period totals \$4.136 million more than that generated under a “No Action” alternative but will leave a net shortfall over the six-year period of \$7.184 million.



Under this scenario it is estimated in 2023 a homeowner of a median priced home will pay \$7 more in property taxes to the City. The estimated impact over the six-year period for the homeowner of a median priced home is \$164 more than the homeowner would pay under the “No Action” alternative, or an increase on average of \$27 per year/\$2 month.

Estimated impact to the median homeowner if the Levy Lid Lift allows the levy to increase by Seattle CPI-U starting in 2023.							
Year	Assessed Value	Per \$1,000 (AV/\$1,000)		Levy Rate		City Assessment	Difference to No Action (1% Limit)
2023	\$540,900	\$541	X	\$1.15	=	\$620	\$7
2024	\$556,000	\$556	X	\$1.15	=	\$642	\$15
2025	\$569,100	\$569	X	\$1.15	=	\$654	\$23
2026	\$585,200	\$585	X	\$1.15	=	\$674	\$31
2027	\$604,200	\$604	X	\$1.15	=	\$693	\$40
2028	\$623,500	\$624	X	\$1.14	=	\$708	\$48
Total over 6 Year Period 2023-2028						\$3,991	\$164

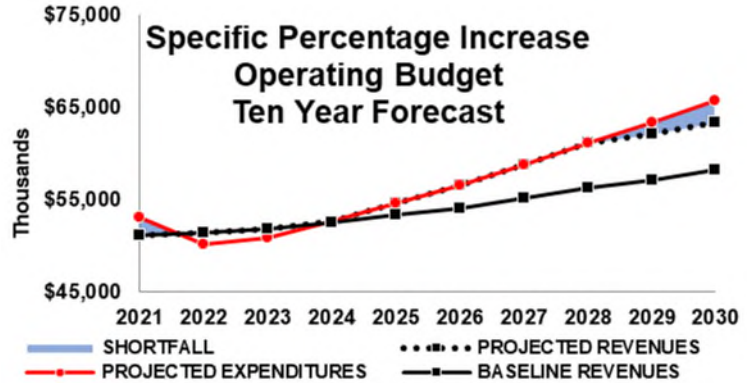
2. *Assign a specific percentage increase for each year:* This approach could allow Council the greatest assurance that property taxes would be increased each year to keep up with cost increases. Should Council desire to raise the levy lid by the amount required each year to keep up with forecast growth of expenses it could establish a specific percentage increase for each year as the annual limit factor. The primary challenge to this approach is related to communication to the voters regarding what the increase is paying for.

Impact of a LLL tied to specific annual percentage increases: The new levy rate for 2023 would remain at \$1.13 and the lid for the ensuing years would be “lifted” each year by the percentage increases forecast as follows:



Index	2023	2024	2025	2026	2027	2028
Balanced Budget	1.00%	1.69%	8.22%	8.15%	6.70%	6.89%

Property tax revenue generated over the six-year period totals \$12.291 million more than that generated under a “No Action” alternative.



Under this scenario it is estimated in 2023 a homeowner of a median priced home will pay \$0 more in property taxes to the City. The estimated impact over the six-year period for the homeowner of a median priced home is \$487 more than the homeowner would pay under the “No Action” alternative, or an increase on average of \$81 per year/\$7 month.

Estimated impact to the median homeowner if the Levy Lid Lift allows the levy to increase by a specific percentage each year.							
Year	Assessed Value	Per \$1,000 (AV/\$1,000)		Levy Rate		City Assessment	Difference to No Action (1% Limit)
2023	\$540,900	\$541	X	\$1.13	=	\$613	\$0
2024	\$556,000	\$556	X	\$1.14	=	\$632	\$5
2025	\$569,100	\$569	X	\$1.20	=	\$681	\$50
2026	\$585,200	\$585	X	\$1.27	=	\$742	\$99
2027	\$604,200	\$604	X	\$1.32	=	\$796	\$143
2028	\$623,500	\$624	X	\$1.36	=	\$850	\$190
Total over 6 Year Period 2023-2028						\$4,314	\$487

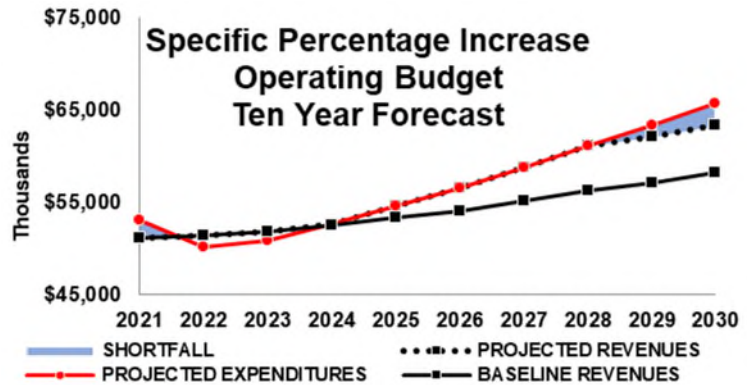
What rate should be set for the first year of the Levy Lid Lift?

As noted above, the rate for the first year of the LLL must be set in the ballot measure. Where the rate is set has a significant impact on the 10 YFSM as detailed in the following scenarios. In summary, the rate could be set to match the projected levy rate for 2023 if we took no further action; it could be set at a rate that would balance the 10 YFSM over the six-year LLL term; or it could be set at a rate that provides additional revenue to support one-time or operational needs.



In 2010 the rate was set at \$1.48 and in 2016 the rate was set at \$1.39. In both cases, these rates were adequate to balance the 10 YFSM for the six years of the LLL and provided some “one-time” surplus in the early years of the forecast. The following scenarios illustrate some examples of continuing this approach:

1. *\$1.27 Rate Reset + Future CPI Adjustments*: The new levy rate for 2023 would be set at \$1.27 and the lid for the ensuing years would be “lifted” each year by a percentage increase tied to the Seattle CPI-U. This will generate \$14.318 million more than that generated under a “No Action” alternative with a net surplus over the six-year period of \$2.999 million.



In this scenario it is estimated in 2023 a homeowner of a median priced home will pay \$74 more in property taxes to the City. The estimated impact over the six-year period for the homeowner of a median priced home is \$597 more than the homeowner would pay under the “No Action” alternative, or an increase on average of \$100 per year/\$8 per month.

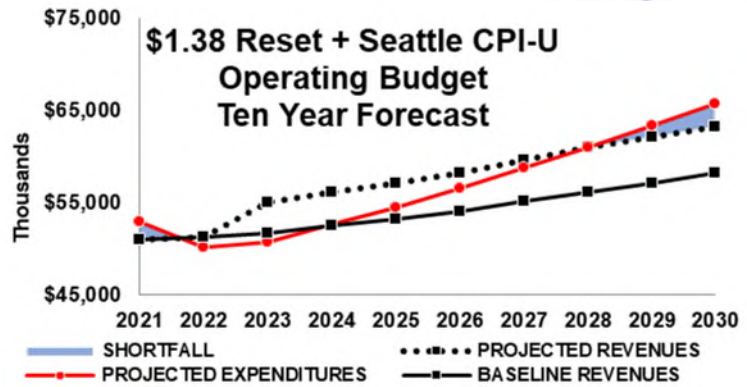
Estimated impact to the median homeowner if the Levy Rate is reset to \$1.27/\$1,000 AV in 2023 and 2024-2028 the Levy Lid Lift allows the levy to increase by CPI-U.							
Year	Assessed Value	Per \$1,000 (AV/\$1,000)		Levy Rate		City Assessment	Difference to No Action (1% Limit)
2023	\$540,900	\$541	X	\$1.27	=	\$687	\$74
2024	\$556,000	\$556	X	\$1.28	=	\$712	\$85
2025	\$569,100	\$569	X	\$1.27	=	\$725	\$94
2026	\$585,200	\$585	X	\$1.28	=	\$747	\$104
2027	\$604,200	\$604	X	\$1.27	=	\$768	\$115
2028	\$623,500	\$624	X	\$1.26	=	\$785	\$125
Total over 6 Year Period 2023-2028						\$4,424	\$597

2. *\$1.38 Rate Reset + Future CPI Adjustments*: The new levy rate for 2023 would be set at \$1.38 and the lid for the ensuing years would be “lifted” each year by a percentage increase tied to the Seattle CPI-U. This will generate \$24.237 million more than that



generated under a “No Action” alternative with a net surplus over the six-year period of \$12.918 million.

Under this scenario it is estimated in 2023 a homeowner of a median priced home will pay \$135 more in property taxes to the City. The estimated impact over the six-year period for the homeowner of a median priced home is \$992 more than the homeowner would pay under the “No Action” alternative, or an increase on average of \$165 per year/\$14 per month.



Estimated impact to the median homeowner if the Levy Rate is reset to \$1.31/\$1,000 AV in 2023 and 2024-2028 the Levy Lid Lift allows the levy to increase by CPI-U.							
Year	Assessed Value	Per \$1,000 (AV/\$1,000)		Levy Rate		City Assessment	Difference to No Action (1% Limit)
2023	\$540,900	\$541	X	\$1.38	=	\$748	\$135
2024	\$556,000	\$556	X	\$1.39	=	\$775	\$148
2025	\$569,100	\$569	X	\$1.39	=	\$790	\$159
2026	\$585,200	\$585	X	\$1.39	=	\$814	\$171
2027	\$604,200	\$604	X	\$1.38	=	\$836	\$183
2028	\$623,500	\$624	X	\$1.37	=	\$856	\$196
Total over 6 Year Period 2023-2028						\$4,819	\$992

Increasing the Levy Rate for 2023 beyond the base reset to fund additional services: A multi-year levy lid lift may be used for any purpose but the ballot measure must state the limited purposes for which the increased levy will be used. For example, the ballot title and description as adopted in Resolution No. 389 ([link](#)) stated the levy would be used to, “...fund police/emergency protection including neighborhood patrols and crime prevention; preserve safe parks, trails, playgrounds/playfields and the Shoreline pool; and maintain community services including senior center and youth programs.” Staff have presented in *Attachment C* some areas that could be enhanced with additional General Fund support generated by the levy lid lift. The costs of these enhancements have not been analyzed so staff is not able to recommend a specific levy rate for 2023 or index to be used to lift the lid each year thereafter at this time. If Council is interested in enhancing these or other services, staff can prepare an analysis and present the findings with the City Manager’s recommendation to be presented to Council this summer.



Property Tax Exemptions: The ballot measure must state the exemption for senior citizens and persons with disabilities under RCW 84.36.381, if Shoreline wishes to exempt these individuals. Property Tax exemptions or deferrals are available to seniors (61 or older) or disabled persons with primary residence in Washington State. Additional information on tax relief programs and how to access them is also available at the following link:

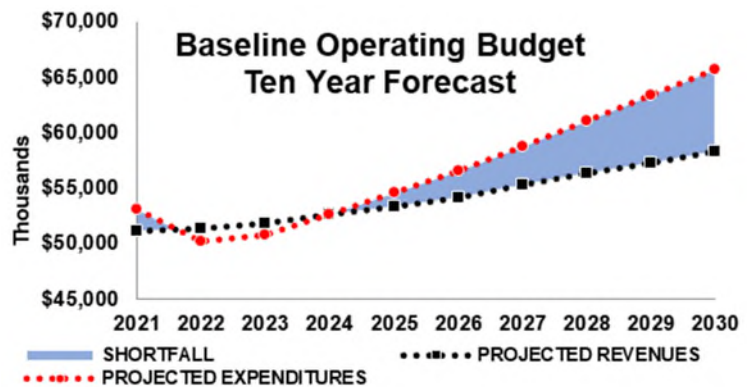
<https://kingcounty.gov/depts/assessor/TaxRelief.aspx>.

2022 Property Tax Levies for King County Taxing Districts

While this paper focuses on the City of Shoreline’s regular property tax levy, the entire property tax bill, excluding other fees and charges that are typically collected with property taxes such as the Surface Water Fee, is comprised of several taxing districts with the City’s portion representing approximately 11% of the total that property owners pay. *Attachment D* provides additional background information regarding the 2022 property tax levies for all King County taxing districts and the amount a homeowner of a residence with a median value (as determined by the King County Department of Assessments) will pay.

Findings Analysis

The 10YFSM chart, updated for the 2021-2022 mid-biennial budget review, reflects the impacts of all ongoing revenues and expenditures throughout the forecast for the City’s operating budget (General and Street Funds). This forecast does not reflect a renewal of the regular property tax levy lid lift for 2023-2028. Based upon this update, the City’s budgets are forecast to be balanced through 2023, assuming that there is no change in service level to the community. This is an improvement from the forecast prepared for the 2021-2022 proposed budget, which forecast shortfalls for the 2021-2022 biennium and beyond.



The potential gaps presented in these scenarios assume that no action is taken to bring the budget into balance. As Council is aware, the City is required to pass a balanced budget and does so each year within the following policies:

- Current revenues will be sufficient to support current expenditures.
- Resources (fund balance) greater than budget estimates in any fund shall be considered “one-time” and shall not be used to fund ongoing service delivery.

As such, expenditure reductions (service reductions), revenue increases or a combination of the two will be required to achieve the legally required balanced budget.



Recommendation

The City Manager will be presenting her recommendations to the City Council regarding replacement of the LLL by placing a ballot measure on the 2022 General Election this summer. That recommendation will incorporate the FSAC-22’s input on the levy rate to be set for 2023 and the limit factor to be used to lift the lid each year thereafter through 2028. Following is the draft schedule for Council discussion on this topic:

Date	Item
March 4, 2022	Reauthorization of the City’s Levy Lid Lift Discussion @ 2022 Council Strategic Planning Workshop
March 10 – May 27, 2022	FSAC-22 Updates to Council
April 11, 2022	2022 Year-End Financial Report
June 13/20, 2022	Discussion on Reauthorization of the City’s Levy Lid Lift (including Community Engagement Results and Options) <ul style="list-style-type: none"> • Overview of FSAC-22 Members, Charter, Purpose, Agenda Topics/Schedule • FSAC-22 Recommendation (Inflation or Reset)
June 27, 2022	Potential Discussion on Draft Resolution
July 11/18, 2022	Potential Action on Proposed Resolution
July 12/19, 2022	Mayor to Sign Resolution
August 2, 2022	Last Day to File with King County a Resolution placing a measure on the ballot for the General Election. Committee Appointment Forms are due.

Attachments

- Attachment A: Calculating the Property Tax Levy
- Attachment B: Shoreline’s History with Long-Range Financial Planning and Prior Levy Lid Lifts
- Attachment C: Emerging Program Areas
- Attachment D: Taxing Jurisdictions in Shoreline



ATTACHMENT A

Reauthorization of the City's Levy Lid Lift

City Council Strategic Planning Workshop, March 4 and 5, 2022

Calculating the Property Tax Levy

The complexity of the property tax means that year-to-year changes in collected taxes may not be intuitive. The following examples illustrate how property tax bills may change based on various factors.

Example #1: Imagine a City that has only one parcel and one house that is brand new. This property is worth \$100,000. As its only property, its value is also the entire assessed value (AV) of the City. Suppose further that the levy rate in that City is \$2.00. That means this property owner must pay \$2.00 for each \$1,000 that the property is worth.

In the first year after its construction, the taxes on that home would be calculated as follows:

Assessed value of the City in thousands (\$100) X Levy Rate (2.00) = Tax bill and Year 1 Levy (\$200.00)

The only time taxes are calculated this way is for new construction – i.e., the first year after the home is built. In every following year it works differently.

In Year 2 the City may only increase its levy by 1%. So following our example:

Last year's levy (\$200) + Additional 1% (\$2.00) = Tax bill and Year 2 Levy (\$202.00)

Let's assume the value of this City's one home doubled from \$100,000 in Year 1 to \$200,000 in Year 2. Its tax bill would still be \$202.00. No matter how much the assessed value in the City increases, its levy may increase only 1%. So the City adjusts the levy rate to make it fit the new assessed value:

New levy amount (\$202.00) ÷ New assessed value in thousands (\$200) = New levy rate (\$1.01)

Any new homes that might be built in Year 2 would be taxed at this new levy rate.

Example #2: Now suppose our imaginary City had started with two new homes, but that each one was worth only \$50,000. The assessed value would still total \$100,000 in Year 1.

With the same \$2.00 levy rate, the levy in the first year would still be \$200. Instead of one home paying the entire levy, the two equal-value homes would split the levy equally and pay



\$100 each. In year 2 the levy would still increase by only 1% to \$202.00. And if the value of both homes together increased to \$200,000, the levy rate would still drop to \$1.01.

Suppose to get to that \$200,000 value, one home tripled in value to \$150,000 and the other stayed the same at \$50,000. Then their respective tax bills would look like this:

Year 1			
	Home 1	Home 2	Citwide Total
AV (in thousands)	\$50	\$50	\$100
Times the levy rate	X \$2.00	X \$2.00	X \$2.00
For a tax bill of:	\$100	\$100	\$200
Year 2			
	Home 1	Home 2	Citwide Total
AV (in thousands)	\$150	\$50	\$200
Times the levy rate	X \$1.01	X \$1.01	X \$1.01
For a tax bill of:	\$151.50 (52% Increase)	\$50.50 (50% Decrease)	\$202 (1% Increase)

The total levy is still \$202, but more of it is borne by the home that increased in value and less of it by the home that did not increase. The total Citywide levy increased the maximum 1%, but the tax bill for Home 1 increased by 52% while the tax bill for Home 2 decreased by 50%.

Assessed value only determines a home's share of the levy. If all home values were to change by the same percentage, then each home's share of the levy would stay the same and everyone's taxes would increase by exactly 1%.

Complications: The above examples are extremely simple. In reality, one home is usually in several taxing districts that overlap. Voted levies, levy shifts, excess levies, or levy lid lifts may be in effect. Fees for numerous things from improvement districts to utilities may show up on a tax bill. These all affect what looks like the property tax bill. At the core of the property tax system, taxes may only increase by 1% per year unless local governments: a) tax banked capacity, or b) seek voter approval through a levy lid lift or excess levy.



ATTACHMENT B

Reauthorization of the City's Levy Lid Lift

City Council Strategic Planning Workshop, March 4 and 5, 2022

Background

Community Priorities/Long-Range Financial Planning Citizens Advisory Committee: The community's vision of Shoreline includes safe neighborhoods, active partnerships, diverse culture, quality businesses, natural resources, responsive government, and a good quality of life. In 2008, the City's long-term financial forecasts indicated that by 2010 the City's current resources would not be adequate to continue the same level of services currently provided to, and expected by, the community. The gaps were attributed to a long-term structural budget imbalance between resource and expenditure growth primarily the result of the 1% property tax levy limitation, sales tax growth below inflationary levels, and declining gambling and fuel taxes. These resources represented approximately 60% of the City's operating revenues.

In March 2008, the City Council appointed 18 people to the Citizens Advisory Committee (CAC) on Long-Range Financial Planning. The CAC was asked to develop a recommendation to the City Council for a long-term financial strategy to provide community services and the funding mechanisms to provide those services in light of the projected operating budget gaps. Over the course of 14 months the CAC met to review the City's budget, citizen surveys for 2006 and 2008, City services, comparisons to other jurisdictions, and other materials in order to provide an informed recommendation to the City Council.

A summary of the CAC's final recommendations is provided as part of its executive summary presented to the City Council in April 2009, which is available at the following link: <https://www.shorelinewa.gov/home/showpublisheddocument/3772/635180312688300000>. Included in those recommendations was placing a LLL on a future ballot for voter approval. The CAC believed that to address the long-term structural issues surrounding the City's budget, an increase in property tax, beyond the 1% limitation the City Council may approve, would be necessary. The CAC also believed that the levy amount should be linked to the preservation of services in an amount adequate to address needs over several years to avoid repeated returns to the voters.

Shoreline Proposition No. 1 (2010): In the November 2010 General Election, 56.5% of Shoreline voters approved Shoreline Proposition No. 1, the City's first LLL as a six-year maintenance and operations levy for basic public safety, parks, recreation, and community services that set the levy rate for 2011 at \$1.48 per \$1,000 AV and allowed the lid for 2012-2016 to be "lifted" each year by the June-to-June percentage increase of the Consumer Price Index for All Urban Consumers for the Seattle/Tacoma/Bellevue Area (Seattle CPI-U).



10 Year Financial Sustainability Plan: In 2012, the City Council adopted its 2012-2014 Goals. Goal #1 was to “Strengthen Shoreline’s economic base”, and Action Step #3 under this goal was to “Develop a 10-year Financial Sustainability Plan (10YFSP) to achieve sufficient capacity to fund and maintain priority public services, facilities, and infrastructure”. To implement this Goal and Action Step, over two years, the City went through a comprehensive process, which included staff review and analysis and Council oversight and direction and the creation of a 10 Year Financial Sustainability Model (10YFSM). The 10YFSM is for the City’s operating budget only (General and Street funds) and models the impacts of all ongoing revenues and expenditures to forecast financial sustainability over a 10-year horizon. The purpose of the 10YFSP was to strengthen Shoreline’s economic base by prioritizing seven strategies, or tools, for the City to use to maintain financial resiliency and sustain existing services. The 10YFSP was accepted by Council on June 16, 2014 (staff report available at the following link: <https://www.shorelinewa.gov/home/showpublisheddocument/19755/63559954815380000>).

Financial Sustainability Citizen Advisory Committee: Setting the 2011 levy rate at \$1.48 per \$1,000 AV generated \$2.272 million in additional property tax revenues and was expected to generate an additional \$3.079 million by 2016. Unfortunately, Shoreline shared the hardships of the recession with the rest of the nation and its AV temporarily declined in 2012, essentially “ratcheting down” property tax revenue in 2013. As a result, collections were less than the original projection but still exceeded cumulative projections without the LLL.

In 2016, the City Manager engaged a Financial Sustainability Citizen Advisory Committee (FSCAC) to make a recommendation to the City Manager on how to best provide the financial resources that will ensure the long-term delivery of basic services to the Shoreline community. One of the primary goals of the FSCAC was to provide input to the City Manager as the City prepared to put a measure on the ballot to renew the LLL set to expire in 2016. The FSCAC met seven times between February 11 and May 12, 2016 to learn about current City services and finances, as well as the City’s 10YFSP. It also looked at whether basic services are being met and how best to maintain the delivery of services to Shoreline residents by helping evaluate alternatives, including: a) Reviewing the strategies adopted in the City’s 10YFSP; and b) identifying services that should be maintained, increased, and/or reduced to meet the needs of the community. More information about the FSCAC is available on the City’s website at: <https://www.shorelinewa.gov/government/departments/administrative-services/ten-year-financial-sustainability-project/financial-sustainability-citizen-advisory-committee>.

Shoreline Proposition No. 1 (2016): In the November 2016 General Election, 66.5% of Shoreline voters approved Shoreline Proposition No. 1, renewal of the City’s LLL as a six-year maintenance and operations levy for basic public safety, parks, recreation, and community services that set the levy rate for 2017 at \$1.39 per \$1,000 AV and allowed the lid for 2018-2022 to be “lifted” each year by the June-to-June percentage increase of the Consumer Price Index for All Urban Consumers for the Seattle/Tacoma/Bellevue Area (Seattle CPI-U).

ATTACHMENT C

Emerging Programs and Resource Needs

City Council Strategic Planning Workshop, March 4 and 5, 2022

Background

In preparation for the Council Goal Setting Workshop discussion on the potential replacement of the City's Levy Lid Lift the City Manager sought input from the City's Department Directors on emerging programs and resource needs that they anticipated they would bring forward as part of the 2023-2024 Biennial Budget process. The City Manager has not made any decisions on whether these items will be included in her recommended budget to the City Council given that it is important to understand Council priorities, the full financial picture, and whether the City will seek replacement of the expiring levy lid lift. The intent of providing the Council with this information is so that Councilmembers have early insight into potential proposals by staff.

Emerging Program Needs Reflective of Previous Council Discussions

1. *Human Services Program:* Our Community Services Division Manager has historically had the role to manage the many human service organization contracts, including the Enhanced Shelter, along with overseeing the services provided by Community Services which includes housing, equity and social justice, neighborhoods, environmental services, and emergency management. Given the breadth of responsibilities there is limited capacity to manage the contracts and to provide support to the community partners. This has been a growing area of focus for the City Council over the last few years and to successfully implement our human services program it is likely that we will need to add a Human Services Program Manager.
2. *RADAR:* Council's 2021-2023 Goal 5, Action Step, directed staff to maximize the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model. The City Manager has been working with the five partner cities (Kirkland, Lake Forest Park, Kenmore, Bothell, and Shoreline) to agree on a service level and multi-city funding agreement. The cities are very interested in moving forward with a staffing model that will provide multiple Navigators (Mental Health Practitioners) available during a core 12- to 14-hour period, seven days a week. The cities have agreed to a financial model that would fund this level of service and a commitment to include this in their proposed 2023 budget requests to their council. Ultimately it will be up to each City Council to approve the request. There is also a desire to add the ability to have coverage 24-hours/7-days a week and the cities will continue to explore an option that would provide for this type of coverage and any related cost increase to do so.
3. *Code Enforcement Program:* The City currently has 442 open code enforcement cases, many of which have been open for multiple years. Additionally, from 2020 to 2021, the number of new code enforcement cases increased 80% (125 new cases to 225 new cases opened). There is now an increased need to have the appropriate staff levels to manage

this level of case load and code violations in the community while also meeting their customer response activities. Adding an additional code enforcement officer would allow the Customer Response Team representatives to reduce their level of Strike 1 code enforcement and code enforcement investigation and allow them to provide additional focus on managing services requests in the right-of-way and on City assets.

4. *Urban Forestry*: Shoreline is dedicated to managing our vibrant urban forest to enhance its benefit to the environment and its contribution to the livability of the community. Additional resources will expand our ability to implement the Council adopted Urban Forest Strategic Plan through expansion of the City's Tree Inventory & Canopy, completion of the Urban Forestry Strategic Plan, review of the expansion of watershed riparian restoration efforts and expand our volunteer outreach to increase the City's ability to manage our urban forest.
5. *Right-Sizing our Permit Services, Permit Review, and Inspection Teams*: Staff anticipates that development activity will remain at high level for the next several years, as we anticipate several large multi-family development applications over the next few years as we approach the opening and operation of Shoreline's light-rail stations. Over the last few years, we have had one to two new multi-family apartment submittals annually. We are aware of four that may come in sometime in 2022 and know that Merlone Geier anticipates submitting its first multi-family development in late 2022/early 2023. This does not include other significant developments happening along Aurora or in the MUR-35' and MUR-45' areas with smaller apartment and townhome developments. We are currently seeing challenges to complete our permit and plan reviews within our benchmark timelines so staff is evaluating our projected staffing needs for the next few years and anticipates that a proposal will be included in the 2023-2024 biennial budget. This would be one area in which the primary source of funding should be from permit fees.

Organizational Capacity Issues

1. Workload in several areas of the organization is starting to exceed our staff capacity to respond and support the needs of our departments in a consistent and timely manner. Some of this has come to light as work patterns changed because of the pandemic (i.e., remote work) and some is a function of increased activity in operating departments and the resulting need for support services. The most notable areas include:
 - a. *Information Technology*: Maintaining our technology infrastructure and application portfolio is critical to support operations. We are currently evaluating the workload and staffing levels to determine the appropriate level to meet the City's operational needs and objectives. Several departments are seeing delays in their ability to advance the development and utilization of applications, such as Cityworks (work order and asset management), TRAKiT (permitting and building), and utility related programs such as inspections of sewer/wastewater pipes through camera enabled systems.
 - b. *GIS Support*: This is related to application development and to providing more ability to display information publicly that is based on location information. This is

- true in our permit services area and in public works and utility operations and projects.
- c. *Payroll, Accounts Payable and Procurement:* The workload in these areas has expanded as the City takes on more projects, number of city staff and functions. Examples can include voter approved sidewalk programs, successful grant opportunities that support major transportation projects, increased projects in our park system, etc. Other changes, such as unionization of staff, and changes in state requirements have also added to the workload in these areas.
 - d. *Human Resources:* Our staffing within our Human Resource division has remained flat for over the last 20 years with a Director, a Senior Human Resources Analyst, and a Human Resources Technician. Given that we have expanded programs and the number of staff employed throughout the year, along with the assumption of the Ronald Wastewater District and unionization of our maintenance staff, we have found that our Human Resources staff can only keep up with base level responsibilities and have not been able to focus on other key areas such as organizational development, furthering the City's equity and social justice goals for recruitment and hiring, and our continuous improvement initiatives.
 - e. *Legal Services:* The City's legal staff includes the City Attorney, the Assistant City Attorney, and a Legal Assistant. The Assistant City Attorney position was added in 2003. We provide funding in the City's budget for supplemental contract services for areas of specialty and to supplement our staff resources when needed. Given the increase in need for legal services related to procurement, negotiation and creation of agreements related to major transportation projects, light rail, development activity, and code enforcement, we anticipate that additional legal resources will be needed in the future.
2. *Recreation Program Growth:* As the demand for recreation programming returns following the pause caused by the pandemic, we anticipate that we will need to add two to three additional full-time recreation staff positions to continue serving growing areas of programming including active adult programs, community gardens, youth camps, and specialized recreation.
 3. *Future Park Maintenance Demands:* Assuming that the City is authorized to use the Progressive Design Build project delivery on the eight major park improvement projects in Proposition No. 1, we anticipate that we will complete the projects within the next three to five years. The public will expect that we maintain these new investments in parks, and it will mean additional resources including staffing will be needed to do so. Also, as the City purchases additional park property, there will be an expectation that future improvements are done on those properties, and this will further expand the need for additional park maintenance staffing.

Capital/Infrastructure Needs

Council has determined that a distributed maintenance facility model is the best option to address facility needs for our utility and maintenance staff. We are about to construct



Phase 1 by the construction of facilities at the Ballinger Maintenance Facility. Our adopted budgets have included an annual set-aside of \$1 million to create a funding source for development of this site and the future development at the North Maintenance and Hamlin Maintenance Facility sites. This level of set-aside will be inadequate to address all the maintenance facility needs. Our current facilities have deficient working areas that need to be upgraded to improve hygienic work conditions. Also, we have inadequate space for office, equipment, and materials storage and under cover working space.

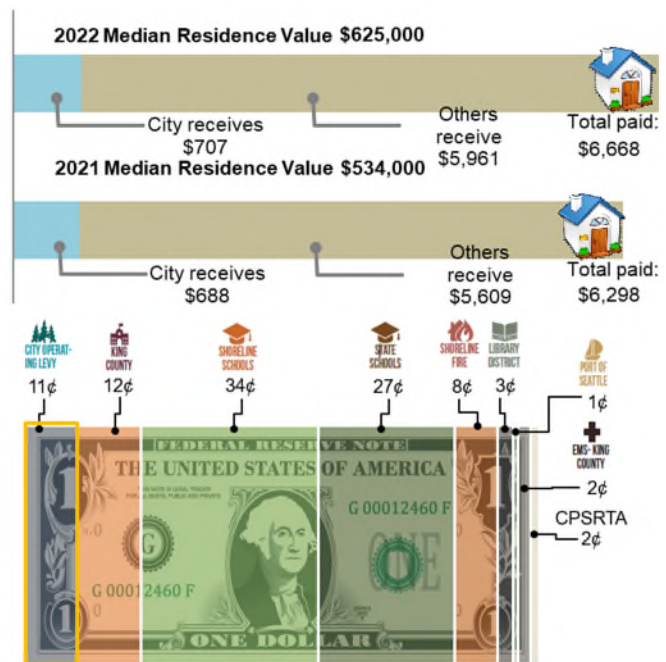
ATTACHMENT D

2022 Property Tax Levies

City Council Strategic Planning Workshop, March 4 and 5, 2022

Background

In 2022, the City of Shoreline property tax regular levy rate and excess voted levy rates decreased from \$1.19 to \$1.13 and \$0.10 to \$0.00, respectively. When all the taxing jurisdictions' levy rates are combined the total levy rate decreased from \$11.79 to \$10.67. The chart to the right exhibits the amount a homeowner of a residence with a median value (as determined by the King County Department of Assessments) paid to the City and all other taxing jurisdictions. In 2022, a total of \$6,668 in property taxes will be paid to all taxing jurisdictions, which is \$370 more than that paid in 2021.



The chart to the right and the table below provide information regarding the allocation of the total 2022 levy rate for all taxing districts within Shoreline. The City receives 11¢ of each dollar of property tax paid. A homeowner of a residence with a median value will pay \$19 more to the City than that paid in 2021.

	Assessed Value	Per \$1,000 (AV/\$1,000)	Rate	Assessment	%
City	\$ 625,000	625.00	X \$1.13 =	\$707	11%
King County	\$ 625,000	625.00	X 1.31 =	819	12%
Shoreline School Dist.	\$ 625,000	625.00	X 3.65 =	2,283	34%
State Schools	\$ 625,000	625.00	X 2.82 =	1,761	27%
Fire District	\$ 625,000	625.00	X 0.88 =	553	8%
Library District	\$ 625,000	625.00	X 0.33 =	205	3%
Port of Seattle	\$ 625,000	625.00	X 0.11 =	70	1%
King Co. EMS	\$ 625,000	625.00	X 0.25 =	155	2%
CPSRTA	\$ 625,000	625.00	X 0.18 =	115	2%
TOTAL			\$10.67	\$6,668	100%

Source: King County Department of Assessments; 2022 Median Residence Value for Shoreline reported per Assessed Value and Taxes by City



Memorandum

DATE: February 11, 2022

TO: Mayor and Councilmembers

FROM: Christina Arcidy, CMO Management Analyst
Ryan Abbott, Interim Police Chief

RE: Goal 5, Action Step 5 Update

CC: Debbie Tarry, City Manager
John Norris, Assistant City Manager

Background

During the 2021 City Council Strategic Planning Workshop, Council discussed Police Services and gave staff direction on exploring alternative non-criminal police service delivery models and other opportunities for criminal justice reform. Council approved the following action step within their [2021-2023 City Council Goals and Work Plan](#) as part of the direction to staff:

***Goal 5, Action Step 5** – Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Sound cities partnership; and collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdemeanor defendants through options such as a warrant release program, a relicensing program, and other efforts to lower Court Failure to Appear rates*

Staff provided an update to Council at their September 20, 2021, meeting, and a link to the staff report may be found here: [Discussion of 2021-2023 City Council Goal 5, Action Step 5 Regarding RADAR, Alternatives to Police Services, and Other Possible Criminal Justice Reforms.](#)

Council has requested an update on this action step during the 2022 City Council Strategic Planning workshop. They have also asked staff to include information on the City's work to site a crisis triage facility as well as provide background on the King County Mobile Crisis Team.

In addition to this memo, Council may find it helpful to review [King County's Behavioral Health 2022 Legislative Priorities](#). It provides additional context to the gap in services regionally related to behavioral health services, which is touched on throughout this memo.

Maximizing the North Sound RADAR Service Delivery Model

During the 2021 City Council Strategic Planning Workshop, Council expressed their interest in seeing the RADAR program fully staffed and operational as part of their interest in alternative police services models. The following is an update on the RADAR Program's current status and future plans.

Staffing Challenges and Opportunities: Staff previously shared that recruitment and retention of qualified mental health professionals (MHPs) was a significant challenge to maximizing RADAR. RADAR MPH Navigators must pass a more stringent criminal background check than typical mental health professionals due to their access to sensitive information in a police department setting. Additionally, the MHP Navigator positions have only been parttime (0.5 FTE) contractor positions with a requirement to have their own liability insurance. The lack of hours, employer paid benefits, and requirement to provide their own insurance have been major barriers to filling the positions. To address this, RADAR has been transitioning the funding to cover three 1.0 FTE's, hiring them as benefitted staff of one of the member cities (Bothell), and will not be requiring the MPH Navigators to provide their own additional liability insurance at this time, relying instead on the coverage provided by the Washington Cities Insurance Authority (WCIA) to extend WCIA's policy coverage for these positions. There will continue to be two 0.5 FTE contracted positions funded under the Washington Association of Sheriffs & Police Chiefs (WASPC) grant.

Bothell recently posted the positions and the first round of interviews occurred at the end of January. While these candidates already had this experience, future candidates being considered for the next round would be invited to ride-a-longs with Police Officers, which is additionally beneficial to MHPs who have not previously been embedded with law enforcement to ensure they are clear about the working conditions and clients served. One candidate proceeded to the background check stage of the selection process. The law enforcement background check is lengthy and expected to take several weeks to months, however this results in staff that law enforcement is more likely to trust and work from day one. Bothell will keep the RADAR Navigator position open and continue to accept candidates in case people drop out or are eliminated during the application process but also in hopes that additional funding may be secured to bring more staff on in the immediate future. In the meantime, there

are four part-time contractors in place serving as Navigators, and they will be phased out as fulltime employees are on-boarded.

Shoreline and other RADAR cities will have permanent office space for the fulltime Navigator staff, who will be available to respond across all five cities to crisis events. Shoreline has additional capacity for RADAR Navigators to be housed in the Police Department as the program expands. Looking forward, RADAR Navigators will have the capability to respond independently, especially for follow-up visits and when there are not safety concerns, of police. As such it is anticipated that RADAR Navigators will need access to vehicles. Vehicles have yet to be secured, and a request has been made to Shoreline and other RADAR cities regarding the opportunity to use ARPA or general funds to contribute toward a vehicle, which will be further discussed below. Shoreline has confirmed that vehicles in our administrative pool can be utilized by the RADAR Navigator in Shoreline until a dedicated vehicle is needed and/or acquired.

Program Model: RADAR is currently operating (Phase 1) on a limited basis with four part-time contractors as a co-responder model while hiring continues for a Phase 2 staffing model of 1.0 FTE Program Coordinator and 3.5 FTE Navigators. The co-responder model allows on-shift RADAR Navigators to respond to calls real time with Police. Teams also take referrals from Officers and respond with follow-up outreach when Navigators are on-shift. Once the three fulltime positions are filled, RADAR Navigators will target 10:00 a.m. – 6:00 p.m. or later, seven days a week, as their primary hours of co-response with Police. Eventually, 10:00 a.m. – 10:00 p.m. would be the goal, based on available staff time, program utilization, and call type data gathered by the RADAR Navigator Program Manager from other agencies and other similar programs in the region to support this model. That said, as the RADAR Program continues, adjustments can be made to best meet the needs of the member cities.

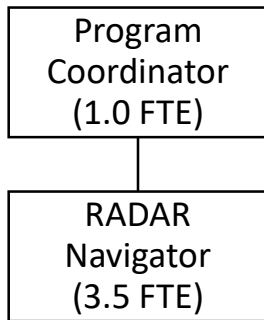
An increased capacity of Navigators could also expand the type of work the Navigators could do when they were not being called for active crises, which would still be their primary function. In Shoreline, this could mean that they support the Lake City Partners Street Outreach Worker as they make contacts with people who may or may not be in crisis or provide training for City staff or King County Sheriff's Office (KCSO) police officers. With vehicles, Navigators could go to areas where people are typically living homeless and work to build relationships with people experiencing homeless. This is more akin to an alternative responder model like CAHOOTS in Oregon. This is a longer-term goal staff is interested in exploring once the program is 100% operational.

The expansion of RADAR would involve some one-time costs, primarily for the addition of two vehicles. The RADAR cities have been approached about funding at least one Navigator-specific vehicle as soon as possible, which will be necessary to move to a hybrid model that would allow Navigators to respond to some non-crisis calls without a co-responding RADAR Deputy.

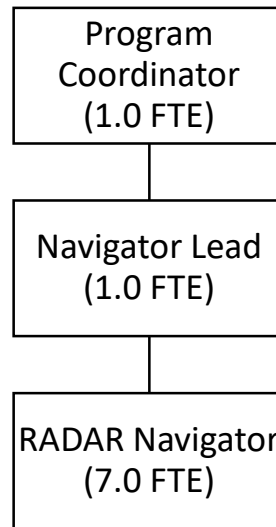
Shoreline has approved the immediate use of its City fleet for RADAR Navigators until such time as RADAR vehicles can be obtained. RADAR would need an increase in MHP staffing to a minimum of 1.0 FTE MHP Navigator Lead, 7.0 FTEs Navigators and two vehicles to provide complete coverage for 10:00 a.m. – 10:00 p.m., seven day a week coverage across the five member cities. RADAR is currently seeking funding for implementation of Phase 3 in 2023.

RADAR Navigator Program – Staffing Models

Phase 2 – 2022 (Current) Staffing Model



Phase 3 – 2023 Staffing Model



Program Budget: The five RADAR Program cities have expressed an interest in scaling the program to cover 10:00 a.m. to 10:00 p.m. seven days a week as soon as possible. The Program Coordinator believes they can expect to hire all seven Navigators plus the Navigator Lead by the end of 2023, given Human Resources support from Bothell and the number of qualified candidates. The cities discussed a cost sharing model for the RADAR Program based on population but could be updated in the future to be a combination of population and usage or just usage. The percentage would be applied to the net cost of the program after systemwide revenue was applied, such as the Department of Justice (DOJ) grant or King County’s Mental Illness and Drug Dependence (MIDD) funding.

RADAR Program Per Capita Contribution (%)

City	2021 Population	Per Capita Contribution (%)
Bothell	48,330	20.29%
Kenmore	24,050	10.10%
Kirkland	92,900	39.01%
Lake Forest Park	13,630	5.72%
Shoreline	59,260	24.88%

For 2022, the City plans to reallocate the previously authorized budget for the KCSO School Resource Officer (SRO), which was \$203,000, to cover Shoreline’s portion of the RADAR expansion and to contribute to some of the one-time costs of expansion. The Shoreline School District is no longer requesting a SRO. For the 2023-2024 biennial budget request, the City Manager plans to eliminate the SRO position and reallocate the funding to RADAR permanently. The City Manager also anticipates recommending some general fund resources to cover the remainder, which could come from jail savings or other sources. The City Manager’s request in the 2023-2024 budget process for the RADAR Program would be \$247,437 annually, with the budget savings from the vacated SRO position funding the majority of the program.

RADAR Navigator Program – Annual Program Budget, Phase 1-Phase 3

	Phase 1	Phase 2	Phase 3 Expansion Costs	Phase 3
EXPENSES	2021	2022	2023 ¹	2023 ¹
Personnel	\$411,060	\$730,567	\$10,000	\$1,274,967
Uniforms and Equipment	\$5,539	\$13,850	\$142,250 ²	\$36,050
Information Technology	\$15,130	\$19,284	\$0	\$24,726
Training and education	\$8,000	\$16,000	\$0	\$24,000
Miscellaneous	\$2,000	\$5,000	\$0	\$6,500
Administrative costs (10%)	\$44,173	\$57,570	\$15,225	\$136,624
EXPENSE TOTAL	\$485,902	\$863,171	\$167,475	\$1,502,867
REVENUE				
MIDD	\$390,000	\$403,802	\$0	\$0
MIDD – Unsecured	\$0	\$0	\$0	\$436,000
WASPC	\$70,000	\$70,000	\$0	\$0
DOJ	\$0	\$38,800	\$0	\$72,401
Bothell Public Safety Levy ³	\$0	\$140,000	\$0	\$0
REVENUE TOTAL	\$460,000	\$646,602	\$0	\$508,401
NET PROGRAM COSTS (UNDER)/OVER BUDGET	(\$25,902)	(\$216,569)	(\$167,475)	(\$994,466)
SHORELINE CONTRIBUTION (24.88%)	\$0	\$41,670	\$171,014	\$247,437

¹ Planned year of expansion. All numbers are in 2022 dollars, so future costs will likely increase in conjunction with inflation.

² This includes the purchase of two RADAR vehicles.

³ Bothell has allocated \$140,000 of their public safety levy for RADAR program. This would be netted against their allocation for Phase 3 and Full Implementation costs

Improving RADAR Links to Behavioral Health System: Shoreline recently received a Department of Justice grant to both help expand RADAR and target a weak point in the current treatment system, which is the transition from law enforcement contact during a crisis to ongoing treatment services. The City, the [Center for Human Services](#), and RADAR received a Department of Justice’s Bureau of Justice Assistance [Law Enforcement Behavior Health Responses grant](#) to provide additional co-responder capacity in the RADAR Program (0.5 FTE) and a fulltime Mental Health Professional Treatment Navigator at the Center for Human Services, as well as covering some of the time of co-responding officers to begin to bridge an existing gap in services for RADAR participants.

The partnership with the Center for Human Services to host a Mental Health Professional Treatment Navigator aims to help people in crisis connect with the behavioral health system when the person is not currently enrolled in Medicaid or does not have private insurance. The behavioral health system is not set up to take someone in immediately if there is no one to pay for treatment, so this grant fills the gap to pay for services received by someone in crisis to both help connect them with services and set them up with Medicaid or private insurance. The Mental Health Professional Treatment Navigator can conduct the initial intake to determine the best course of treatment and can also conduct other assessments, such as those typically done by a Chemical Dependency professional that meets licensure requirements under the WAC. Many of the pre-assessment services (such as signing up for Medicaid) are not reimbursable.

Often individuals who would be served by the Mental Health Professional Treatment Navigator had Medicaid at one time, but their coverage lapsed due to missing a required annual sign-up period or Medicaid being “turned off” due to an arrest. This often results in people no longer accessing medical care, no longer taking necessary medications, and no longer able to access the wider safety net available for those with behavioral health needs due to their conditions worsening. The hope is that the Mental Health Professional Treatment Navigator can help connect or reconnect individuals to critical services and help build relationships with individuals to prevent future disconnections with behavioral health services.

Due to current staff shortages within the behavioral health field, staff is currently working with the DOJ to increase the flexibility of the initially envisioned 1.0 FTE Mental Health Professional Treatment Navigator so that the duties can be spread out over multiple existing people at CHS instead. This would increase the Center for Human Services capacity for providing these services for people in crisis. Based on previous grants with DOJ, staff expects this proposal to be accepted.

Need for Regional Crisis Triage Facility: The RADAR partner cities of Bothell, Kenmore, Kirkland, Lake Forest Park, and Shoreline are continuing to pursue efforts to increase their capacity to respond to individuals experiencing behavioral health crises. However, these programs can only

go so far if there is not a location to take individuals in acute crisis to receive appropriate care. Today, the options for a responding MHP Navigator or Police Deputy for individuals in crisis are likely jail or a hospital emergency room. What is needed in north King County is a “crisis triage facility¹.” The cities are using this term to describe a facility where the staffing and resources are available to provide the needed support to a person in a behavioral health crisis, whether due to mental illness or substance abuse disorder. A crisis triage center that would provide a more appropriate and effective place to bring individuals who need assistance.

Surprisingly, King County currently has very limited facilities like this. However, two such facilities received funding from the State Legislature last year pursuant to the settlement of the Trueblood case. The Trueblood case is a class action lawsuit that enforces a person’s constitutional right to timely competency evaluation and restoration services. Class members are all people waiting in jail for court-ordered competency evaluation and restoration services. The Trueblood-settlement facilities are slated to be located in south King County and the City of Seattle, though specific locations have not yet been determined.

The cities have met with King County staff are in the process of evaluating how a larger partnership with the County could move forward. King County government is the state-designated Behavioral Health Administrative Service Organization² (BHASO) for the jurisdiction of King County. The BHASO plays several roles, two of which are key to this issue: 1) they are responsible for providing crisis behavioral health services for the region, taking both money and mandates from the State; and 2) they are the entity through which state and federal behavioral funding passes, including reimbursement from Medicaid. In this role, they have also developed significant subject matter expertise, which the cities lack. For all these reasons, the County is a necessary partner in the potential siting of a crisis triage center. In order to move forward, the cities and County will need to develop a partnership and, together, figure out a number of factors, including:

- What behavioral health provider would be an appropriate, interested and capable partner in developing a facility. Providers need to be certified to do this work, and have the capacity to, for instance, bill Medicaid for services when appropriate. King County will have worked with this provider community and will bring significant knowledge to the table.
- What kind of program model and facility licensure type makes the most sense.
- Evaluate reimbursement models to understand whether and how external funding sources, such as Medicaid, can help support operations.
- Locate site and estimate/secure funds for acquisition, design and construction.

¹ There are several specific facility types with specific names that have distinct differences between them. At this stage, the cities lack the knowledge to identify a specific licensure type, thus is using a generic term.

² The state is divided into 30+ such districts, with a designated BHASO in each one. In some parts of the state, that entity is a private behavioral health service provider.

The timeline for moving forward is unclear, but the next opportunity for significant facility funding would be the 2023 State Legislature session. In order to be well-positioned for that opportunity, the cities and county will need to resolve a number of the foregoing questions. Finding a provider is likely to be a key next step. The coalition will be taking several “virtual open house” tours of other facilities within Washington State to identify best practices and lessons learned that can inform this work. Additionally, the City will be participating in a roundtable discussion with Governor Jay Inslee on March 1 about this topic, the needs assessment, and the work the cities are doing on this. The Governor is interested in raising awareness for projects like this, understanding the needs on the ground, and “plugging in” to the regional conversation. The Mayor and City Manager will be attending this roundtable on Shoreline’s behalf.

King County Mobile Crisis Team: The King County Mobile Crisis Team is operated by the Downtown Emergency Service Center (DESC), which provides emergency shelter and survival services for people living in a state of chronic homelessness due to their severe and persistent mental illnesses and substance use disorders. The Mobile Crisis Team is made up of 43 Mental Health Professionals and Substance Use Disorder Professionals. The Mobile Crisis Team only accepts eligible individuals in behavioral crisis who are referred by first responders in King County, including law enforcement, Fire Department/Medic One units, designated mental health professionals and hospital emergency departments’ social workers. Individuals aged 18 and above are referred because they are in behavioral health (mental health and/or substance use related) crisis. The service is voluntary, therefore the individual must agree to meet with the Mobile Crisis Team.

The Mobile Crisis Team responds in teams of two. Once the team receives a referral, they travel to the individual and attempt to provide services the client may need. This can include resources for shelter, meals, or medical services; connection with a mental health provider; donated clothing; and/or referrals and possibly transportation to the Crisis Solutions Center or another service provider, etc. The goal is to help resolve client crises by finding the least restrictive alternative. The team works closely with Designated Crisis Responders and other first responders to assess individuals for risk of harm to themselves or others. The Mobile Crisis Team can mobilize and respond to support individuals who are in crisis anywhere in King County.

Mobile Crisis Team Use in Shoreline: DESC tracks the use of the Mobile Crisis Team in Shoreline by referrals from Shoreline Police Department and Shoreline Fire. The chart below shows the number of calls made by Police and Fire to the Mobile Crisis Team per year over the last five years. About 20% of those calls were not responded to by the Mobile Crisis Team. According to DESC staff, this appears to be due to the Mobile Crisis Team being engaged in another case, the team providing a phone consult only, the referred individual was deemed to not to meet

eligibility, or the referral was withdrawn by Police or Fire. About 80% of the time, the Mobile Crisis Team attempted an outreach with an individual, and about 10% of the times they were unable to locate the individual. This means about 70% of the time the Mobile Crisis Team were able to assist Police or Fire with an individual in Shoreline.

Mobile Crisis Team Requests in Shoreline (2017-2021)

	2017	2018	2019	2020	2021	Total
Shoreline Police Department	34	24	17	28	38	141
Shoreline Fire Department	27	13	23	18	21	102
Total	61	37	40	46	59	243

One challenge experienced by Police is the long wait times for the Mobile Crisis Team to respond. The average wait time in the last five years was 64 minutes, and in 2021, this went up to 73 minutes. For Police attempting to respond to someone experiencing crisis, this is a long time to wait for additional assistance. The benefit of the RADAR program will be that a Navigator is on-duty and can respond within a goal time of ten minutes to any of the five cities. The RADAR Program expansion will allow Shoreline and the other member cities to respond faster to people experiencing a behavioral health crisis that the current Mobile Crisis Team and the cities will have control over the program model and Navigator schedule to adjust to meet the community need.

Next Step Recommendation: Staff recommends additional support for RADAR in 2022 to expand to the Phase 3 funding model as soon as possible. Assuming that all five cities continue to participate in the program, that the MIDD funding continues to be one of the revenue sources for the program, and that the participating cities agreed to share the remaining costs based on a population formula, staff estimate’s that Shoreline’s share would be \$41,670 in 2022, a total of \$171,014 for one-time expansion costs over 2022 and 2023, and \$247,437 annually starting in 2023.

The City could pay for Phase 3 implementation plus the one-time expansion costs) with cost savings due to the Shoreline School District no longer wanting a School Resource Officer. The cost savings in 2022 will be \$203,000.

Staff also recommends the City continue pursuing the siting of a crisis triage facility in Shoreline, though additional next steps and possible budget impacts are still unknown.

Exploring an Alternative-Responder Model

During the 2021 City Council Strategic Planning Workshop, Council gave direction for staff to pursue alternative-responder models with the intent of having civilian responders complete work historically performed by Police. During the September 20, 2021, update, Council gave

staff further direction to maintain the current level of service with Police response where there was not a safe, effective, and efficient alternative-responder.

Crisis Responses: Based on the Council’s interest in expanding the RADAR Program, staff is no longer pursuing other possible alternative-responder models for crisis responders outside of RADAR. Instead, staff is working on continuing to pursue additional MHPs and funding sources for RADAR’s expansion and identifying other places in the behavioral health crisis system that need addressing, such as the already mentioned need for a crisis triage facility.

Non-Crisis Responses: Staff presented several non-crisis calls for service types that may be eligible for an alternative service delivery method during the September 20, 2021, Council meeting. Council directed staff to focus future research on the top five non-crisis calls for service, which include welfare checks, trespassing (non-criminal), alarms, noise complaints, and mental health calls. Staff also further researched the Community Service Officer position, which was identified as a possible resource for responding to non-crisis calls.

Top Five Non-Crisis Calls for Service: The top five non-crisis calls for service were identified after reviewing three years of calls for service data in Shoreline from 2017-2019. The following graph shows what was presented to Council in September 2021 regarding these five call types. It includes the number and percentage of calls in 2019 and preliminary possible alternative responses, which were identified prior to further analysis. These calls represented between 20-25% of all calls for service to Police in 2019.

Top Five Non-Crisis Calls for Service to Shoreline Police in 2019

Call for Service Type	# (%) of Calls	Preliminary Possible Alternative(s)
Welfare checks	1,015 (6.45%)	Request Shoreline Fire to respond
Trespassing, non-criminal (parks & businesses)¹	UNK (less than 1,000 per year)	No response
Alarm	1,020 (6.48%)	CECRT responds (1-2 hour delay after hours)
Alarm – Commercial	417 (2.65%)	
Alarm – Residential	603 (3.83%)	
Noise complaint	628 (3.99%)	CECRT responds (1-2 hour delay after hours)
Mental health calls	600 (3.81%)	Future expansion of RADAR or partnership with future crisis clinic

¹ Criminal and non-criminal trespassing are coded the same, therefore more analysis would need to be completed before knowing how many calls would be recommended for an alternative response.

Staff has since reviewed these calls in more depth to understand why someone makes this type of call for service, what a response to this call currently entails, who is authorized to make a response, and what other alternatives currently or could exist in the future for responding to such calls. This information is summarized in the sections below about each of the five types of calls for service.

Welfare Checks: A welfare check is most typically when police stop by a person's home to make sure they are okay. Requests for welfare checks are made by friends, family, and neighbors, typically after someone unexpectedly stops answering their phone, does not answer the door, or mail starts piling up. Welfare checks were once associated with the elderly but have recently been a critical tool for people who are at risk of taking their own life or people are otherwise concerned for someone's mental health and wellbeing. Welfare checks can also be made for people sleeping outside on a bench or street or someone acting erratically. Those calls typically come in from people who do not know the individual they have concerns about.

By their nature, welfare checks are dangerous calls for responding Police Deputies. There is always the possibility of weapons being a factor for a responder at these calls. For this reason, Fire will not respond to welfare checks without a co-response with Police. While both Police and Fire are authorized in certain circumstances to enter a home with force, Fire will not do so without Police for a welfare check. While some calls result in someone being found deceased or having fallen several days before and need medical care, Police have responded to other welfare checks where a person is waiting armed for someone to come to the home. Due to the safety concerns with welfare checks, it is not recommended that these calls are responded to by anyone other than Police or Police with Fire.

Trespassing: Private property owners or businesses call Police when someone is on their property and engaged in behavior that the property owner or business does not want, and Police will respond to potentially trespass that person from the property. While anyone can call to request a trespass on someone, Police will observe the individual's behavior(s) to decide whether to trespass the individual. Police must also have support from the business or private property owner to trespass the person. Police will not trespass an individual based on appearance, race, gender, or other non-behavior related characteristics that could originate from discrimination and instead of exhibited behavior.

A call for service to trespass someone is often made because the person is acting aggressively, and the reporting party feels unsafe. When Police arrive, the individual may try to engage a Deputy physically. Only commissioned Police Officers can authorize a trespass order, though they do not typically make an arrest on the initial trespass request. For a second offense, Police will make an arrest or issue a criminal citation. Due to the need for a commissioned Police Officer to enforce a trespass order, these calls cannot be responded to by anyone other than Police.

Alarms: Private residential and commercial alarms are almost always false. When Police receive these calls, they are considered Priority 3, which is the lowest priority call. As a result, it can take several hours for a Deputy to respond to an alarm call. Once on scene, a Deputy will walk the property and look for open or broken doors or windows or other signs that someone may have entered the home or business. If they believe there is a burglary in progress, they will call for assistance from other officers. Otherwise they will leave a flyer for the property owner or business informing them of the false alarm and that they may be fined for the false alarm by the City if more than one false alarm occurs within a six month time period according to [SMC 9.20.040](#). In other cities served by KCSO, false alarm calls decreased with false alarm fines. The City does not currently have staff to track and send fines to people or businesses with consecutive false alarms within a fining period. This would take additional staff resources to complete, either through a budget add or the reprioritization of other work.

In Burien, Police only respond to confirmed burglaries, meaning that someone must witness an in-progress burglary or find that their property has been burglarized for Police to send a response. This means the alarm company contacts a property key holder (typically the home or business owner) to confirm the alarm. The key holder would likely then need to go to the property to confirm the alarm. Burien's policy decision is based on available resources and the number of false alarm calls Police were responding to that was taking them away from other higher priority calls. While staff is not recommending that at this time, it may need to be revisited in the future due to Police vacancies.

The City's Code Enforcement/Customer Response Team (CECRT) was explored for a possible alternative-response for alarm calls. An afterhours response to an alarm from CECRT would be responded to one to two hours after the initial callout and result in a minimum three hour call out at one and a half rate of pay. This is approximately \$150-175 per alarm call out, which does not include employer paid benefits or taxes.

Staff is recommending that Police continue responding to alarm calls according to the current practice. This model uses existing resources to respond to this lower priority call. That said, an alarm that is manually activated or a panic type alarm is a Priority 1 call, a confirmed burglary in progress is also a Priority 1 call, and for businesses they have a silent hold up alarm, those are a Priority X call. These calls would continue to be responded to according to these higher priority levels. Staff is not recommending that the City stop responding to alarm calls at this time.

Noise Complaints: Noise complaints are usually based on noises coming from a party, the sounds of a moving vehicle, or music from a parked vehicle, but can also be noise from domestic disputes. Responding Deputies bring a sound level meter to measure the noise according to the procedures outlined in [SMC 9.05.030](#). If the Deputy finds that the noise is in

violation of the SMC, they may fine the responsible party \$100. While anyone can be trained on the use of the sound level meter, only Police can fine the responsible party when appropriate.

If the noise complaint is part of an on-going neighbor dispute, as has happened in the past, it may be appropriate to send a RADAR Navigator or the KCSO Community Service Officer (described in more detail below) as a follow up to the noise complaint. On-going issues between neighbors can benefit from mediation or resources to address other underlying issues, such as a reporting party's deteriorating mental health condition that may be contributing to the dispute. As the RADAR Navigator program is stood up, this can be part of the types of follow ups they can do with or without Police.

Mental Health Calls: Non-crisis mental health calls are those where there is no immediate threat of harm to someone but there may be a need for additional services. Often when people do not know who to call, they call 911. RADAR's focus will be on crisis mental health calls, but as people become known to them and are not a known threat, RADAR can start responding without Police when available. These responses may be to people who are elderly and expressing signs of a worsening mental health condition. It could be connecting a teen who is having a bad day to a future crisis triage facility where they can be connected to regular counseling services through their insurance provider. It can also be co-responding with Lake City Partners' Street Outreach Worker to assist with connections to the behavioral health system. The City will continue to pursue opportunities and connections for those with behavioral health needs to be served by and connected to the behavioral health system instead of only being responded to by Police.

Community Service Officer Position: Another opportunity to address non-crisis calls for service is with our existing or adding a second KCSO Community Service Officer (CSO) position. These non-commissioned officers do not carry a firearm but do wear a uniform. Their responsibilities include supporting deputies with law enforcement activities that do not require enforcement authority, coordinating community events, and increasing engagement with underrepresented groups. Examples of law enforcement activities they can perform include mediating and providing crisis intervention for family, landlord/tenant, and neighbor disputes; supporting cases of domestic violence, child/elder abuse and neglect, mental health issues, deaths; interviewing victims and witnesses of various crimes and providing referrals and information on social services, laws, and ordinances and arrange for emergency services; assist traffic control at accidents, hazards, fires, disasters, and public events; and handle, log and process crime scene evidence. The annual cost for an additional CSO would be \$154,644.

While adding a CSO is a viable option for Shoreline, the RADAR Navigator Program expansion may cover many of the desired alternative responses a CSO can accomplish. Additionally, Navigators will not wear a police uniform, will respond in a "civilian" responder vehicle, and will have the additional education and training of a Mental Health Professional that is needed for

effectively working with people in crises of all kinds, including neighbor disputes and domestic violence situations as appropriate. Other King County cities with more than one CSO are currently discussing possibly repurposing CSO funding and using it for Mental Health Professionals instead due to MHPs increased skillset, access to a professional network of other MHPs, and the ability of MHPs to provide affidavits to Designated Crisis Responders and the courts. According to Shoreline's Interim Police Chief, Shoreline may not have enough work for an additional 1.0 FTE based on their non-commissioned role limiting their work and lack of training as an MHP.

Next Step Recommendation: Staff is recommending that crisis and non-crisis Mental Health calls for service continue to be pursued by alternative-responders through RADAR. As RADAR expands, the Navigators could take on additional types of calls when they are not attending to crisis calls, which will be their primary responsibility. Staff is also recommending continued expansion of the RADAR Navigator Program over the addition of a second KCSO Community Service Officer due to the range of knowledge, skills, and abilities a Mental Health Professional will bring to the role.

Staff is not recommending that the other calls are responded to by anyone but Police at this time. It may be possible in the future to pilot a program to fine people or businesses that have excessive false alarms, as provided by the SMC, and this would need to be a collaboration between the KCSO and City based on available resources of both organizations.

Staff had previously recommended that North King County Mobile Integrated Health unit of Shoreline Fire present at a future Council meeting on their program model, future plans, and funding sustainability. This is tentatively scheduled for April 2022.

Address the Inequitable Treatment of Low-Income Misdemeanant Defendants and Lower the Failure to Appear (FTA) Rate

The third element of this goal is addressing the inequitable treatment of low-income misdemeanor defendants. If someone who is low-income or unhoused is charged with a misdemeanor crime in Shoreline, they have a greater likelihood of not receiving a court summons, failing to appear to their court hearing, being arrested for failing to appear, being unable to bail out of jail (typically \$50 for a \$500 bail), and spending more time in jail pre-conviction than they would if they are convicted. There is more to be done to keep people out of jail, continue their ability to be and stay employed, and be free from the burden of criminal justice system related fines and fees.

City Obligations: Under Washington State law (RCW 39.34.180), cities are responsible for providing criminal justice services for misdemeanor and gross misdemeanor offenses committed by adults in their respective jurisdictions. This includes court, jail, prosecution, and public defense services. The County provides for felony, juvenile, family, civil, and small claims cases through District or Superior Court. Cities must carry out their criminal justice

responsibilities through their own courts, staff, and facilities, or by entering into contracts or interlocal agreements to provide these services. The City has provided these services through an interlocal agreement with King County District Court since incorporation.

Cities are obligated to pay for the costs of prosecution and incarceration of persons committing infractions and misdemeanors within the city. The Shoreline City Attorney administers a contract for prosecuting attorney services and staff. The City currently uses King County Jail, South Correctional Entity (SCORE) Jail, and Yakima County Corrections Jail for jail housing services.

The City is required to provide indigency screening and public defense services to individuals who are determined to be indigent or nearly indigent and unable to afford representation themselves. This representation must occur at all criminal hearings, motions, and trials. The City Manager's Office administers contracts for indigency screening services and public defense attorney services and staff.

Establishing Baseline Data: Staff has been working with our criminal justice contract partners with the intent improving outcomes for misdemeanor defendants who are low-income. Staff's initial focus has been to receive data from contract partners for analysis and the establishment of agreed upon baseline data. The hope is that by providing Council with baseline Shoreline criminal justice data with some analysis, Council may weigh in on identified potential solutions based on the analysis. From there, the City can work with partners to pilot programs or policy changes and analyze their impacts on low-income misdemeanor defendants. This can be done through the City implementing solutions it has control over, requesting contract partners to implement policy or program changes, negotiating regional agreements with partners for policy or program changes, or work with other cities to influence changes with contract partners.

Since the City contracts for criminal justice services, it does not have the access or control over the data staff needs for a robust policy analysis. Shoreline does not have data to tell the story of Shoreline's overall misdemeanor jail population, let alone any cross section of that population such as the indigent misdemeanor jail population. Without a clear understanding of who ends up in jail, why they end up in jail, what changes bring them to jail, what underlying conditions may be impacting them being in jail, etc., possible policy or program solutions are only guesses.

Shoreline has not previously asked our partners for the kind of data needed to conduct this analysis in the formats needed until now. A key finding is that the City's contract providers are not collecting many of the types of data about this population that would help us answer these questions and lead to possible solutions, do not have policies in place regarding sharing data with cities contracting for services, do not share data between partners (such as between King County District Court and SCORE Jail), and lack staff to complete timely and effective data reporting for contracting cities.

Shoreline currently has very limited staffing to lead or assist with enhancing the data collection, reporting, and analysis across the City’s criminal justice contract partners. This limitation will influence the speed at which the City can identify possible policy or program concepts for criminal justice reform within the City, in partnership with contract providers, and across the region. As such, staff does not yet have adequate data to do a comprehensive analysis with recommendations. Staff has done some analysis and what follows is some preliminary information for consideration and ideas for future analysis.

Jail Population Trends: Staff has begun working with South Correctional Entity (SCORE) Jail to analyze available data on Shoreline’s pre-sentenced in-custody misdemeanor defendant population. Staff is seeking to create a baseline on jail utilization data to understand what types of interventions and diversions might have the most effect on lowering jail bookings, lowering the length of jail stay, and lowering the need for acute medical and behavioral health services while in jail. Staff requested data for the last five years (2017-2021) of Shoreline SCORE bookings to conduct this analysis.

SCORE has not yet sent all the data City staff requested, which staff believe is due to SCORE Jail not having ever received such a comprehensive data request on their in-custody population. While the City receives daily booking sheets with information on each in-custody defendant, SCORE has not yet been willing to send this same data to the same City staff by year for analysis purposes. The following chart details the data that the City receives from SCORE (either daily or monthly) broken into received for analysis versus not received for analysis. The difference is receiving the data in a spreadsheet form for all five years versus received in PDF form on a daily booking sheet by defendant or on a monthly billing invoice, neither of which is conducive to analysis.

Needed SCORE Data for Analysis

SCORE Data Received for Analysis	SCORE Data Requested for Analysis
<ul style="list-style-type: none"> • Age at Booking • Booking/intake date and release date • Booking number • City of Residence • Ethnicity • Length of stay • Name • Race • Sex 	<ul style="list-style-type: none"> • Booking Charge(s) • Cause Number • Data of Birth • Home phone • Housing Types Used • Medical/Mental Health Needs • Released To • Release Type • SCORE Unique Identifier Number • Start and end dates of billing • Street Address

Staff is continuing to work on this request for information and will update Council with more analysis as additional data is received. Despite initial challenges, staff have made some preliminary findings, using a mix of the daily booking sheets where available, the monthly billing invoices, and the data spreadsheet from SCORE, which are outlined in the following paragraphs.

General Trends: There were 1,930 defendants that accounted for 3,247 bookings from January 2017 – December 2021. Of these, 37.51% were booked only once and 25.19% were booked only twice on Shoreline charges. A future analysis could look at the types of charges, eligibility for a public defender, and other factors, such as race, housing, or type of medical insurance to determine what factors may lead to less frequent jail time and shorter jail stays for those who are low income. Staff needs access to additional data from SCORE to complete this analysis. Analysis could also be done across all SCORE Jail bookings (all member and contract cities) or other jails (King County Jail, Kent Maleng Regional Justice Center, Seattle Jail) to determine if some of the infrequent Shoreline bookings were booked frequently by other cities.

Specialty Housing Trends: SCORE started billing cities separately for three additional types of daily bed services used in 2020: mental health residential unit, medical clinic, and acute mental health unit. These services are billed to cities per defendant per day used in addition to the regular daily rate. These additional daily rates are not stacked on top of one another, rather are billed one at a time in addition to the regular daily rate. Defendants are clinically determined to need additional services over and above what is provided with the regular daily bed and are then transferred to one of these additional units for the appropriate care.

Staff used invoice data from 2020 and 2021 to analyze specialty housing trends at SCORE. Initial findings show that of the 607 total defendants housed in SCORE over these two years, 126 defendants (21%) spent at least one night in specialty housing. Specialty housing accounted for 25% of the total nights spent in jail. This was at a total cost to the City of \$211,907. While the medical clinic and acute mental health unit used about the same for both years, mental health residential use went up about 32%.

City Costs for SCORE Specialty Housing

SCORE Service	2020	2021	Total
Mental Health Residential	\$ 53,265	\$ 70,278	\$ 123,543
Medical Clinic	\$ 33,201	\$ 33,201	\$ 66,402
Acute Mental Health	\$ 11,120	\$ 10,842	\$ 21,962
		Total	\$ 211,907

Staff also looked at median use of stay for each of the three services. Defendants had a median stay of 12 days in the mental health residential unit, two (2) days in the medical clinic, and two (2) days in the acute mental health unit.

Additional analysis on this data would include what charges individuals were booked in on and how many were booked due to a warrant for an FTA. The data seems to indicate that additional behavioral health support is needed for the misdemeanor in-custody population. It would be helpful to know more about the services provided while in jail, what considerations are made for people who are released from jail having spent time in one or more of these specialty housings, and what type of recidivism rates they experience.

High Jail Utilizer Trends: Of the 1,930 defendants booked between 2017-2021, 36 (1.87%) of these defendants were booked eight (8) or more times over the five years studied and accounted for \$404,540 (11.23%) of the regular bed costs to the City. This did not include the costs for any specialty housing they may have also received. Staff are interested in further analysis about the specialty housing services they may have received in jail, in addition to the types of analysis already mentioned above.

While not all data regarding booking charges is currently available, it appears that over half of the high utilizers return to jail because of an FTA warrant. When there for the FTA, they spent anywhere from 1-76 days in jail, with the median days in jail being nine (9). This confirms that interventions to lower the FTA rate continue to be a priority to lower the number of jail bookings.

Additional Data Opportunities: While SCORE Jail does not currently share data with King County District Court (KCDC), there could be opportunities to provide certain types of data to KCDC to help ensure defendants are receiving timely court summons or even have them “opt in” to text message reminders from Court at the time of jail intake or release. KCDC currently does not use text message reminders to any court participants due to the perceived burden to defendants who are indigent for the cost of said text message.

SCORE Jail could additionally start collecting more data that would be helpful to the City to analyze, such as languages spoke, need for an interpreter, if they qualify for and have Medicaid or private insurance, if a person is homeless, if they have a suspended driver’s license, veteran status, and other data to assist with release planning and connection to out-of-custody supports.

There may also be an opportunity to create one data sharing system throughout the State to track the misdemeanor population across criminal justice system providers, so that information gathered by one entity (such as the jails) can be accessed by another (such as the courts) to better connect people to services that will ultimately lower recidivism rates and

increase access to basic services like housing, medical care, and behavioral health care, and possibly even other services like job training, alternative courts, and ESL classes. These concepts are without factual justification without the underlying data to support the need.

At-Home Detention Program: The City previously had a contract for at-home detention from a vendor that has since gone out of business. The City is currently in the final stages of preparing to use the Washington State contract, which will give us the option to use both at-home detention and alcohol monitoring equipment for people who have been deemed indigent. City staff has met with the City's in-custody/primary public defense firm to discuss the use of the State's contract and will be meeting with others impacted by this option in the coming weeks to ensure successful rollout and implementation. The prosecutor or a public defender will be able to request to a judge that at-home detention be used instead of jail time for a defendant. We expect parties will be able to start using this option within the next 90 days, if contracting proceeds as expected. The current State contract expires May 31, 2023, and the City expects to transition to the next State-approved contract when the current contract expires.

Next Step Recommendation: Staff recommends that the City continue to work with its criminal justice partners (King County Sheriff's Office, RADAR Program, King County District Court, and SCORE Jail) to collect and analyze criminal justice data for policy analysis by City staff. Staff also recommends that SCORE Jail present at a future Council meeting on the variety of programs offered to in-custody defendants, including mental health, recidivism reduction, and re-entry programs. Staff would provide an update on negotiations for in-custody defendant's data in the accompanying staff report. This is tentatively scheduled for April 2022.



Memorandum

DATE: February 11, 2022

TO: Mayor and Councilmembers

FROM: Rachael Markle, Planning and Community Development Director

RE: Planning Commission 2022-2024 Work Plan

CC: Debbie Tarry, City Manager
John Norris, Assistant City Manager

Purpose and Background

The purpose this memo is to provide an overview of the Planning Commission Work Plan for 2022 and beyond. The Planning Commission's purpose is to provide guidance and direction for the City's future growth through continued review and improvement to the City's Comprehensive Plan, Development Code, Shoreline Master Program, and other associated land use plans and policies. As part of their role, the Planning Commission holds public hearings and makes formal recommendations to the City Council for matters that require a final legislative action.

The Planning Commission consists of seven members appointed by the City Council. Commissioners are appointed for a term of four years. Regular meetings are held on the first and third Thursdays of every month at 7:00 p.m.

Planning Commission Work Plan

The tables below outline the Planning Commission's work plans for 2022-24. The work plan includes items that occur annually, such as the Comprehensive Plan Docket, as well as multiyear items such as the 2024 Comprehensive Plan Periodic Update.

2022 Planning Commission Work Plan	
Item	Description
2021 Development Code Amendments (Batch #2)	Annual amendments that include: <ul style="list-style-type: none"> • SEPA procedural updates • Tree regulation revisions • Flexibility for reuse of commercial buildings • Misc. “housekeeping” amendments
MUR-70’ Zone Amendments	Amendments to remove barriers to development in the MUR-70’ zone. Areas of focus include parking reductions and development agreement thresholds.
2022 Comprehensive Plan Docket	Comprehensive Plan amendments are considered annually as part of the “docket” process. The Council sets the docket and the Planning Commission studies and makes recommendations to Council on the proposed amendments.
Cottage Housing Development Regulations (Housing Action Plan Implementation)	Cottage Housing was identified as a high priority in the 2021 Housing Action Plan. There is existing policy support in the Comprehensive Plan for cottage housing. Cottage housing allows smaller units clustered around a common open space area and provide another housing option.
Outdoor Seating Development Regulations	Interim regulations for outdoor seating were adopted by City Council in July 2021 in response to the pandemic. Regulations will be developed to provide flexibility for businesses that want to establish permanent outdoor seating areas.
Transportation Master Plan (TMP)	The TMP update began in 2020 and is anticipated to be complete in 2022. The TMP is the long-range transportation plan for the City. Updates to the goals and policies of the Transportation Element within the Comprehensive Plan will also occur as part of the TMP update.
2024 Comprehensive Plan Periodic Update	The Growth Management Act requires that cities periodically update their Comprehensive Plan. The next periodic update for the City’s plan is June 2024. Work on the update will get underway in 2022 and is expected to be ongoing until its adoption in 2024. Some of the focus in 2022 is anticipated on the public participation plan, the plan’s introduction, Land Use Element, and Community Design Element.

2022 Planning Commission Work Plan	
Item	Description
Transfer of Development Rights (TDR) Development Code Amendments and Landscape Conservation and Local Infrastructure Program (LCLIP) Implementation	Council has directed staff to proceed with the LCLIP program. A key component of implementing the program is establishing Development Code provisions for a TDR program. These amendments are scheduled to go to Planning Commission in the second half of 2022 and could extend into 2023.

2023 Planning Commission Work Plan	
Item	Description
2023 Comprehensive Plan Docket	Comprehensive Plan amendments are considered annually as part of the “docket” process. The Council sets the docket and the Planning Commission studies and makes recommendations to Council on the proposed amendments.
2024 Comprehensive Plan Periodic Update	Ongoing work associated with the periodic update of the Comprehensive Plan. Focus in 2023 is anticipated to be on the Housing Element, economic development policies, Utilities Element, the Natural Environment Element, Capital Facilities Element, coordinating with the Parks Recreation and Open Space (PROS) Plan update, as well as continuing work from the previous year.
Parks, Recreation, and Open Space (PROS) Plan Update	The PROS Plan is the long-range plan for the City’s parks, open space, and recreation. In order to remain eligible for grant funding, among other reasons, the plan must be periodically updated.
Deep Green Incentive Program Development Code Amendments	The Deep Green Incentive Program (DGIP) was adopted in 2017. In order to stay relevant and adapt to changing technologies and market demands the program should be revisited and updated as needed.
Housing Action Plan Implementation	The 2021 Housing Action Plan identified several implementation actions. It is anticipated future actions will require Planning Commission review.
2023 Development Code “Batch” Amendments	Annual amendments to the Development Code.

2024 Planning Commission Work Plan	
Item	Description
2024 Comprehensive Plan Docket	Comprehensive Plan amendments are considered annually as part of the “docket” process. The Council sets the docket and the Planning Commission studies and makes recommendations to Council on the proposed amendments.
2024 Comprehensive Plan Periodic Update	Ongoing work associated with the periodic update of the Comprehensive Plan. Focus in 2024 is anticipated to be on continuing work from the previous year on all associated elements, holding public hearing(s), and making a final recommendation to the City Council. The periodic update of the Comprehensive Plan must be adopted by June 30, 2024.
Critical Areas Update Development Code Amendments	The last major update of the critical areas regulations was in 2015. The Growth Management Act requires critical areas regulations be periodically updated. The next update must be adopted by June 30, 2024, but can be extended to June 30, 2025, provided there is a schedule and work on the update is in progress.
Housing Action Plan Implementation	The 2021 Housing Action Plan identified several implementation actions. It is anticipated future actions will require Planning Commission review.
Connectivity	Building on work completed by the UW Evans School in 2020-21, amendments to policies and/or Development Code regulations will be considered to improve connectivity through large blocks.
2024 Development Code “Batch” Amendments	Annual amendments to the Development Code.

Conclusion

The tables above outline the Planning Commission’s work plans for 2022-24. The work plans consist of both annual ongoing work such as the Comprehensive Plan Docket and Development Code amendments, in addition to items mandated such as the 2024 Comprehensive Plan Periodic Update. Other items are those identified and prioritized by the Council. There are several proposed bills regarding missing middle housing being considered by State Legislators as of the writing of this memo that if approved could add significant workload to the Planning Commission during this time period.

In addition to work identified and scheduled above, other issues and opportunities can arise which can shift priorities and move to the top. For example, the ongoing work related to MUR-70' zone code amendments was not scheduled on previous work plans and came in part from the findings identified in the 185th Station Subarea Progress Report and feedback offered by the development community. Other past examples of unscheduled work include drafting development regulations for enhanced shelters, behavioral health centers and professional offices in residential zones.



SHORELINE CITY COUNCIL

Mayor Keith Scully
Deputy Mayor Betsy Robertson
Councilmember Doris McConnell
Councilmember Laura Mork
Councilmember Eben Pobe
Councilmember John Ramsdell
Councilmember Chris Roberts

February 25, 2022

Confidential Document for discussion during this section
provided separately.

Equity and Social Justice Workgroup, Listening Sessions, and Outreach Update

City Council Strategic Planning Workshop, March 4 and 5, 2022

Purpose and Background

On November 30, 2020, Shoreline City Council adopted [Resolution 467](#) declaring the City's commitment to building an anti-racist community through addressing the ways racism is maintained through beliefs, behaviors, and policies. Actions stated in the resolution relate to City leadership, internal training, and organizational practices, as well as community-based efforts, including:

- Work with members of the community to co-create a vision and identify the outcomes and activities of an anti-racist community, and
- Facilitate community listening sessions to hear Shoreline community members' expectations and desired outcomes for City services, policies, and practices.

Co-creating community listening sessions in partnership with community was identified as a core element. Institutions often, and perhaps unconsciously, operate in such a manner as to perpetuate itself. Institutional transformation will only occur when decision-makers and those who control access to information and resources understand and share community values and are accountable to community members ([People's Institute for Survival and Beyond](#)).

Equity and Social Justice (ESJ) Workgroup

Using the principles stated in the resolution of committing to working with members of the community, especially those who identify as Black, Indigenous, Hispanic, Asian, and other People of Color, the City staff formed an Equity and Social Justice Workgroup to design Listening Sessions in April 2021. To engage Community Consultants, an open application process was held and eligibility to apply included the following:

- At least 16 years old
- Work or live in Shoreline
- Have connections to and knowledge of Shoreline organizations and/or resident groups
- Commit to attending ESJ Workgroup planning meetings (all online)
- Support resident participation in Community Listening Sessions

Of the 23 applicants, 13 Community Consultants were selected and represented diverse ethnic backgrounds, experiences, and ages. There were 4 youth, 2 older adults, 4 people who identified as Black/African American, 2 who identified as Native American/Indigenous, 4 who identified as Asian, 1 who identified as Jewish, 1 as Latinx, and 2 as Multi-racial. ESJ Workgroup Community Consultants were compensated \$50/hour for planning meetings.

The ESJ Workgroup had 10 sessions from May through August to discuss the design and approach for Community Listening Sessions and key principles. The consultants also reviewed four draft presentation on topics identified as most relevant for City engagement, including: Shoreline’s racial history and internal organizational work; police services; affordable housing and homelessness; and community resources.

Four key principles were identified in planning the listening sessions:

1. **Actionable:** Structure sessions to identify actions that are sustainable and with accountability to build trust.
2. **Community-Centered Design:** Prioritize Black, Indigenous, Hispanic/Latinx, Asian, and other People of Color (BIPOC) communities. Build respectful partnerships which honor culture and co-design listening sessions that are tailored to specific needs.
3. **Build an Anti-Racist Community Movement:** Support community networking and organizing through strengthening relationships and engaging broad participation.
4. **Support Systems Change and Transformation:** Be strategic and thoughtful to make institutional change and support community leadership development.

Community Listening Sessions

In the fall, Community Consultants were asked to support planning and implementation of Community Listening Sessions. Two Community Listening sessions have taken place. [United Shoreline Organized Against Racism \(USOAR\)](#) hosted a Listening Session on September 22, 2021, to learn more about the [Response Awareness, De-Escalation and Referral \(RADAR\) program](#) and efforts to support alternatives to police response. The [recording](#) of the USOAR Listening session is posted on the City’s YouTube page. Key areas of focus included:

- Continue to support and enhance alternative responder model
- Hire qualified staff representative of the community being served and provide effective training
- Reduce use of force, and especially disproportionate use of force with people of color

On November 5, 2021, Black Coffee Northwest’s Youth Internship program hosted a closed Listening Session for youth to discuss and share ways they want to see Shoreline become an anti-racist community. Discussion included increasing both individual relationship building and community-wide events to bring people together, such as:

- **Relationship Building**
 - Respect everyone
 - No one is judged by skin color
 - Broaden community connections
- **Community-wide Opportunities**
 - More events for Black and other People of Color to learn about diverse history and cultures

- More diversity in classes offered and afterschool activities

Listening Session Planning

In Fall 2021, the City's Equity and Social Justice Program Coordinator began outreach for partnership on other Community Listening Sessions with additional groups. Due to the process of groups re-forming, returning to in-person school, and the need to balance work, family, and other psychological stressors due to COVID, groups preferred to wait until after the fall and holidays to partner on co-creating Listening Sessions. Groups the City has reached out to include:

Youth

- Shorecrest and Shorewood Black Student Union (BSU)
- Korean Community Service Center
- Youth Outreach and Leadership Opportunities (YOLO)

Recent Immigrants

- Hopelink ESL for Work classes (no Shoreline participants during the fall session)
- Canopy Tutoring Program (serves East African families)

Parents of Color

- School District Affinity Groups (groups were still forming, per Family Engagement Coordinator)
 - Indigenous
 - Asian
 - Latinx
- Parent Training Leadership Institute (PTLI) and Washington Alliance for Better Schools (WABS) – both programs started their training academies in the fall and participants did not have time/capacity at that time to participate

Low-Income Older Adults

- Residents of Blakely Senior Apartments – concerns were shared regarding holding Listening Sessions online as technology is challenging and hoped for in-person option

Next Steps

Staff will continue to stay connected with those groups previously contacted and reach out to other potential partners for Community Listening Sessions and to support their community building efforts.

In addition to the Listening Sessions, the City's Intergovernmental Program Manager will be leading Community Conversations after the 2022 legislative session. These Community Conversations will support relationship building between law enforcement and community members. These efforts will likely connect to the [Conversations with the Chief](#) video series, update the community on legislative policies, and potentially delve into other City issues.

City's Policies and Practices for Supporting Issues and Events Through Council Resolution

City Council Strategic Planning Workshop, March 4 and 5, 2022

Discussion Question

During the December 2021 Council mini-retreat, a Councilmember-elect suggested that the Council explore the adoption of a resolution in support of federal Medicare for All legislation. Other Councilmembers suggested that Council review the existing Council policy on issuing Council Resolutions to see if the Council is still supportive of their current direction which states that Council Resolutions have a local connection to City business, services and/or funding, and not focus on policy or political issues that have no local connection.

Background

This Council position on Resolutions was discussed by the Council in 2016 when [Resolution No. 395](#) was considered that year. Resolution No. 395 prohibited non-essential City-related travel to the State of North Carolina following that State's adoption of legislation that reversed a City of Charlotte, North Carolina ordinance that allowed individuals to use public restrooms consistent with their gender identity/expression (known at the time as the "bathroom bill"). While this Resolution had broader political implications (national concern about LGBTQ+ rights), there was also a local connection to the Resolution. The National League of Cities Conference in 2016 was to be held in Charlotte, North Carolina, and the Council did not want to support local tax dollars being spent in a State with LGBTQ+ policies the Council could not support. Prior to the discussion and adoption of this Resolution at a regular Council meeting, the Council did discuss the Resolution Policy at a dinner meeting and reaffirmed the Council policy and felt that this specific Resolution still met the test of having a local connection.

Council Reports

In 2017, the City Council also discussed and agreed that during the Council Reports agenda item at Council meetings, Council Reports would be focused on City-related business, such as to report on a regional committee, an event that a Councilmember attended on behalf of the City, or work the Councilmember was engaged in as a Councilmember for Shoreline. Council did discuss whether Council at the time felt that it would be ok for a Councilmember to bring up or address more general or personal statements about their beliefs or a statement of conscience, which may not be directly related to their work as Councilmembers. Similar to the Council Resolutions policy, the Council at the time felt that Council Reports should be related to City business and have a City connection.

Recommendation

While it is up to Council to determine what your policy should be for the use of Council Resolutions, staff feels that continuing to focus on Resolutions with a local connection to Shoreline and to City business and services is wise. As Councilmembers who are non-partisan, focusing on broader political issues may run afoul of your role as non-partisan local elected officials. Of course, Resolution No. 395 clearly articulated a broader political and social viewpoint supported by the Council at the time, but with the connection to the spending of local funds, staff feels that this Resolution was still in alignment with Council's current direction. Staff recommends that Council not change your current policy on Council Resolutions.



City Information Provided to Shoreline Residents – Property Owners and Renters

City Council Strategic Planning Workshop, March 4 and 5, 2022

Discussion Question

The Council requested information on how the City provides written communication to Shoreline households, specifically households occupied by renters. This memo provides general answers regarding the City's mailed communication.

Communication Types

Shoreline residents and property owners receive a variety of mailed communications from the City. Depending on the purpose and how the mailing list is constructed as well as requirements of the City's Code, residents and property owners may receive different mailings. The following provides the three main types of mailed communications and whether rental units and/or property owners receive the communication

"Citywide" Mailings

Citywide mailings are communications sent to all Shoreline households, regardless of whether the household is owner-occupied. This occurs through the City's use of bulk mailing "carrier routes" where a US Postal Carrier is provided enough copies (about 22,000 for all of Shoreline) of the communication to provide one to every household, including every apartment/dwelling unit in multi-family buildings. These communications are typically addressed to "Postal Customer." In addition to these bulk mailings, the City has an additional database listing 2,400 Shoreline postal customers whose carrier routes cross jurisdictional boundaries (primarily into Lake Forest Park), which ensures the City does not overprint or pay for communications to non-residents. Mailings to these postal customers is provided to all households, including individual dwelling units in multi-family buildings. The City contracts with an external vendor, Consolidated Press, for the printing and mailing of our Citywide communications.

Examples of Citywide mailings include *Currents*, the City's quarterly Recreation Guide (past program participants from outside of Shoreline also receive this), and one-off citywide mailings such as the recent factual flyer on the Proposition 1 Park Bond Measure, environmental services information, etc. Staff have not received any recent complaints that certain households are not receiving their Citywide mailings, but if staff did receive a complaint such as this, the address would be added to the supplementary list to make sure the resident receives future mailings. Because the City delivers Citywide Mailings via carrier routes, it is possible that an individual US Postal Carrier may fail to deliver to every household. However, staff have not heard major or widespread concerns of this occurring. If these concerns were to be raised, staff would investigate and follow up with the Postal Service.

Development Code-Required/Land Use Communication

The Development Code (SMC Title 20) provides for certain instances where individuals are to receive notice through the mail about a project action or neighborhood meeting near their property. This includes the requirement to notice a Neighborhood Meeting (SMC 20.30.090), to make notice of application (SMC 20.30.120), and to notice a public hearing (SMC 20.30.180). Typically, the Code requires that property owners located within a certain amount of feet (often 500 feet) in these instances shall receive this notice. This noticing requirement includes property owners outside the City limits if the 500 feet crosses jurisdictional lines.

Unlike Citywide mailings and communication, the Development Code is prescriptive for these mailings in that they are to be sent to “property owners” or the “owners of real property,” not to renters or general residents. Thus, if a multi-family building is included in the area that would receive this Code-required communication, it would be sent to the owner of the multi-family building, which could be an individual, a limited liability company, etc., and not the residents or tenants of the building. This is also the case for a single-family dwelling unit or any size of structure; just the property owner of record would receive notice, even if the property owner is out of City or State. The address information used for these mailings is from the King County Assessor’s Office, which identifies only the property owner. The exception to this is for public notices of decision (SMC 20.30.150), which are sent to all parties of record and to any person who requested the notice of decision.

To provide broader community communication, the Development Code also requires that sites be physically posted with land use action signs, such as for notices of application, and for site-specific public hearings, and that the notice also be placed in the newspaper of general circulation.

If Council were interested in exploring expansion of this notice requirement in the Code, staff would recommend that the Code be reviewed through the annual Development Code Amendment process. There may be some potential legal questions to review, such as whether a renter would have standing to appeal a decision if they received notice of a specific action but were not a property owners in the area. There would also likely be cost and staffing impacts, as creating a site-specific mailing to include all residents and property owners has the potential to be much more time intensive.

Project-based or Neighborhood-specific Communication

The City also provides mailings to various subsets of property owners/residents of the City, such as to a neighborhood or to an area near a specific City capital project or City program. The boundaries of these mailings are more fluid and less defined than Code-required communications. In these instances, staff generally use the City’s Geographic Information System (GIS) database or other data sources, such as the King County Parcel Viewer, to obtain addresses in the defined area.

For project communication, the goal is to provide communication to all residents and not just property owners. Staff will often work to construct mailing lists that include individual dwelling

unit addresses in multi-family buildings so as to provide communication to renters as well as property owners. Similar to bulk mailings, staff typically addresses project mailers to “Shoreline Resident,” therefore both owners and renters receive notifications. There are also instances when staff use business license data to communicate with commercial entities. As noted above, constructing mailing lists can be labor intensive and may generate mixed results for communicating with all residents in the area. However, to provide transparent communication to all residents, this has become the expectation for how project and program communication is conducted if mailings are included in a communication plan.

Staff is planning to standardize project and program communication to ensure consistency across City projects that generate mailings to residents. This includes determining a radius from a project location for mailed communication. While Code-required mailings are typically prescribed in the Development Code at a radius of 500 feet, sometimes 1,000 feet, from a project site, there is no set standard for City project and program mailed communication. Staff may use the following standards as examples when mailed communication is provided, with the understanding that not all projects are the same:

- *Small, localized utility replacement projects*: mail to renters and property owners within 300’ of project site.
- *Sidewalk installation projects*: mail to renters and property owners within 500’ of sidewalk location.
- *Large Corridor projects (145th/175th/185th Streets)*: mail to renters and property owners within ½ mile of the corridor.

This level of ‘mailed outreach’ for a project or program is of course supplemented with many other forms of outreach, including direct meetings/project briefings with the neighborhood associations adjacent to a project, meetings with various stakeholder groups, in person and virtual open houses, website and social media postings, articles in Currents, physical signage in neighborhoods and near project sites, etc. These other forms of public communication regarding City projects and programs are already standard City communications.

Summary

The recipient of mailed communication depends on who should receive the communication and, when it comes to land use, what is in the City’s Code. For major communications going to everyone, all households, including all apartment/condominium units, will receive the mailing regardless of if it is owner- or renter-occupied. For Code-required notices, only property owners receive the notice. The goal for project-specific communication in a defined area are that all residents to receive mailings, but it may be mix of residents and property owners depending on the ability to construct complete mailing lists for all residents.



Point of Sale Sidewalk Repair Program

City Council Strategic Planning Workshop, March 4 and 5, 2022

Discussion Question

Councilmember Roberts asked if Shoreline has the authority to implement a point-of-sale program for fixing the sidewalks in the City. Below are links to information attached to the request:

- [Blomberg City Lab “A path to safer Sidewalks”](#)
- [Putting Cities Back on Their Feet, Journal of Urban Planning and Development - September 2010](#)
- [RCW 35.69.020; Resolution of necessity - Liability of abutting property - Reconstruction](#)

Response

It does not appear that the City is prohibited by state law from developing a Point-of-Sale sidewalk repair program. However, it also does not appear that any other city in Washington State has developed such a program. In our research, the City of Seattle is the only Washington city that has investigated this approach to sidewalk repairs.

Background

The Shoreline Municipal Code (Section 12.05.020) provides that the abutting property owner is responsible to maintain the sidewalk in a safe condition:

12.05.020 Abutting property owner to maintain sidewalk in safe condition.

A. It shall be the responsibility of the owner of property abutting upon a public sidewalk to maintain the sidewalk at all times in a safe condition, free of any and all obstructions or defects, including but not limited to ice and snow.

B. Expense of Maintenance and Repair To Be Borne by Abutting Property Owner Thereof. The burden and expense of constructing, maintaining and repairing sidewalks along the side of any street or other public place shall fall upon and be borne by the property directly abutting thereon. [Ord. 51 §§ 2, 3, 1995]

The City has not embarked upon a program of identifying and enforcing repair of deteriorated sidewalk by abutting property owners. In the past, the City has repaired some severely damaged areas of sidewalk in response to public complaints. The City has informed property owners of their responsibility when contacted and through Currents articles, etc. As Council is aware, depending on the amount of damage to a sidewalk, it would determine the extent of repair needed and the associated cost.

In June 2018, the City Council approved an additional \$20 annual Vehicle License Fee (VLF) for sidewalk maintenance and repair, increasing the total annual VLF to \$40. The additional fee allows the City to increase sidewalk maintenance funds from approximately \$152,000 per year to \$730,000 per year. The status of this program was discussed at the February 7, 2022 City Council meeting, and more information can be found in the [staff report](#) for the meeting.

Discussion

A Point-of-Sale Sidewalk Repair Program works by requiring property owners to repair sidewalks at the time their house is sold. The paper [“Putting Cities Back on Their Feet”](#) best describes the process, how it supports the ADA, etc. At a high level, this Point-of-Sale strategy requires that before any property sale, the city inspects the sidewalk fronting the property. If the sidewalk is damaged, the owner must fix it, or have a commitment to fix it, before completing the sale. There are different ways to meet this requirement, including the homeowner making repairs before the sale, contracting with the buyer to make the repairs after the sale, or contracting with the City to make the repairs. At the conclusion of the process, a Certificate of Compliance is issued. A flow chart of the process is included below:



Pasadena, CA Program

Pasadena, California, which has had a pre-sale certification/inspection program since at least the 1970s, was featured in the Bloomberg article. In fact, many cities in California have these types of [programs](#).

The purpose of the program is not just for sidewalks; it is about ensuring that the property is safe, doesn't have unpermitted work, etc. Much of the information is similar to Washington State's Form 17 – the Seller's Disclosure form required by RCW 64.06 used when property is sold. The difference is that if there are outstanding code violations or unpermitted work, then the seller is to correct prior to closing on the sale (or the buyer assumes). If property is not eligible for self-certification (available since 2019), then an inspection is



required followed by a completion certificate when compliance achieved. There is a small fee for this, and the City does the inspection work.

In 2016, [California's State Auditor](#) was finding Residential Building Records, which a Point-of-Sale Sidewalk repair program would fall under, were lacking regarding enforcement and tracking properties for sale. It appears that the tracking issue burden of compliance would fall to the Escrow/Mortgage company to ensure that a completion certificate has been issued. However, the penalty for failure to comply, especially if the sale has closed and the seller has left the jurisdiction, may not be effective or efficient.

Specific for sidewalks, Pasadena has an extensive program. First, Pasadena has a sidewalk assessment fee that is required to be paid prior to sale (or maybe at escrow). Not all properties have this assessment, only those that Pasadena has previously applied the assessment to and assumedly this assessment goes into a sidewalk fund for future construction.

Shoreline can do such an assessment program under RCW 35.68 or other mechanism such as a local improvement district (LID). Second, the City has sidewalk assistance programs – a 50% rebate for property owners and 70% for income eligible. Shoreline is already limited to recouping no more than 50% of the cost of sidewalks from an abutting property owner by RCW 35.69, so this seems to be similar, it would be addressing those who don't have funds. In the end, Shoreline already has some of these tools under the RCW as has been explained in previous memorandums to the Council. In addition, some cities waive permit and inspection fees for a property owner's sidewalk repair project which helps to reduce costs for that owner but still required to meet standard specs.

Seattle Program

The City of Seattle has a considerable backlog of sidewalk repairs. In the Seattle Department of Transport's (SDOT's) work to address this backlog, there are three papers of interest related to Point-of-Sale Sidewalk Repair question as well as general discussion of Seattle's sidewalk repair challenges and opportunities.

- In March 2018, SDOT prepared a policy memo on the Sidewalk Assessment Project. This memo included a recommendation for further evaluation of a "Point of Sale" program where the seller of a property is responsible for correcting the sidewalk issues. Exemptions can be made under certain circumstances (inability to pay, short sale, etc.). This memo can be found as Appendix E to the Auditor's Report on the Seattle Sidewalk Maintenance and Repair Program below.
- In June 2020, SDOT and the University of Washington Evans School developed [Policy Recommendation for Sidewalk Repair in Seattle](#). While this paper does not discuss a Point-of-Sale program, it provides a good discussion of the challenges of maintaining existing sidewalks and other alternatives to make repairs.



- In October 2021, the Seattle City Auditor released the [Auditor’s Report on the Seattle Sidewalk Maintenance and Repair Program](#). The report has the following recommendation regarding establishing a Point-of-Sale program:
 - Recommendation 2 - To help improve sidewalk conditions in Seattle, the Seattle Department of Transportation should work with the City Attorney’s Office to explore the use of a Buy, Sell, Repair Ordinance. This builds upon a March 2018 Policy Memo from SDOT’s Interim Director to the Mayor and her Executive Team – Key Policy Issues #2 Point of Sale. This is where the seller of a property is responsible for correcting the sidewalk issues. Exemptions can be made under certain circumstances (inability to pay, short sale, etc.).

Seattle, like Shoreline, is struggling to maintain its sidewalk inventory to an acceptable quality and meet ADA standards. Many of the issues facing both cities are the same or similar. The Auditor’s report is recent and an SDOT action plan on this recommendation has not developed.

Summary

As with all regulations, their success comes down to staff resources and enforcement (which was the problem found by the CA Auditor). Program success requires resources for processing of the system, inspection services, follow-up inspections, compliance, etc. There would also need to be allowances for low-income households, for properties being sold that are intended to be redeveloped within a certain period of time, validity period of an issued certificate (e.g., is the certificate good for five years?), etc.

Establishing a Point-of-Sale Sidewalk Repair requirement and associated program is a “focused time” application of many of the tools available to the city under RCW 35.69. As mentioned earlier, the City has elected not to utilize them under a more general sidewalk inspection program that would require property owners to repair defective sidewalks. However, a Point-of-Sale program may be more attractive to homeowners if the cost of the repair can be rolled into the purchase and sale transaction rather than an out-of-pocket expense after an inspection.

Items for Council Consideration

Is the City Council interested in further exploring:

1. A Point-of-Sale Sidewalk Repair requirement and associated program?
2. An Inspection/complaint-based Sidewalk Repair program?



Return to In-Person Council Meetings

City Council Strategic Planning Workshop, March 4 and 5, 2022

Discussion Question

This memo provides an update on the hybrid video conferencing technology being installed in the Council Chamber, R-104, and R-303 and information to help Council determine when to return to in-person Council meetings.

Background

In November 2021, Council decided that, while online City Council meetings have been successful and productive, meetings should return to in-person when it is safe to do so. During this discussion Council elected for the continued opportunity for remotely provided public comment (either by telephone or video conferencing software) and staff presentations at Council meetings.

Since the City's Council Chamber and conference room audio video infrastructure did not adequately allow for a quality meeting experience when attendance is a mix of in-person and remote participants, Council authorized the City Manager to contract with a vendor to install technology to support hybrid video conferencing.

Technology Upgrades Update

The City contracted for technology improvements in the Council Chamber and eight (8) other meeting rooms throughout City Hall. These improvements include integrated cameras, microphones, and upgraded LCD displays or projectors. The Chamber microphone system for in-person meetings was reprogrammed and rebuilt to improve the quality for a mix of in-person and remote participants.

Each Councilmember will continue to have a monitor at the dais and it will display the remote meeting participants and shared content from the video conferencing software (such as Zoom). The new technology will continue to allow for public comments provided remotely by telephone or video conferencing software as well as in-person from the speaker's podium.

When in-person, the Council uses the Chamber for its Regular Meetings; Conference Room 104 (located off the Council Chamber) for Executive Sessions; and Conference Room 303 (on the third floor) for Workshop Dinner Meetings. While the majority of the hybrid technology installation in the Council Chamber has been completed, due to global supply chain issues, there are a few backordered pieces of essential equipment. Staff estimates the Council Chamber and Room 303 will be fully operational with staff training completed by March 28. As of mid-February, Room 104 still had critical equipment on backorder with no estimated date for delivery, and therefore it is unknown when hybrid technology will be available in this room. If

Council returns to in-person meetings before this conference room is ready, Council may recess into Executive Session in Room 303 if necessary.

Past Council Actions

At the beginning of the COVID-19 pandemic, Council took several actions to accommodate remote meetings. When Council decides to return to in-person meetings, some of these past actions will automatically expire, while Council will need to take action to terminate or modify others. The following is a list and description of past Council actions, including whether there is any additional action needed by Council when in-person meetings resume:

- In March 2020, Council voted to suspend the Council Rules regarding voice vote (directing the Clerk to do roll call vote) and to omit the Flag Salute from the agenda while Council is meeting remotely. When Council goes back to in-person meetings, the original Rules will be reinstated. ***No action is required to lift the suspension.***
- In June 2020, Council adopted Resolution No. 459 mandating remote meetings and public hearings until the Council determines it is safe to conduct meetings in-person again. The Resolution required the following:
 - Suspension of certain Council Rules –
 - Rule 5.3 Regular Meetings in Council Chambers at Shoreline City Hall.
 - Rule 5.5 Workshop Dinner Meetings in Room 303 at Shoreline City Hall.
 - Directs the Planning Commission and Parks Board to suspend any rules or practices that requires meetings or public hearings to occur in person at Shoreline City Hall and to hold all of their meetings online.
 - Requires Council, Planning Commission, and Parks, Recreation, and Cultural Services/Tree (PRCS) Board to provide for attendance by members of the public, in real time, that allow the public listen to or watch the meeting and hear all speakers, and, if applicable, provide for public comment or testimony in accordance with any applicable state law or applicable adopted rules.
 - Adopts Remote Meetings and Hearings Procedures.

This Resolution is in effect until further action of the Council amending this Resolution, or until the Council terminates the [Local Declaration of Public Health Emergency of the City Manager](#). ***Council will need to take action to repeal the directives in Resolution No. 459 prior to returning to in-person meetings.***

- In November 2021, Council amended its Rules of Procedure to allow for remote attendance by Councilmembers, the public, and staff when Council decides it is safe for meetings to go back to in-person. The Rules currently state that Council “expects Councilmembers attend meetings in-person” but allows a Councilmember to attend remotely when they are not able to physically be present. The requirements for remote attendance are found in Section 5.13 of the [City Council Rules of Procedure](#).

When Council decides to return to in-person meetings, the City Council Rules of Procedure already have provisions for accommodating hybrid meetings. ***No action is needed by Council to allow Councilmembers, the public, and staff to participate in a hybrid meeting.***

Council Policy Questions

Staff would like Council's feedback on the following questions regarding a return to in-person Council meetings:

1. When does Council elect to return to in-person meetings?

If Council elects to return to in-person meetings, Council will need to first repeal/amend Resolution No. 459 or end the public health emergency, as noted above. Council could take action to repeal or amend this Resolution on March 21st, in time for an in-person return on March 28th, at the earliest. If Council decides not to return to in-person at this time, when would Council like to next reassess the return date?

2. Does Council elect to mandate that the Planning Commission and PRCS/Tree Board also return to in-person meetings at the same time?

Resolution No. 459 directs the Planning Commission and PRCS/Tree Board to suspend any rules or practices that requires meetings or public hearings to occur in-person at Shoreline City Hall and to hold all of their meetings online. Repealing Resolution No. 459 or ending the public health emergency would require the Planning Commission and PRCS/Tree Board to hold meetings/hearings according to their own Bylaws. If Council were to repeal Resolution No. 459 in March or April, the Planning & Community Development Director and Recreation, Cultural and Community Services Director have requested an allowance of two to three months additional time to remain meeting remotely so that their Commission's and Board's Bylaws can be updated to accommodate hybrid meetings.

3. Does Council want to return to inviting a guest to receive calendared proclamations at meetings? Would the recipient be invited to attend in person, virtually, or leave it to the guest to decide?

4. If Council decides to resume Workshop Dinner Meetings and offer a hybrid format for the public, does Council elect to record and archive these meetings or only offer them for live viewing?

Council Workshop Dinner Meetings were not recorded in the past. The hybrid technology allows for this option.

5. Does Council want to allow dinner guests and/or staff to have the option to participate in Dinner Meetings remotely?

The hybrid technology would allow for dinner guests and/or staff to attend the meeting remotely.

Considering Compensation for Community Members of City Boards, Commissions and Advisory Committees

City Council Strategic Planning Workshop, March 4 and 5, 2022

Discussion Question

Should the City of Shoreline pay a stipend to residents that participate on City Boards, Commissions and Advisory Committees?

Background

Boards and commissions comprised of members of the public help to guide the policy, programs, budget priorities, and community engagement at every level of government. These bodies typically have oversight over a particular policy area or aspect of governance, such as land use or police operations. They may be permanent or convened for a specific period of time and purpose (ad hoc), such as a salary commission. Participation on such committees are most often unpaid volunteer commitments. Shoreline is aligned with its peers in this regard: the City's Planning Commission and Parks, Recreation and Cultural Services/Tree Board members are unpaid, though members may be reimbursed for travel and registration expenses to some conferences and trainings, such as the American Planners Association Conference. Similarly, the ad hoc Council Salary Commission and Financial Sustainability Advisory Committee, both of which will be convened this year, are also unpaid.

In recent years, some in the nonprofit and public sectors have suggested that providing a stipend to board/commission members will diversify the kinds of people that participate, therefore providing better representation of and engagement with the whole community. A need-based stipend could open opportunities to individuals who cannot otherwise afford to take time away from their jobs and families. Additional benefits may include better attendance and engagement at meetings; holding members accountable for performance; varied approaches to problem-solving; awarding valuable personal time and contributions; and bringing diverse expertise from different viewpoints to the board or commission.

Distinction between Boards/Commissions/Committees and Community Consultants

The City recently hired and paid 'community consultants' to support and contribute to the City's implementation of Resolution No. 467, committing Shoreline to becoming an anti-racist organization, and the development of the City's Climate Action Plan. Where boards and commissions provide policy recommendations and feedback to the organization, community consultants were paid to accomplish an identified scope of work within a project where the City had a gap in knowledge or expertise. This is consistent with the reason other consultants are

hired by the City. In these cases, the City was paying for the creation of culturally appropriate community engagement strategies through attendance at planning and community meetings.

Findings Analysis

In local governments around the Puget Sound region, just a few examples of paid boards and commissions emerged in staff research:

Commission	Compensation	Notes
Bonney Lake Planning Commission	\$50 per meeting, max two/month	Committee chair compensated \$25 additional per mandatory meeting. Enacted in 2001.
Bothell Planning Commission	\$100 monthly stipend	Provided to Planning Commissioners, some do not accept stipend. Enacted 1978. No other Bothell boards/commissions receive stipends.
Duvall Planning Commission	\$25 per meeting	Applies to regular and special meetings. Enacted in 1994.
King County Boards and Commissions	Depends on group and ordinance	Four of 55+ current groups and one time-limited 2021 committee receive compensation. Two future commissions will receive compensation. <i>See details below.</i>
Monroe Planning Commission	Up to \$75 per meeting	Members may also be reimbursed for other expenses necessary for role.
Olympia (all Boards, Commissions, Committees)	\$25 per meeting \$50 per meeting for members who are low-income	2021 Ordinance 7275 revised OMC to add stipends, highlights that members may waive receiving a stipend. Low-income members need to certify that they are low-income.
Seattle Community Police Commission	Need-based stipend of \$550 per month	Commissioners must submit a simple form detailing financial hardship monthly.
Seattle Design Commission	\$25/hour	Members are trained architects, urban planners, and professional engineers, and are paid in recognition of expertise on technical aspects of Seattle capital projects.
Seattle Green New Deal Oversight Board	Need-based \$50 per hour served	Members serve without pay but may request if participating presents financial hardship.
Puget Sound Regional Council	Need-based stipend of \$125 per meeting	PSRC committee and focus group participants may be compensated only if their employer does not already pay them for the time spent on PSRC meetings. Many participants in PSRC work are municipal staff or elected officials and therefore ineligible for the stipends.



Across the handful of paid boards in the region, a broad spectrum of pay scales and rationales emerge. In a few cities like Duvall and Bonney Lake, Planning Commission members have been paid a small stipend per meeting since the inception of those Commissions. Of Shoreline's comparable cities in King County, the City of Bothell is the only one which offers a stipend to Planning Commission members, allowed under a 1978 ordinance. In Seattle, most of the City's more than 70 boards and commissions are unpaid, but the Community Police Commission offers its members a need-based stipend for participation. The stipend was implemented in 2017 in recognition of several factors: the significant amount of work and time committed by commissioners; the possibility that economic considerations may prevent some individuals from participating; and that having a commission of predominately Black, indigenous, and other people of color doing work that may be traumatizing without any compensation does not align with the City of Seattle's race and equity values. In 2021, the Olympia City Council voted to add stipends to all boards, commissions, and committees to encourage broad participation of community members and remove economic barriers for participating.

King County has more than 55 active boards and commissions, most unpaid. Currently, members of four, the Board of Appeals and Equalization, CTV Citizens Advisory Committee, Personnel Board, and King County WA State Boundary Review Board, receive per diem compensation for their work, the amount depending on time requirements. Recently enacted ordinances establishing new boards and committees have increasingly included compensation. Two commissions, the Human and Civil Rights Commission and the Renters Commission are in the process of being created and the respective 2019 founding ordinances included per diem compensation for meetings. The short-term King County Public Safety Advisory Committee, which worked from April – September 2021, compensated nongovernmental members at \$150 per meeting with maximum compensation of \$2,500 per member.

Recommendation

Staff do not recommend that the City pay all members of boards and commissions outright, as current policy is consistent with Shoreline's peers. Shoreline also does not lack for sufficient applicants for Commission vacancies, as demonstrated by 29 applicants for open Parks, Recreation and Cultural Services/Tree Board positions in 2021, and 28 applicants for open Planning Commission positions in 2020. Staff does recommend that Council discuss whether a need-based stipend may attract a more racially and economically diverse pool of applicants, and how the City's goals of equity and inclusion may be advanced by paying members of some commissions.

Prohibition on the Use of Public Facilities to Support or Oppose a Ballot Measure

City Council Strategic Planning Workshop, March 4 and 5, 2022

Summary

State law, [RCW 42.17A.555](#), prohibits the use of facilities of a public office or agency to support or oppose a ballot measure or an election campaign for public office.¹

Analysis

The definition of “public facilities” is very broad and includes, but is not limited to, the use of stationery, postage, equipment, use of employees during working hours, vehicles, office space, publications of the office, or even lists of persons served by the local government. In a nutshell, this prohibition means that elective or appointive personnel of local governments may not work to support or oppose a ballot proposition during work time or allow “public facilities” or the use public resources for that purpose.

The law, however, provides for three specific exceptions to the prohibition on using public facilities to support or oppose a ballot proposition:

1. Legislative body motions/resolutions. A city council may vote on a motion or resolution to express a collective decision in support or opposition to a ballot proposition, provided it first follows the following required procedural steps in [RCW 42.52.180](#), including:

- The notice for the meeting must include the title and number of the ballot proposition, and
- Members of the legislative body or members of the public must be allowed an approximately equal opportunity to express an opposing view.

2. Statements by elected officials. An elected official may make a statement in support or opposition to a ballot proposition at an open press conference or in response to a specific inquiry.

3. "Normal and regular conduct." Activities which are part of the normal and regular conduct of the local government are allowed. Under this exception, a city may prepare an objective and neutral presentation of facts concerning a ballot measure. For example, details could be provided to citizens concerning the financial impact of an initiative on the local government, such as how revenues would be affected by its passage. Notwithstanding this exception, the

¹ This prohibition was part of Initiative 276 adopted by the voters in 1972.

Public Disclosure Commission (PDC) has interpreted this provision very narrowly, therefore, great care must be taken that this information be presented in a fair, objective manner.

Regulations adopted by the PDC also explain that [RCW 42.17A.555](#) does not prevent an agency from “making its facilities available on a nondiscriminatory, equal access basis for political uses.” [WAC 390-05-271\(2\)\(a\)](#). (“Use of agency meeting facilities is permitted when the facility is merely a ‘neutral forum’ where the activity is taking place, and the public agency in charge of the facility is not actively endorsing or supporting the activity that is occurring.”)

Additionally, the PDC recognizes an individual’s right to express their own view point and clarifies in its regulations that [RCW 42.17A.555](#) does not restrict the right of local government officials or employees to express their own personal views concerning, supporting, or opposing any candidate or ballot proposition, *so long as that expression does not involve a use of public facilities*. [WAC 390-05-271\(1\)](#). This means that elected officials and staff may campaign on their own time, using their own supplies and equipment, for or against a ballot proposition by preparing brochures, mailings, doorbelling, and other such activities. Local employees and officials may also write letters to the editor expressing their personal views, and they may even identify their position with the local government. However, there should be no implication in the letter that the writer is expressing an official position on behalf of the local government.

Below are some common examples of activities city officials may and may not do in relation to Ballot Measures provided by the Association of Washington Cities (AWC). It is not intended to be comprehensive.

Activities that are allowed:

- Elected officials and city staff may speak at community forums and clubs during regular work hours to make an objective and fair presentation of the facts on a ballot measure if it is normal and regular conduct. City equipment (projector, laptop) may be used for the presentation.
- Elected officials may attend an event any time during the day and give their opinion about a ballot measure, as long as they are not being compensated by the city or using any public equipment, facility or vehicle (with exceptions for specific inquiries).
- City employees or elected officials may use their job title with the city in a letter to the editor (written on their own time using their own computer). They must clarify that they are expressing their own opinion, and not speaking for the city.
- A city employee may respond to a political inquiry by providing routine factual information if that is part of their normal job duty.
- Members of an elected council may vote to support or oppose an initiative or referendum. If the council plans to vote to take a position on an initiative or referendum, the notice of the meeting when the vote will be taken must include the title and number of the ballot proposition. Council members or the public must have an equal opportunity to express an opposing view.

- Elected officials may make statements supporting or opposing an initiative or referendum in response to a specific media inquiry. All city officials may respond to requests for factual information as part of their normal job duty.
- A city may use its website, newsletter, or other publications to provide citizens with information about an issue that directly impacts the city, looking at all available information. If you routinely provide objective and fair facts on a ballot measure or controversial issue, you may present objective and fair presentation of facts on the ballot propositions.
- If your website or newsletter publishes resolutions or reports on council activity, you may report on action taken on a resolution.
- Distribution of all information must be to "normal and regular" recipients, using the publication's regular schedule. Repeated distribution of the same information may be considered campaign activity by the PDC.
- A city website may be used to inform citizens about anticipated ballot measure impacts, and allow readers to explore an issue through detailed links, if part of normal conduct and do not link to campaigns. Websites may be updated according to the city's normal procedures.
- City employees may provide in-house contingency planning (what if an initiative or referendum passes). This isn't a public activity. This includes researching the impact of a ballot proposition for the purpose of gathering facts.
- City employees may respond to requests for public records even if the records will be used in support or opposition of a measure, as long as the record isn't exempt from disclosure under state law.

Activities that are not allowed:

- City officials may not use public facilities, supplies or equipment, for any campaign purpose. This includes phones, copiers, mail facilities, computers, email, social media, websites, uniforms purchased with city funds, and paper products. City officials may not reimburse the city for usage of these facilities. City officials may not use city vehicles to transport or display political material.
- City officials may not promote or oppose a candidate or ballot measure during work hours. This includes gathering signatures, distributing materials, coordinating speakers/fundraising/ phone banks, etc. It does not include elected official statements on ballot measures in response to a specific media inquiry.
- City officials may not produce information that targets specific subgroups. This does not refer to mailing to groups that are on the city's regular distribution list.
- City employees may not oppose or support an issue or candidate before a civic group on city work time. It must be on personal time.
- City officials may not have a petition available for signature at city hall, or other city facility or vehicle.
- City officials may not post signs advocating for or against candidates or ballot measures on any city property.

- City employees or elected officials may not pressure city employees to participate in campaign activities for a ballot measure or candidate, take a position or coordinate informational activities with campaign work.

Conclusion

Because the restrictions and exceptions in relation to the prohibitions contained in [RCW 42.17A.555](#) are complex, each council member should review and understand the Public Disclosure Commission (PDC) guidelines ([Local Government Agencies in Election Campaigns](#)) before participating in relation to any ballot measure or other election activities, including taking a position on a ballot measure. If unsure, clarification should always be sought from the PDC at (360) 753-1111 and/or the City Attorney's office.

SHORELINE: *IN FORWARD MOTION*

VISION

Shoreline is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, and play, and most of all, call home.

MISSION

Fulfilling the community's vision through highly valued public services.

VALUES

Integrity: Act with honesty, openness, and accountability.

Teamwork: Accomplish goals, resolve issues through quality communication and collaboration.

Respect: Listen, value others, and treat everyone with fairness and dignity.

Innovation: Learn from experience, explore new ideas, and implement creative solutions.

Sustainability: Exemplify and encourage sustainable practices in our organization and community.

ORGANIZATIONAL GOALS

Delivery of Public Services: Continue to make Shoreline a desirable place to live and invest by providing public services that are valued by our community.

Organizational Strength: Enhance the effectiveness of our organization through development of employee skills and knowledge.

Fiscal Sustainability: Secure and sustain long-term financial sustainability to ensure delivery of public services to our community.

Achieve Council Goals: Complete action steps included in the adopted City Council Goals.





VISION 2029

Imagine for a moment that it is the year 2029 and you are in the City of Shoreline.

This vision statement describes what you will see.



VISION 2029

Shoreline in 2029 is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, play and, most of all, call home. Whether you are a first-time visitor or long-term resident, you enjoy spending time here.

There always seems to be plenty to do in Shoreline -- going to a concert in a park, exploring a Puget Sound beach or dense forest, walking or biking miles of trails and sidewalks throughout the city, shopping at local businesses or the farmer's market, meeting friends for a movie and meal, attending a street festival, or simply enjoying time with your family in one of the city's many unique neighborhoods.

People are first drawn here by the city's beautiful natural setting and abundant trees; affordable, diverse and attractive housing; award-winning schools; safe, walkable neighborhoods; plentiful parks and recreation opportunities; the value placed on arts, culture, and history; convenient shopping, as well as proximity to Seattle and all that the Puget Sound region has to offer.

The city's real strengths lie in the diversity, talents and character of its people. Shoreline is culturally and economically diverse, and draws on that variety as a source of social and economic strength. The city works hard to ensure that there are opportunities to live, work and play in Shoreline for people from all backgrounds.

Shoreline is a regional and national leader for living sustainably. Everywhere you look there are examples of sustainable, low impact, climate-friendly practices come to life – cutting edge energy-efficient homes and businesses, vegetated roofs, rain gardens, bioswales along neighborhood streets, green buildings, solar-powered utilities, rainwater harvesting systems, and local food production to name only a few. Shoreline is also deeply committed to caring for its seashore, protecting and restoring its streams to bring back the salmon, and to making sure its children can enjoy the wonder of nature in their own neighborhoods.



A CITY OF Neighborhoods

Shoreline is a city of neighborhoods, each with its own character and sense of place. Residents take pride in their neighborhoods, working together to retain and improve their distinct identities while embracing connections to the city as a whole. Shoreline's neighborhoods are attractive, friendly, safe places to live where residents of all ages, cultural backgrounds and incomes can enjoy a high quality of life and sense of community. The city offers a wide diversity of housing types and choices, meeting the needs of everyone from newcomers to long-term residents.

Newer development has accommodated changing times and both blends well with established neighborhood character and sets new standards for sustainable building, energy efficiency and environmental sensitivity. Residents can leave their car at home and walk or ride a bicycle safely and easily around their neighborhood or around the whole city on an extensive network of sidewalks and trails.

No matter where you live in Shoreline there's no shortage of convenient destinations and cultural activities. Schools, parks, libraries, restaurants, local shops and services, transit stops, and indoor and outdoor community gathering places are all easily accessible, attractive and well maintained. Getting around Shoreline and living in one of the city's many unique, thriving neighborhoods is easy, interesting and satisfying on all levels.



Neighborhood CENTERS

The city has several vibrant neighborhood "main streets" that feature a diverse array of shops, restaurants and services. Many of the neighborhood businesses have their roots in Shoreline, established with the help of a local business incubator, a long-term collaboration between the Shoreline Community College, the Shoreline Chamber of Commerce and the city.

Many different housing choices are seamlessly integrated within and around these commercial districts, providing a strong local customer base. Gathering places - like parks, plazas, cafes and wine bars - provide opportunities for neighbors to meet, mingle and swap the latest news of the day.

Neighborhood main streets also serve as transportation hubs, whether you are a cyclist, pedestrian or bus rider. Since many residents still work outside Shoreline, public transportation provides a quick connection to downtown, the University of Washington, light rail and other regional destinations. You'll also find safe, well-maintained bicycle routes that connect all of the main streets to each other and to the Aurora core area, as well as convenient and reliable local bus service throughout the day and throughout the city. If you live nearby, sidewalks connect these hubs of activity to the surrounding neighborhood, bringing a car-free lifestyle within reach for many.



The Signature BOULEVARD

Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eateries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transition to adjacent residential neighborhoods gracefully. Shoreline is recognized as a business-friendly city. Most services are available within the city, and there are many small businesses along Aurora, as well as larger employers that attract workers from throughout the region. Here and elsewhere, many Shoreline residents are able to find family-wage jobs within the City.

Housing in many of the mixed-use buildings along the boulevard is occupied by singles, couples, families, and seniors. Structures have been designed in ways that transition both visually and physically to reinforce the character of adjacent residential neighborhoods.

The improvements put in place in the early decades of the 21st century have made Aurora an attractive and energetic district that serves both local residents and people from nearby Seattle, as well as other communities in King and Snohomish counties. As a major transportation corridor, there is frequent regional rapid transit throughout the day and evening. Sidewalks provide easy access for walking to transit stops, businesses, and connections to adjacent neighborhoods.

Aurora has become a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces serve as gathering places for neighborhood and city-wide events throughout the year. It has state-of-the-art stormwater treatment and other sustainable features along its entire length.

As you walk down Aurora you experience a colorful mix of bustling hubs – with well-designed buildings, shops and offices – big and small – inviting restaurants, and people enjoying their balconies and patios. The boulevard is anchored by the vibrant Town Center, which is focused between 175th and 185th Street. This district is characterized by compact, mixed-use, pedestrian-friendly development highlighted by the Shoreline City Hall, the Shoreline Historical Museum, Shorewood High School, and other civic facilities. The interurban park provides open space, recreational opportunities, and serves as the city's living room for major festivals and celebrations.



A HEALTHY Community

Shoreline residents, city government and leaders care deeply about a healthy community. The city's commitment to community health and welfare is reflected in the rich network of programs and organizations that provide human services throughout the city to address the needs of all its residents.

Shoreline is a safe and progressive place to live. It is known region wide for the effectiveness of its police force and for programs that encourage troubled people to pursue positive activities and provide alternative treatment for non-violent and non-habitual offenders.

BETTER FOR THE Next Generation

In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Community involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighborhood scale, and its decision making processes reflect that belief. At the same time, elected leaders and city staff strive for efficiency, transparency and consistency to ensure an effective and responsive city government.

Shoreline continues to be known for its outstanding schools, parks and youth services. While children are the bridge to the future, the city also values the many seniors who are a bridge to its shared history, and redevelopment has been designed to preserve our historic sites and character. As the population ages and changes over time, the City continues to expand and improve senior services, housing choices, community gardens, and other amenities that make Shoreline such a desirable place to live.

Whether for a 5-year-old learning from volunteer naturalists about tides and sea stars at Richmond Beach or a 75-year-old learning yoga at the popular Senior Center, Shoreline is a place where people of all ages feel the city is somehow made for them. And, maybe most importantly, the people of Shoreline are committed to making the city even better for the next generation.





Framework GOALS

The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.



FG 1: Continue to support exceptional schools and opportunities for lifelong learning.

FG 2: Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.



FG 3: Support the provision of human services to meet community needs.

FG 4: Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.

FG 5: Encourage an emphasis on arts, culture and history throughout the community.

FG 6: Make decisions that value Shoreline's social, economic, and cultural diversity.

FG 7: Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.

FG 8: Apply innovative and environmentally sensitive development practices.

FG 9: Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.

FG 10: Respect neighborhood character and engage the community in decisions that affect them.

FG 11: Make timely and transparent decisions that respect community input.

FG 12: Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.



FG 13: Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.

FG 14: Designate specific areas for high density development, especially along major transportation corridors.

FG 15: Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.

FG 16: Encourage local neighborhood retail and services distributed throughout the city.

FG 17: Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.

FG 18: Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.



2021-2023 Citywide Workplan
All Department Goal Data

#	Council Goal	Action Step #	Action Step	Action Step Coordination Lead	Implementation Step	Implementation Project Manager	Start	Finish	Ongoing Project / Program	Project Status	% of Project Complete	Project Health	Notes/Comments	As Of:
1	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	1	1. Conduct a review of development that has occurred in the 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones	Rachael Markle	Complete 145th Street Station Subarea Plan periodic report	Andrew Bauer	03/01/21	05/31/22	Yes	On Hold	5%	On Track	Strategy outline of report from 185th report will be the basis for this report	01/03/22
2	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	1	1. Conduct a review of development that has occurred in the 145th Station Areas and identify City policies and regulations that may need to be revised in order to realize the City's vision of mixed-use, environmentally sustainable, and equitable neighborhoods within the MUR zones	Rachael Markle	Develop new or revised policies – cross reference to report on Improving Walkability in Shoreline's Link Light Rail Station Subareas	Andrew Bauer	01/01/23	06/01/23	No	On Hold	10%	On Track	Work can build from the "Ticket to Ride" walkability study and can be reexamined after the MUR70 amendments and when there is more large-scale development that is completed.	01/03/22
3	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	1	2.Amend the development regulations for MUR-70 to increase the likelihood of realizing the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable, communities	Rachael Markle	Update MUR-70' regulations to better align with Council vision	Andrew Bauer	10/01/21	06/30/22	No	In Progress	50%	On Track	Amendments to be informed by direct at joint Council/Planning Commission meeting in Fall 2021; Joint meeting to be held 10/25. PC to consider draft amendments Q1 2022.	01/03/22
4	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	1	2.Amend the development regulations for MUR-70 to increase the likelihood of realizing the vision for transit-oriented development in the station areas, including affordable housing, transit-supportive densities, and vibrant, walkable, communities	Rachael Markle	Joint Council/Planning commission Workshop	Andrew Bauer	01/01/21	10/25/21	No	Complete	100%	Complete	Joint meeting held 10/25/21. Direction provided to staff and work is underway to bring draft amendments to PC for consideration in Q1 2022.	01/03/22
5	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	3	3. Implement the Community Renewal Plan for Shoreline Place including completion of the intersection improvements at N 155th St and Westminster Way N, the adoption and impelmentation of revised signage requirements, and the processing of Phase 1 and Phase 2 permits	Tricia Juhnke	Complete construction of intersection improvements at N 155 th Street and Westminster Way	Leif Johansen	2/1/2020	5/31/2021	No	Complete	100%	Complete	Construction is complete. Project is in close out	01/03/22
6	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	3	3. Implement the Community Renewal Plan for Shoreline Place including completion of the intersection improvements at N 155th St and Westminster Way N, the adoption and impelmentation of revised signage requirements, and the processing of Phase 1 and Phase 2 permits	Rachael Markle	Develop and Adopt the Sign Design Guidelines	Andrew Bauer	04/12/21	12/31/21	No	Complete	100%	Complete	Shoreline Place Signage Design Guidelines were adopted by the Planning Commission 11/4/21 and became effective immediately.	01/03/22
7	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	3	3. Implement the Community Renewal Plan for Shoreline Place including completion of the intersection improvements at N 155th St and Westminster Way N, the adoption and impelmentation of revised signage requirements, and the processing of Phase 1 and Phase 2 permits	Rachael Markle	Process Phase I and 2 permits to implement the Shoreline Place Development Agreement	Cate Lee	1/1/2020	12/31/22	Yes	In Progress	30%	On Track	Binding Site Plan Approved; Administrative Design Review approved for Block E - Commercial PADS E1 & E2; Pre Application Meetings for Block D - multi family bldg.; permits for partial demo of Sears issued; site development and ROW permits for Block E commercial pads issued. Block E building permits submitted on 12/29/2021 (COM21-3032 & COM21-3034), these are commercial (retail) buildings.	01/03/22

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8	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	4	4. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible, and responsive permitting services.	Rachael Markle	Implement electronic plan review - refinement of the procedures to clean up	Jarrold Lewis	01/01/19	01/01/24	No	In Progress	75%	At Risk	Next steps: highlight & promote electronic plan submittal process with applicant; and transition all reviewers to use BluBeam to make comments on permit applications. Staff turn over has delayed progress. Electronic submittals are outpacing the way we are using Sharepoint resulting in a less than optimal organization/tracking system for electronic files and submittals. We are exploring other systems like My Building Permits and would like to learn more about Sharepoints capabilities. Unfortunately, PCD does not have the expertise to make improvements to maximize Sharepoints capabilities.	01/05/22
9	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	4	4. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible, and responsive permitting services.	Rachael Markle	Launch next set of permits in eTRAKIT	Jarrold Lewis	01/01/19	01/01/23	No	In Progress	35%	On hold	The next set of permits will likely include sign permits, tree removal permits, side sewer, and ROW franchise blanket permits. These permits are selected since they do not require large plan sets or complicated fee payment. We need the latest upgrade for TRAKIT to be installed to move forward with additional ETRAKIT permits.	01/05/22
10	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	4	4. Continue to implement development review and permitting best practices, including the expansion of the City's online permit capabilities and the development of permit turn-around time targets, so that permit applicants experience predictable, timely, accessible, and responsive permitting services.	Rachael Markle	Conduct quarterly development stakeholder meetings	Jarrold Lewis	01/01/21	12/31/22	Yes	In Progress	25%	Not on Track	Reboot of Developer Stakeholder Meeting held on June 10, 2021. Due to COVID meeting restrictions, there were no Developer Stakeholder meetings in 2020. Rebooted our invite list and working with past and potential new attendees to develop our meeting topic list for the year. Only managed to hold one Developer Stakeholder meeting. Particularly difficult year to follow through with this goal due to largely to staffing issues and increased permitting demand caused by updated Building Codes in 2021.	01/05/22
11	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	5	5. Enhance business retention and expansion efforts by building relationships and identifying regulatory challenges, especially in the post-pandemic environment	Nathan Daum	Conduct business outreach to interview local companies and develop database of information	Nathan Daum	05/01/21	04/30/22	Yes	In Progress	50%	On Track	Shoreline Chamber contract executed in September for this work. Chamber hired Selam Habte who is conducting outreach to businesses now.	01/06/22
12	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	6	6. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies to support these businesses	Nathan Daum	Meet with prospective investors	Nathan Daum	01/01/21	12/13/22	Yes	In Progress	50%	On Track	Provide market information and meet with businesspeople including restaurateurs, coffee-shop/roastery owners, medical practitioners, creative-industries professionals to promote opportunities to invest in Shoreline.	01/06/22
13	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	6	6. Facilitate collaboration with and between members of the business community to support new businesses and identify strategies to support these businesses	Nathan Daum	Coordinate with Shoreline Chamber of Commerce to support grand openings, ribbon cuttings, and other new business launch activities	Nathan Daum	01/01/21	12/31/22	Yes	In Progress	50%	On Track		01/06/22
14	CG_1__Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Colleen Kelly	Draft project charter and work with identified team to develop the plan for expending Federal ARPA dollars.	TBD	04/15/21	03/31/25	No	In Progress	30%	On Track	City Council approved initial allocations on June 14, 2021 and infrastructure projects September 13, 2021. Allocations were included in the Mid-Bi update scheduled for November 2021. Council Update scheduled for 01/24/22	01/03/22

2021-2023 Citywide Workplan
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15	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Colleen Kelly	Track and monitor ARPA expenditures and submit reporting documents as required	TBD	07/01/21	03/31/25	No	In Progress	20%	On Track	Created a GL/JL structure for all ARPA funded projects. Shared structure with PMs in charge of parts of funding.	01/03/22
16	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Colleen Kelly	Hire ARPA Coordinators	Colleen Kelly	05/01/21	10/01/21	No	Complete	100%	Complete	.4 FTE started in late June by adding time to existing part-time staff position. 1.0 Limited Term FTE is expected to start on Oct 1, 2021. Judy Kuguru started Oct 1 as expected.	01/03/22
17	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Colleen Kelly	Research ARPA regional and state programs	Suni Tolton & Judy Kuguru	07/01/21	12/31/23	No	In Progress	50%	On Track	Research is ongoing as programs are developed/changed due to demand/response or utilization. Info. being used to update City's ARPA resources website.	01/03/22
18	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Randy Witt	Adopt ARPA Capital Expenditure Plan	tbd	06/01/21	12/31/21	No	Complete	100%	Complete	Project funding for PS26 upgrade and WW lines near/in the 145th project (w/o I-5) were approved by Council on September 13th. This will move to capital project project reporting.	01/03/22
19	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	7	7. Implement programs to support the community with funding from the Federal American Rescue Plan Act, Coronavirus Local Fiscal Recovery Fund	Colleen Kelly	Develop Human Service ARPA expenditure Plan recommendation for Council Consideration	Colleen Kelly	01/01/22	12/31/23	No	In Progress	50%	On Track	We anticipate the ARPA research to be complete by Oct/Nov at which time staff will begin working with residents to access existing resources and begin identifying gaps we may want to recommend for local ARPA support. First expenditures made to purchase grocery cards for Holiday Gift Baskets. 2022 Human Services expenditure recommendations will be going to City Council on Jan 24, 2022.	01/06/22
20	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	8	8.Adopt the Housing Action Plan to help plan for additional housing choices, associated policies and regulatory modifications	Rachael Markle	Finalize and adopt the Housing Action Plan	Andrew Bauer	06/01/20	05/24/21	Yes	Complete	100%	Complete	Council adopted May 2021	01/03/22
21	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	8	8.Adopt the Housing Action Plan to help plan for additional housing choices, associated policies and regulatory modifications	Rachael Markle	Cottage Housing	Andrew Bauer	01/01/23	12/01/23	Yes	In Progress	0%	On Track	Council adopted the HAP on 5/24/21. Through the Council review process interest was expressed in advancing a work program item for cottage housing regulations. WA Dept of Commerce grant was awarded Nov 2021. Consultant procurement is underway and work on cottage housing code amendments expected to begin in Mid-Feb 2022.	01/03/22
22	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	8	8.Adopt the Housing Action Plan to help plan for additional housing choices, associated policies and regulatory modifications	Rachael Markle	Housing Element Review	Andrew Bauer	06/01/20	06/30/24	No	On Hold	50%	On Hold	Review existing Comprehensive Plan Housing Element, evaluate alignment with current goals, and suggest revisions to be included in future Comp Plan update process. Due to the overall delay of Comprehensive Plans until 6/2024 the GMPC will not produce the final Countywide Planning Policies and growth targets until the end of 2021. We will not be able to adopt our Comp Plan updates until we can confirm that they are consistent with the Countywide policies. Housing Element updates will be incorporated as part of the 2024 major update to the Comp Plan	01/03/22
23	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor tunities	9	9.Participate in the State's Master Plan process for the Fircrest Campus and advocate for uses compatible with the City's vision for underutilized properties	Jim Hammond	Tracking DSHS work on revision and refinement of campus master plan; working with DSHS and DNR staff on plans to generate revenue from site	Jim Hammond	01/01/20	12/31/22	Yes	In Progress	75%	On Track	DSHS is working on its Master Development Plan application, with intent to submit soon. They are seeking to complete the process by mid-2022. DNR and DSHS have announced that they are revising their lease agreement at the Fircrest Campus, and approximately 12 acres in the SW corner will be removed from the campus. DNR owns that land, and will work with the city on a separate track to move toward revenue-generating development. Next steps include partition of the land and potentially a comp plan amendment and rezone. Timeline is still TBD.	12/30/21

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24	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor_tunities	10	10. Monitor the outcomes of the ground floor commercial requirements in the North City and Ridgecrest Neighborhoods. Use lessons from this early adoption to model future development regulations for the first floor of multi-family developments	Andrew Bauer	Continue to monitor and report back on outcomes as new development occurs within affected areas in Ridgecrest and North City	Cate Lee	04/01/20	12/01/24	Yes	In Progress	90%	In Progress	Substantial amount of jurisdictional research completed. Online survey for residents and developers from 4/17/20 to 5/17/20. PC study session #1 on 6/18/20. PC study session #2 on 8/6/20. PC public hearing held on 9/3/20. City Council discussion item on 9/21/20. Going back to CC for adoption on 10/19/20. Adopted by City Council on October 19, 2020 (Ord. 901). Ongoing monitoring of development outcomes to occur as new development occurs within affected areas in Ridgecrest and North City (none to date).	01/03/22
25	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor_tunities	11	11. Pursue renewal of the City's Levy Lid Lift that expires at the end of 2022 to ensure the ability to deliver critical public services to the Shoreline Community	Sara Lane	Form and facilitate discussion with a Financial Sustainability Advisory Committee to evaluate the progress of the 10 Year Financial Sustainability Plan (10YFSP)	Rick Kirkwood	11/16/21	06/30/22	No	In Progress	5%	On Track	> Draft workplan and charter for Financial Sustainability Advisory Committee-2022 (FSAC-22) will be reviewed by staff January 6, 2022. > February 2022 Currents article drafted that advertises membership applications. > Website and online application form are ready to go live. > Membership Applications due February 14, 2022. > Discussions with consultant to facilitate meetings underway.	01/05/22
26	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor_tunities	11	11. Pursue renewal of the City's Levy Lid Lift that expires at the end of 2022 to ensure the ability to deliver critical public services to the Shoreline Community	Sara Lane	Facilitate discussion on Potential Levy Lid Lift Proposition with Council	Rick Kirkwood	05/01/22	08/01/22	No	Not Started	5%	On Track	> Draft workplan to be reviewed by staff January 6, 2022 includes dates for Council discussion and potential action in June and July 2022. > Preparation of Council materials for June 27 discussion will begin in May to meet June 9 deadline for CMO review. > The last day Council could take action on a resolution placing a measure on the ballot is August 1.	01/05/22
27	CG_1_Strengthen_Shoreline_s_Economic_Climate_and_Oppor_tunities	12	12. Support King County Metro's evaluation of the 192nd Park and Ride as a potential location for expanded transit operations and transit-oriented development	Rachael Markle	Assist King County with rezoning of R-18 portion of property to MB.	Steve Szafran	06/01/21	11/01/22	No	In Progress	5%	On hold	King County has chosen to not proceed with the Comprehensive Plan Land Use change and rezoning for next year.	01/05/22
28	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	1	1. Implement the Sidewalk Rehabilitation and Sidewalk Construction Programs	Tricia Juhnke	Establish the Plan for the Implementation of New Sidewalk Construction	Bob Earl	01/01/20	09/15/21	Yes	Complete	100%	Complete	Consultant has completed concept plans for all locations, an implementation schedule has been developed and the website has been significantly updated to include the schedule, FAQs, background information and a video. Based on the implementation plan - 1st Ave NE was completed in summer 2021; 5th Ave is in design and will be constructed in summer 2022; 20th Ave NW started design in 2021 and construction is scheduled for late 2022/early 2023.	01/03/22
29	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	1	1. Implement the Sidewalk Rehabilitation and Sidewalk Construction Programs	Tricia Juhnke	Complete Sidewalk rehabilitation on sidewalks on 5th Ave NE (NE 165th to 175th) and 15th Ave NE (NE 160th to NE 170th)	Leif Johansen	01/01/21	08/31/23	Yes	In Progress	5%	On Track	5th Ave: The design contract has been executed with the consultant (DOWL). Design activities began in December 2021 and will be completed Q4 2022. Construction is scheduled for summer 2023. 15th Ave: 60% design is scheduled for February 2022. Public outreach spring 2022 and construction in summer 2022.	01/05/22

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30	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	2	2. Continue to implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond, if passed	Dan Johnson	Ensure Adequate Park Land for Future Generations (PROS Plan #7) by acquiring priority properties including in Westminster Triangle, 185th Street station area, and Paramount Open Space	Nathan Daum	08/01/17	12/31/22	No	In Progress	85%	On Track	PROS Plan Strategic Action Initiative #7 sets goal to add 5 acres of new park land by 2023 One of two Paramount properties secured in 2020 as well as 185th property. Westminster Property acquired March 2021. Brugger's Bog property acquired in August 2021. Three parcels on 10th at 185th acquired in Nov/Dec '21.	01/06/22
31	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	2	2. Continue to implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond, if passed	Dan Johnson	Expand Outdoor Recreation Facility Opportunities (PROS Plan #3) by adding amenities needed to maintain level of service	Kirk Peterson	08/01/17	06/30/23	No	In Progress	40%	At Risk	8/24/2021	12/30/21
32	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	2	2. Continue to implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond, if passed	Dan Johnson	Enhance Walkability In and Around Parks (PROS Plan #9) by adding new and refurbished trails and sidewalks.	Kirk Peterson	08/01/17	06/30/23	No	On Hold	50%	On Hold	Pending the Park Bond	12/30/21
33	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	3	3.Continue to explore strategies for replacement of the Shoreline Pool and Spartan Recreation Center	Sara Lane	Identify and prioritize options for replacement of the Shoreline Pool and Spartan Recreation Center as part of the PROS Plan update	Dan Johnson	01/01/22	12/31/23	No	In Progress	5%	On Track	Submitted a multi-city grant application, grant decision in Feb. 2022	12/30/21
34	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	4	4.Implement the Urban Forest Strategic Plan, including the Green Shoreline Partnership	Sara Lane	Maintain, enhance and protect the urban forest (PROS Plan #8) by Implementing Urban Forest Restoration Projects	Kirk Peterson	12/31/18	06/30/23	No	In Progress	60%	On Track	PROS Plan Strategic Action Initiative #8 sets goal to restore 10 acres of urban forest by 2023. 5 Acres brought into restoration in 2020. 7 Acres in planning for 2021 and 5 acres in planning for 2022.	12/30/21
35	CG_2_Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	5	5.Continue to implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Bethany Wolbrecht-Dunn	Implement Salmon-Safe Conditions	Bethany Wolbrecht-Dunn	01/01/21	12/31/22	Yes	In Progress	60%	On Track	Staff has officially met five of 12 conditions as of August, 2021. All Salmon-Safe deliverables are expected to be complete by April 2024.	01/05/22

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36	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	5	5.Continue to implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Bethany Wolbrecht-Dunn	Update 2013 Climate Action Plan	Cameron Reed	01/01/21	12/31/22	Yes	In Progress	40%	On Track	The first public workshop for the CAP was held November 30, 2021. Wedge analysis is underway and ES staff is working with other staff on internal review of proposed actions to include in the CAP. Community engagement is continuing with a community survey and additional workshops scheduled for March 2022.	01/05/22
37	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	5	5.Continue to implement the 2020-2022 Priority Environmental Strategies including implementation of Salmon- Safe certification activities, resource conservation and zero waste activities, and an update of the City's Climate Action Plan	Bethany Wolbrecht-Dunn	Implement Community Waste Reduction & Diversion Programs	Cameron Reed	01/01/21	12/31/21	Yes	Complete	100%	Complete	Staff, Recology, and contractors are continuing to run the Business Compost Incentive program pilot to support composting at restaurants around the City; we currently have 8 signed up for the program. ES staff secured additional grant funding to continue the Waste Wise program to support proper recycling a additional multifamily properties around the City. A contractor is being hired to support this program in 2022-2023. Recology continues to provide education on waste reduction and recycling to businesses, apartments, and single-family residents. A program to promote composting to single-family residents will begin in first quarter 2022.	01/06/22
38	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	6	6.Implement Phase One of the City Maintenance Facility Project, which includes construction of maintenance facilities at the Brightwater property and preliminary design of the Hamlin North Maintenance facilities	Bob Earl	Design, permit and construct Ballinger Maintenance Facility	Zach Evans	01/01/20	12/31/22	No	In Progress	50%	On Track	CMF final design work at Ballinger (formerly Brightwater) is nearing completion. Revised schedule is to advertise winter 2021/2022 and begin 8-10 month construction in Q2 2022.	12/30/21
39	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	6	6.Implement Phase One of the City Maintenance Facility Project, which includes construction of maintenance facilities at the Brightwater property and preliminary design of the Hamlin North Maintenance facilities	Bob Earl	CMF Preliminary design (30%) for NMF and Hamlin yard	Zach Evans	08/01/21	12/31/22	No	Not Started	0%	On Hold	CMF preliminary design at Hamlin and NMF has not started. Deferred likely until 2022. Expected to begin Q2 2022, shortly after Ballinger bids come in and remaining funding is confirmed to cover this step.	12/30/21
40	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	7	7.Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Bob Earl	Complete design and permitting and construction for the Hidden Lake Dam Removal Project / Design Phase 1 & 2 and permitting completed by middle 2021, summer 2022 construction of dam removal and associated restoration. Phase 2 construction anticipated summer 2023	Laura Reiter	01/01/20	12/31/24	Yes	In Progress	70%	On Track	90% of the design complete, construction not started. All easements and ROW have been acquired. Originally scheduled for June 2020, permit submittals were completed in Q1, 2021. Design is on track for Phase 1: 2022 Hidden Lake Dam Removal. Construction was originally scheduled for 2021 but will shift to 2022 - 2023 . Phase 2 of construction (culvert replacement) is on track for 2024 construction.	12/30/21
41	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	7	7.Continue implementing the proactive strategy of the adopted 2017-2022 Surface Water Master Plan	Lance Newkirk	Implement the re-issued 2019-2024 Western Washington Phase II Municipal Stormwater Permit (NPDES Phase II Permit)	John Featherstone	01/01/18	06/30/24	Yes	In Progress	65%	On Track	Staff is actively working towards fulfilling all permit requirements. The Permit was active as of 8/1/2019, and implementation of most requirements have been phased to occur between 2020-2023. Staff is currently tracking deadlines for each new requirement, identifying staff responsibility, and tracking implementation. All Permit deadlines to date have been met, and we are currently on track to meet all future deadlines.	01/05/22

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42	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	8	8.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	TMP document update -update travel demand forecast model, the Comp Plan Transp. Element, street typologies, modal plans and supporting policies	Nora Daley-Peng	01/01/20	12/31/22	Yes	In Progress	30%	On Track	Consultant contract awarded in October 2020- work in progress. Travel demand forecast model calibration to County-assigned growth allocations is completed. Consultant is running the forecast model and developing draft modal policies and plans.	12/29/21
43	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	8	8.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	Update transportation concurrency framework, identify growth projects, and update Transportation Impact Fees (TIFs)	Nora Daley-Peng	01/01/20	12/31/23	Yes	In Progress	5%	On Track	Consultant contract awarded in October 2020 - these tasks will follow the adoption of the TMP update.	12/29/21
44	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	8	8.Update the Transportation Master Plan, including evaluating a multi-modal level of service, concurrency, Transportation Impact Fees, and shared use mobility options	Nytasha Walters	Develop performance measures for evaluating the TMP progress	Nora Daley-Peng	09/01/20	12/31/22	Yes	In Progress	25%	On Track	Consultant contract awarded in October 2020 - Vision and goals has been vetted by the Planning Commission and City Council. Draft evaluation framework is underway.	12/29/21
45	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	9	9.Begin the state mandated major update of the Comprehensive Plan once the King County Countywide Planning Policies have been finalized	Rachael Markle	Review existing Plan elements through equity and sustainability lenses, update to meet revised Countywide Planning Policies, and align with growth targets	Andrew Bauer	01/01/20	06/30/24	Yes	In Progress	5%	On Track	Due date has been extended to June 30, 2024 so the Countywide Planning Policies and growth targets will not be finalized until early 2022. Some elements to be updated in conjunction with related functional plans, though we cannot get too far ahead of the CPP: Housing Element after the Housing Action Plan, deadline 6/2021; Transportation Element with TMP, deadline 12/2022; PROS Element with Parks, Recreation, and Open Space (PROS) Plan, deadline 7/2023; Economic Development Element with Economic Development Strategy, deadline 12/2023; Capital Facilities Element with Capital Improvement Plan, updated annually.	01/03/22
46	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	10	10.Design the N 175th Street Corridor Project from Interstate-5 to Stone Avenue N	Bob Earl	Complete 30% design for the N 175th Street Corridor Project	Leif Johansen	03/01/21	12/31/22	Yes	In Progress	30%	On Track	Council directed utility undergrounding to be added to the project in december 2021. 60% design is schedule for summer 2022. An early phase of ROW acquisitions will take place through 2022 focusing on the full acquisition properties. Grant applications are being submitted for FEMA (HMGP and BRIC) funding for the construction phase.	01/05/22
47	CG_2__Continue_to_deliver_highly_valued_public_services_thorough_management_of_the_City's_infrastructure_and_stewardship_of_the_natural_environment	11	11.Update the Public Arts Policy and implement the Public Art Plan	Mary Reidy	Update the Public Arts Policy	David Francis	01/01/20	05/10/21	No	Complete	100%	Complete	Public Art Policy updates are complete and were reviewed by the PRCS Board at their meeting in April and were adopted by the City Council on May 10th.	01/03/22

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48	CG_2__Continue_to_deliver_highly_valued_public_services_through_management_of_the_City_s_infrastructure_and_stewardship_of_the_natural_environment	11	11.Update the Public Arts Policy and implement the Public Art Plan	Mary Reidy	Write the 2023-2028 Public Art Plan (update previous 6-year plan)	David Francis	06/01/21	12/31/22	No	In Progress	5%	On Track	2023-2028 Public Art Plan update review process has started and public engagement/input campaign will be launched in January, 2022 for final adoption in late 2022; preliminary schedules for community outreach meetings, surveys, and budget forecasts are being finalized.	01/03/22
49	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1.Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements	Bob Earl	Design and Environmental Review (145th Street/I-5 interchange)	Bob Earl	01/01/20	06/30/22	Yes	In Progress	95%	On Track	Environmental documentation (NEPA and SEPA) complete. 60 percent design completion achieved 12/3/21; initial review is complete. ROW plans approved by WSDOT 12/29/2021. ROW acquisition beginning January 2022. Limited Access Hearing process should be complete in April 2022. Utility coordination & agreements continuing. Expect Design Phase completion in June 2022.	12/30/21
50	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1.Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements	Nytasha Walters	Secure full funding for the 145th Street/I-5 Interchange Project	Nytasha Walters	01/01/20	12/31/21	Yes	Complete	100%	Complete	Interlocal funding agreement for \$10M approved by the Shoreline City Council on November 15, 2021 and approved by the Sound Transit Board on November 18th. TIB grant for \$5M awarded November 2021 which complete full funding for the project. Yippee!	01/03/22
51	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1.Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements	Tricia Juhnke	Secure interlocal agreement with WSDOT for post 30% design management of the 145th Street/I-5 Interchange Project	Bob Earl	01/01/20	12/31/21	Yes	Complete	100%	Complete	Existing WSDOT JZ agreement amended to include this scope and function.	01/03/22
52	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1.Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements	Bob Earl	Design and Environmental Review (145th from I-5 to SR99)	Cory Nau	01/01/21	07/31/23	Yes	In Progress	60%	Not on Track	Phase 1 100% design NTP issued 10/11/2021. Project financial plan updated. Project costs in	01/06/22
53	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	1	1.Work with regional and federal partners to fund, design, and construct the 145th Street Corridor and Interstate-5 interchange improvements	Bob Earl	ROW on Phase 1 (I-5 to Corliss Ave.)	Cory Nau Bob Earl	11/04/20	08/15/22	Yes	In Progress	20%	On Track	ROW phase is ongoing. Appraisal process, negotiations, settlements, and relocations are on	12/30/21
54	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	2	2.Support Sound Transit's 145th Street Improvements from Highway 522 to Interstate-5 as part of ST3	Nytasha Walters	ST SR-522/523 BRT Coordination and plans review	Nora Daley-Peng	01/01/20	12/31/23	Yes	In Progress	50%	On Track	ST's 30% Design and SEPA review complete. Development of access projects underway.	12/29/21
55	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	3	3.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction, inspection, and ongoing permitting.	Juniper Nammi	Review and issue construction permits for the Light Rail Project and provide ongoing construction services for project permits	Juniper Nammi	01/01/18	12/31/23	No	In Progress	98%	On Track	The Lynnwood Link Extension Project is almost fully permitted. Only a handful of subcontractor permits are still pending submittal for wastewater connections, fire systems, mechanical systems, and the one remaining house demolition. Submittal, review, and approval of revisions and deferred submittals will continue throughout project construction. The remaining street vacation petitions will be submitted as a package in Q1 or Q2 of 2022. Plat alterations and lot mergers were completed in 2021. Noise variances for nighttime work need to be applied for on an annual basis through out project construction. Inspections for the project are ongoing and City staff and consultants endeavor to provide the best customer service while meeting the City's obligation to ensure buildings are constructed to meet applicable codes.	01/10/22

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56	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	3	3.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction, inspection, and ongoing permitting.	Juniper Nammi	Develop Neighborhood Traffic Impacts Mitigation Plans	Juniper Nammi	01/01/18	06/30/25	Yes	In Progress	50%	On Track	SUP Condition of Approval C(10) requires development of Traffic Mitigation Study and plan for the first year of revenue service. Decision was issued May 31, 2019. Submittal of scope for this Study and Plan is required prior to issuance of Certificates of Occupancy for the stations. Work will be ongoing through mid-2025. The construction phase traffic mitigation plan was approved in November for issuance of main package permits. No additional updates in Q4 2021. Work on these plans is not expected to commence until 2023.	01/10/22
57	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	3	3.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction, inspection, and ongoing permitting.	Juniper Nammi	Negotiate Construction Services Agreement and other Agreements for Sound Transit Light Rail Project	Juniper Nammi	01/01/17	06/30/25	Yes	In Progress	80%	On Track	Executed Agreements: - Expedited Permitting, Construction Services, and Reimbursement Agreement was last amended in June 2020. Additional amendment(s) will likely be needed to the reimbursement amount to bring the project to completion. - Interlocal Landscape Partnership Agreement with ST and KCD for landscape planting executed in August 2019. - Funding and Intergovernmental Cooperative Agreement executed Feb 2022. - ROW Vacaiton Agreement executed December 2020. An amendment to this agreement is currently being developed for property exchange as compensation for other segments of City ROW proposed for vacation for this project. - Ridgecrest Park Property Exchange and Mitigation Agreement was executed April 19, 2021. - Ridgecrest Wall Betterment Agreement for converting the noise wall to a retaining wall adjacent to Ridgecrest Park to support the future Trail along the Rail connection executed Marcy 31, 2021. - Sound Transit and the City are discussing a couple instances where having the City complete a portion of the LLE scope in combination with a City capital project might make sense. These potential Coordination and Scope Transfer agreements would be negotiated and brought to Council in Q1 2022. - Operations and Maintenance agreement(s) will be needed between the City and Sound Transit to set clear responsibilities where they might overlap in easements or in City ROW adjacent to light rail facilities. Development of this agreement or agreements will occur in 2022.	01/10/22
58	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	3	3.Work collaboratively with Sound Transit to complete the permitting phase of the Lynnwood Link Extension Project and coordinate on project construction, inspection, and ongoing permitting.	Juniper Nammi	Design and construction of access mitigation projects	Tricia Juhnke	06/01/19	09/03/24	Yes	In Progress	25%	On Track	5th Ave NE sidewalk improvement project is going out to bid next week and will be constructed in 2022. An RFQ on 1st Ave NE is drafted and will be issued soon depending on resources. Completion no later than July 15, 2024 is required for these access improvement projects to meet the conditions of ST permit and funding requirements, unless an alternate date is agreed to between Sound Trasnsit and the City.	01/05/22
59	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	4	4.Coordinate with developers and seek partnerships and funding for implementation of the 185th Street Corridor Strategy	Nytasha Walters	Develop long term strategy and plan to fund 185th Street improvements	Nytasha Walters	01/01/21	12/31/22	Yes	In Progress	1%	On Track	Review other funding sources beyond typical federal, state and regional grants - discuss in TMP Develop long term strategy and plan to fund 185th Street improvements.	12/29/21

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60	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	5	5.Coordinate with developers and seek partnerships and funding for implementation of the 148th/Shoreline South Light Rail Station Area Vision	Nathan Daum	Facilitate sharing between City project managers and developer of property adjacent to Shoreline South Station and 148th Non Motorized Bridge to identify potential collaborative opportunities to realize offsetting or mutually beneficial goals on both sides	Nathan Daum	01/01/21	12/31/22	Yes	In Progress	50%	On Track	Meetings held and issues/topics identified related to 148th St. Non-Motorized Bridge, future connection between street ends at 149th and 151st, alerting a second developer adjacent to 148th St. Station of the urgency to work with ST on sound wall soon, helped to coordinate this process which is now underway between developer and ST.	01/06/22
61	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	5	5.Coordinate with developers and seek partnerships and funding for implementation of the 148th/Shoreline South Light Rail Station Area Vision	Nathan Daum	Facilitate Information sharing between City project managers and developer of properties adjacent to 145th Corridor project between 1st Ave N and I-5 to identify potential collaborative opportunities to realize offsetting or mutually beneficial goals on both sides	Nathan Daum	01/01/21	12/31/22	Yes	In Progress	50%	On Track	Meetings held and issues/topics identified related to 145th St. project, midblock connection code language and potential code revisions to improve outcomes, and other topics	01/06/22
62	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	6	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Tricia Juhnke	Trail Along the Rail - Ridgecrest - Betterment Agreement for the Ridgecrest section construction	Zach Evans	06/01/20	03/28/21	Yes	Complete	100%	Complete	Betterment agreement has been approved by City Council. ST Contractor work ongoing, scheduled to be completed in fall 2021.	01/03/22
63	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	6	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Nytasha Walters	Seek funding for the Trail along the Rail	Nytasha Walters	01/01/20	12/31/23	Yes	In Progress	40%	On Track	Trail along Rail - Currently working with ST to develop segment of Trail along Ridgecrest Park. Recently submitted federal grant application for segment near the 185th station but were not successful. Submitted same 5th Ave segment between 175th to 182nd for the WSDOT Ped/Bike Grant (but was not awarded funding).	12/29/21

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64	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	6	6.Create non-motorized connections to the light rail stations and provide for multiple transportation options in and between the Station subareas by continuing to coordinate design elements of the Trail Along the Rail	Juniper Nammi	Ensure ST constructs portions of TAR	Juniper Nammi/Tricia Juhnke	01/01/20	12/31/23	Yes	In Progress	25%	On Track	<p>Segments of the Trail Along the Rail are included in the design and permit approval. Light Rail permit inspections will verify their installation per the approved plans.</p> <p>Permits issued included segment of TAR to be built by ST and conditioned with ROW dedication or easement dedication to facilitate construction of other segments of TAR in the future by the City. The City's 148th NM Bridge Project may change the design of one segment in ST permits.</p> <p>The City completed betterment agreement with ST to construct wall at Ridgecrest Park. Construction started August 2021. Construction of this wall is still underway as of December 2021 and is delayed due to the current concrete batch plant related union strike. Completion sometime in early 2022.</p> <p>TAR segments to be built by Sound Transit are scheduled for construction in 2022 for the most part.</p>	01/10/22
65	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	7	7.Complete 90 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project	Bob Earl	148th Street Non-motorized Bridge Preliminary Design and Environmental Analysis	Lea Bonebrake	01/01/20	01/02/21	Yes	Complete	100%	Complete	Draft 30% design has been submitted and is currently under stakeholder review. Public outreach is ongoing.	01/03/22
66	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	7	7.Complete 90 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project	Nytasha Walters	Seek funding for the 148th St non-motorized bridge	Lea Bonebrake	01/01/19	12/31/26	Yes	In Progress	35%	On Track	148th NM Bridge - ST grant was awarded and project is included in the KC parks levy; Federal funding attained for planning, Additional grant sources being pursued -including the Transportation Alternatives Program (TAP). Plan to submit grant application Q4 2021 for TAP grant.	12/29/21
67	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	7	7.Complete 90 percent design of the 148th Street Non-Motorized Bridge and work with regional and federal partners to fully fund the project	Bob Earl	148th Street Non-motorized Bridge Final Design	Lea Bonebrake	01/01/21	05/01/22	Yes	In Progress	80%	On Track	Final design is underway. Anticipate constructing in phases – East abutment in 2023; remainder when funding is available	01/04/22
68	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	8	8.Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan	Nytasha Walters	Collaborate with regional transit providers to implement long range regional transit plans	Nytasha Walters	01/01/19	12/31/23	Yes	In Progress	75%	On Track	KC Metro updates to Metro Connects, Strategic Plan and Service Guidelines being finalized. Supporting Councilmember Chang as representative of the Sound Cities Association on the KC Metro Regional Transit Committee. KC Metro RTC has completed major revisions to bus service planning and policy documents which will impact short and long term KC Metro provided bus service. Kick-off of Metro service restructure with opening of shoreline light rail stations Q1 2022 - working with Metro to advocate for desired service levels with restructure.	12/29/21
69	CG_3__Continue_preparation_for_regional_mass_transit_in_Shoreline	8	8.Collaborate with regional transit providers to implement long range regional transit plans including Sound Transit's ST3 Plan, King County Metro's Metro Connects Long Range Plan, and Community Transit's Blue Line and Long Range Plan	Nytasha Walters	Coordinate with King County Metro and Community Transit to maintain and expand service to 192nd Street as either continuing as a Park and Ride, Hub, or affordable-housing/TOD	Nytasha Walters/Andrew Bauer	01/01/20	12/31/23	Yes	In Progress	10%	On Track	Included in KC 2021 budget to study TOD at 192nd Park and Ride. Shoreline, KC's Community and Human Services, and Metro will all be collaborating on this. KC Metro preparing to kickoff outreach for further study of site for TOD on site. Waiting for update on date for project kick-off from Metro.	12/29/21

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70	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	1	1.Continue implementing the City's Equity and Social Justice Program, with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards, and commissions, and assessing internal opportunities for change	Suni Tolton	Engage with community groups and local community members, particularly people of color, to seek ways we can increase our job opportunity outreach and receive feedback on the City's hiring processes with the goal of eliminating barriers that may prevent them from applying	Melissa Muir	06/01/22	05/01/23	Yes	Not Started	0%	On Track	This work is included as part of our HR Director's goals for the City's recruitment strategies in 2022. HR has identified and are using targeted professional associations for outreach to communities of color and other undersrepresented groups, specifically women of color engineers, women in the trades, and universities and colleges with greater student diversity.	01/07/22
71	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	1	1.Continue implementing the City's Equity and Social Justice Program, with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards, and commissions, and assessing internal opportunities for change	Bethany Wolbrecht-Dunn	Implement training plan for City of Shoreline staff to increase internal capacity to support equity and inclusion in City services, programs, and policies.	Suni Tolton/Melissa Muir	01/01/22	12/31/22	Yes	Not Started	0%	On Track	Limited due to COVID and limited HR staff capacity. Staff are being referred to other local training resources. Will coordinate with HR to discuss overall staff training plans for 2022.	01/03/22
72	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	1	1.Continue implementing the City's Equity and Social Justice Program, with an increased focus on anti-racism described in City Council Resolution No. 467, including identifying and implementing ongoing equity and anti-racism training for City staff, Council, boards, and commissions, and assessing internal opportunities for change	Suni Tolton	Diversity & Inclusion Foundations Training for regular employees hired after last year's training will be scheduled for this training during the fall. One session will be held for this purpose. Previous consultant, along with trained staff facilitators, will be utilized to conduct the training.	Stela/Suni Tolton	01/01/21	12/31/22	Yes	On Hold	0%	On Track	HR Staff capacity limited and trainings on hold due to COVID restrictions. Staff are being referred to other local training resources. Will coordinate with HR to discuss overall staff training plans for 2022.	01/03/22
73	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	2	2.Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Develop Community Engagement Tool kits and Guiding Documents	Eric Bratton	01/01/20	12/31/22	Yes	In Progress	75%	On Track	D&I Committee's Community Engagement Subcommittee working to finalize draft toolkit.	01/06/22
74	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	2	2.Develop resources and training to assist staff in understanding meaningful community engagement practices and approaches	Eric Bratton	Train Staff on Community Engagement Tool Kits	Eric Bratton	01/01/20	12/31/22	Yes	In Progress	10%	On Track	Paused due to limited staff capacity. Will reconvene workgroup and continue efforts in 2022.	01/06/22
75	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice	3	3.Offer Community Bridge as an opportunity to engage diverse residents and meeting	Bethany Wolbrecht-Dunn	Reconvene Community Bridge	Suni Tolton	01/01/21	12/31/22	No	On Hold	10%	On Hold	Project has been paused due to lack of community and staff capacity to engage with training at this time due to COVID challenges. Staff working on Community Listening	01/11/22

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76	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities	John Norris	Finalize Americans with Disabilities Act (ADA) ROW Transition Plan	Tricia Juhnke	10/01/17	03/31/22	No	In Progress	90%	Not on Track	Remaining tasks include clean up of data and finalization of the draft report. Behind due to other project priorities. Design is proceeding on two routes based on top priorities in transition plan.	01/05/22
77	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities	John Norris	Conduct Parks Facilities ADA Condition Assessment	Bob Earl	01/01/22	12/31/22	No	Not Started	0%	At Risk	Funding was held due to COVID-19 but will be carried over to 2021-2022 budget. Waiting for PM Assignment.	01/05/22
78	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities	John Norris	Create Parks Facilities ADA Transition Plan	Bob Earl	01/01/22	12/31/22	No	Not Started	0%	At Risk	Delayed due to resources	01/05/22
79	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	4	4.Ensure all Shoreline residents have access to and benefit from the City's programs and activities	Suni Tolton	Incorporate findings from community listening sessions centering voices from the City's BIPOC communities into City service delivery by examining and improving City policy, procedures and processes	Jim Hammond /Suni Tolton	01/01/22	12/31/22	Yes	In Progress	25%	On Track	Two listening sessions were held on 9/22/2021 and 11/05/2021. More sessions currently being planned, however, community needs and COVID considerations may delay implementation.	01/11/22
80	CG_4_Expand_the_City_s_focus_on_equity_and_social_justice_and_work_to_become_an_AntiRacist_community	5	5.Continue building relationships that support community policing	Ryan Abbott	Work with School District staff to identify how best to implement and promote the Nurturing Trust program	Ryan Abbott	01/01/22	12/31/22	Yes	On Hold	0%	At Risk	On Hold due to COVID and for Superintendent transition.	01/06/22
81	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Ryan Abbott	Implementing Data Collection Requirements per recent State Legislation	Ryan Abbott	06/01/21	12/31/22	Yes	Not Started	0%	On Track		01/06/22
82	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Ryan Abbott	Write Annual Police Report, and include information on use of force and hate crime data for Shoreline	Ryan Abbott	03/01/21	07/30/21	Yes	Complete	100%	Complete		01/03/22
83	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Ryan Abbott	Review Quarterly Crime Data by Sector to determine local emphasis work	Kelly Park	01/01/21	12/21/21	Yes	Complete	100%	Complete		01/06/22

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84	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	1	1. Use data driven policing to address crime trends and quality of life concerns in a timely manner	Ryan Abbott	Work with KCISO to implement legislative requirements for data collection	Ryan Abbott	06/01/21	12/31/22	Yes	Not started	0%	On Track		01/06/22
85	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	2	2.Continue to coordinate Shoreline Police Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	Continue monthly meetings of the Shoreline Police-Community Response Operations Team with members of the Police Department, CECRT and RCCS to coordinate cross-departmental solutions related to public safety, code enforcement, RADAR support and homelessness response	John Norris	01/01/21	12/31/21	Yes	Complete	100%	Complete	Police-Community Response Operations Team continues to meet monthly and share information.	12/30/21
86	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	2	2.Continue to coordinate Shoreline Police Community Response Operations Team to implement solutions related to public safety, code enforcement and homelessness response	John Norris	Continue process improvement /documentation of stronger coordination between Police Patrol and the RADAR Sergeant Deputies and MHPs, CECRT, and the Lake City Partners' Housing Outreach Worker to serve and support individuals who are homeless in our community. This includes strengthened connections with Community Court and North King County Enhanced Shelter.	John Norris	01/01/21	12/31/22	No	In Progress	35%	On Track		12/30/21

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87	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	3.Engage in community conversations that will inform changes in law enforcement policy and community safety in Shoreline	Jim Hammond	Connect with community members about developing community conversations about law enforcement policy and public safety.	Jim Hammond /Suni Tolton	01/01/21	12/31/22	Yes	On Hold	30%	On Track	Begin planning community conversations with focus on building relationships between law enforcement and community. 2nd/3rd quarter 2022, after state legislative session is being targeted for next steps.	01/11/22
88	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	3	3.Engage in community conversations that will inform changes in law enforcement policy and community safety in Shoreline	Jim Hammond	Implement consistent quarterly opportunities for the police chief to communicate with community groups and respond to community questions about policing in Shoreline.	Eric Bratton	01/01/21	6/31/2022	Yes	In Progress	75%	On Track	We have filmed several videos with Police Chief and Kevin Henry and placed them on City's website. We have also set up a system for people to post questions to the Chief. We have several more videos to produce, but are on hold until we can safely film again.	01/06/22
89	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	4	4.Support efforts to improve public safety in incorporating best practices and model policies for use of force de-escalation training, and police accountability	Ryan Abbott	All Shoreline deputies will be attending 2021 in-service training that will include the legislative updates, de-escalation training and changes that will impact law enforcement	Kelly Park	01/01/21	12/31/21	Yes	Complete	100%	Complete		10/19/21
90	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	4	4.Support efforts to improve public safety in incorporating best practices and model policies for use of force de-escalation training, and police accountability	Ryan Abbott	Work with KCSO Leadership to implement training programs for changes in State Law related to Use of Force, Probable Cause, and other changes related to the 2021 Police Accountability Legislation	Ryan Abbott	06/01/21	12/01/22	Yes	Complete	100%	Complete		01/03/22
91	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	4	4.Support efforts to improve public safety in incorporating best practices and model policies for use of force de-escalation training, and police accountability	Ryan Abbott	Ensure that all officers complete required anti-bias and de-escalation training	Ryan Abbott	01/01/21	12/31/21	Yes	Complete	100%	Complete		10/19/21

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92	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	4	4.Support efforts to improve public safety in incorporating best practices and model policies for use of force de-escalation training, and police accountability	Ryan Abbott	Track implementation of 2021 Police Accountability legislation and any recommendations for legislative improvements for the 2022 State Legislative Session	Ryan Abbott	06/01/21	12/31/21	Yes	Complete	100%	Complete		01/06/22
93	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Ryan Abbott	Maximize North Sound RADAR - Current Model Gap Analysis	Ryan Abbott	03/31/21	06/30/21	No	Complete	100%	Complete		01/03/22
94	CG_5__Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Ryan Abbott	Maximize North Sound RADAR - Prioritize barriers to address and create a plan to address those barriers to implementation to maximize current RADAR Program funding	Ryan Abbott	03/31/21	06/30/21	No	Complete	100%	Complete		01/03/22

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95	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Ryan Abbott	Maximize North Sound RADAR - Determine if or how elected officials could support plan to address barriers to RADAR implementation	Ryan Abbott	03/31/21	06/30/22	No	In Progress	80%	On Track	Will be providing a full update for Council during the Strategic Planning Workshop	01/03/22
96	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Ryan Abbott	Maximize North Sound RADAR - Determine the funding needed to create a model to adequately support the North Sound cities with RADAR (if the current model does not meet the current/near term future need)	Ryan Abbott	03/31/21	06/30/22		In Progress	60%	On Track		01/03/22
97	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Explore an Alternative-Responder Model - Identify types of calls that Shoreline would like included for an Alternative-Responder Model	Christina Arcidy	03/31/21	04/30/21	No	Complete	100%	Complete	First draft completed, could be additional refinement as project continues	01/03/22

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98	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Explore an Alternative-Responder Model - Determine what other models exist for these types of calls	Christina Arcidy	05/01/21	06/30/22	No	In Progress	60%	On Track	Will be providing a full update for Council during the Strategic Planning Workshop	01/03/22
99	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Explore an Alternative-Responder Model - Determine types of calls for potential pilot	Christina Arcidy	07/01/21	06/30/22	No	In Progress	50%	On Track		01/03/22
100	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Explore an Alternative-Responder Model - Create work group and charter for Alternative-Responder Model pilot	Christina Arcidy	09/01/21	12/31/22	No	Not Started	0%	On Track	This work will now likely be taken on by RADAR once fully staffed or continue to be responded to by Police. A Crisis Triage Facility is now also being explored as additional resource for Police/Fire/RADAR for people with mental health and addiction related needs.	01/03/22

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101	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants -Identify the inequitable treatment or barriers to equitable treatment that exists for low-income misdemeanor defendants and the impacts to those individuals and the criminal justice system	Christina Arcidy	03/31/21	04/30/21	No	Complete	100%	Complete	First draft completed, could be additional refinement as project continues	01/03/22
102	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants - Determine possible reforms to address the inequitable treatment or barriers	Christina Arcidy	05/01/21	03/31/22	No	In Progress	80%	On Track	Will be providing a full update for Council during the Strategic Planning Workshop	01/03/22
103	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Count and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants -Prioritize possible reforms	Christina Arcidy	06/15/21	03/31/22	No	Not Started	0%	On Track		01/03/22

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104	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	5	5.Support the effective and efficient delivery of public safety services by maximizing the North Sound RADAR (Response Awareness, De-escalation, and Referral) service delivery model; explore opportunities using an alternative-responder model similar to CAHOOTS (Crisis Assistance Helping Out on the Streets) through the North Soun cities partnership; and collaborate with King County District Court and other criminal justice service partners to address the inequitable treatment of low-income misdeameanant defendants through optoins such as warrant release program, a relicensing program and other efforts to lower Court Failure to Appear rates	Christina Arcidy	Address Inequitable Treatment of Low-Income Misdemeanant Defendants -Create work groups and work plans for different reform opportunities	Christina Arcidy	08/01/21	03/31/22	No	Not Started	0%	On Track		01/03/22
105	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	6	6. Conduct partnersihps between Community Services, Parks, Economic Development and Police on Problem Solving Projects and crime prevention to improve safety and the feeling of safety	Ryan Abbott	Work with businesses to discuss crime trends and crime prevention efforts	Ryan Abbott	01/01/20	01/31/22	Yes	In Progress	50%	On Track		10/19/21
106	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	7	7.Continue addressing traffice issues and concerns in school zones and neighborhoods using the City's speed differential map and resident traffic complaints	Ryan Abbott	Initiate traffic enforcement and education using high speed, high collision locations (annual traffic report) and community traffic complaints.	Ryan Abbott	01/01/21	12/31/21	Yes	Complete	100%	Complete	Implementation of traffic emphasis patrols has been limited. Complaints are responded to as they arise.	01/06/22
107	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	8	8.Conduct trainings and community programs to promote personal safety, awareness, and response	Bethany Wolbrecht-Dunn	Conduct annual National Night Out Celebration	Constance Perenyi	01/01/21	08/04/21	Yes	Complete	100%	Complete	While there were no registrations or street closures for NNO 2021, the City encouraged small parties with immediate neighbors and offered to schedule visits from Police and/or Councilmembers. There were 7 requests submitted, all accommodated.	01/03/22
108	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	9	9.Continue to support the North King County Enhanced Shelter serving homeless adults in North King County through partnership and agreement with King County, Lake City Partners,and the community	Colleen Kelly	Maintain regular check-ins with Shelter staff including Outreach; monitor regular contract invoice and reporting documents; respond to issues as needed	Bethany Wolbrecht-Dunn	01/01/21	01/31/22	Yes	Complete	100%	Complete	The shelter remains at full capactiy. There remains some challenges in reporting due to staff changes at Lake City Partners but full reporting will be available in mid-January.	01/05/22

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109	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	10	10. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts	Colleen Kelly	Transition the North King County Shelter Task Force to the North King County Coalition on Homelessness and provide staff support needed to keep the group together	Colleen Kelly	1/1/2021	3/30/2022	Yes	In Progress	95%	On Track	MOA signatures have been collected; working to consolidate into final, fully executed document. Monthly meetings will continue into 2022 with continued focus on North King County issues/needs and collaboration with KCRHA.	01/06/22
110	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	10	10. Actively monitor developments related to the King County Regional Homelessness Authority with a particular focus on actions and resources related to sub-regional planning efforts	Colleen Kelly	Monitor and participate in opportunities for City staff involvement and input to developing policy, planning, and practices of the KCRHA	Colleen Kelly	1/1/2021	12/31/2021	Yes	Complete	100%	complete	Complete for 2021 but will continue into 2022. Regular bi-weekly meetings with the KCRHA Sub-Regional Planning Manager. Collaboration on agenda development for the North King County Coalition on Homelessness (NKCCH)	01/06/22
111	CG_5_Promote_and_enhance_the_City_s_safe_community_and_neighborhood_programs_and_initiatives	11	11. Continue the Love you Community mini-grant program to expand the City's community building efforts beyond established neighborhood associations	Bethany Wolbrecht-Dunn	Release applications for mini-grant program in late 2021, and monitor into 2022	Constance Perenyi	01/01/21	12/31/22	No	In Progress	30%	On Track	With ongoing COVID concerns limiting in-person community events, there has been limited interest in Love Your Community grants in 2021. One grant was awarded for a Juneteenth project at Kuckeberg Garden. Another proposal is currently under consideration, but we expect the remaining funding to be used in 2022 when, hopefully, in-person community events can resume.	01/03/22
112	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Open Data Implementation	Karen Mast	06/01/22	12/31/23	No	Not Started	0%	On Track	This project is included in the Strategic Technology Plan, but not prioritized to start in 2020 as planned. This project will not start until after BI phase III is completed. Should be concurrent with BI Phase IV.	12/30/21
113	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	BUSINESS INTELLIGENCE PROJECT - PHASE II -- Determine requirements for Data Warehouse/ Data sets solution(s), select and implement. Create requirements for Business Analysis tool(s), select and implement.	John Frey	05/01/21	12/31/22	No	On Hold	0%	At Risk	This project was significantly delayed due to COVID 19 and CSquare implementation. 12/30/21: Project still delayed due to IT staff shortages. ON HOLD.	12/30/21

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114	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	BUSINESS INTELLIGENCE PROJECT - PHASE III- Standard Reports and templates	John Frey	8/1/2021	6/1/2022	No	On Hold	0%	At Risk	Phase III: Create Standard reports and templates. Doesn't start until June 20. 7/14/20: Delayed due to COVID. 10/8/20: Still delayed due to COVID and Csquare implementation. Updated start and end dates to reflect reality. 12/30/2021: Project still delayed due to IT Staff shortages. ON HOLD.	12/30/21
115	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	BUSINESS INTELLIGENCE PROJECT - PHASE IV- Citywide Performance Dashboard	John Frey	06/01/22	06/01/23	No	Not Started	0%	At Risk	Phase IV: Create and implement Dashboards. Project doesn't start until after Phase III- Updated start and end dates to reflect reality. 12/30/21: Due to delays in the previous two projects this project is at risk due to IT Staff shortages.	12/30/21
116	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Financial System replacement implementation - Phase 3, Central Square Additional Efficiencies- Reporting,Purchase Orders, Invoice Approval, Fixed Assets, Grants Management, Personnel Action Forms, P-Cards, 9/80 Timekeeping, and Automate TK Interface.	John Frey	03/01/21	12/31/22	No	On Hold	2%	At Risk	Enhancements to the system are being prioritized and will be implemented in phases over the next two years. Prioritization of enhancements is in process but project is behind. 12/30/21: Phase 3 is on hold due to project staff and IT staff shortages and fatigue from upgrade. Will need to be replanned/prioritized.	12/30/21
117	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Sara Lane	Support evaluation and implementation of improved operational and organizational performance measures utilizing Business Intelligence	Karen Mast	09/01/21	12/31/22	No	On Hold	0%	At Risk	This project start is dependent on the business intelligence project Phase II. This is a Citywide Project that will require significant Department effort and involvement. We need to review to ensure we have the correct project structure and leadership identified before project initiation. 1/6: Project not initiated yet. 8/17 - Project will likely be delayed due IT staffing issues. New start date is TBD. 12/30/21: Still delayed due to IT staff shortages.	12/30/21
118	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	ShorePoint Modernization & Redesign	Karen Mast	1/1/2021	12/31/2022	No	In Progress	30%	At Risk	The project team is identifying pages that need manual attention for conversion. The project will result in improved usability and collaboration capabilities. Delayed due to departure of Web Systems Analyst. 12/30/21: New Web Analyst on board and beginning to re-engage project team. This project will now become ShorePoint Modernation and Redesign.	12/30/21
119	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Contract Routing with Digital Signatures	Rob Mullin	11/01/20	03/31/22	No	In Progress	90%	On Track	Vendor Selection near completion. Reassigned to PM following Web System Analyst departure. On track. 12/30/21: Project moving forward with PM and new Web Analyst. Implementation and workflows in progress.	12/30/21

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120	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Karen Mast	Network Security Enhancements: Implement CI Security Monitoring, Cybersecurity response, 3 factor authentications, update or retire unsupported servers	Chloe Maxwell	11/1/2020	12/31/2022	No	In Progress	40%	On Track	Contract executed with CI security and implementation of monitoring and Cybersecurity response in progress. Multi-factor authentication implementation under way. 12/30/21: CI Security fully setup with monitoring. Need to complete Security Assessment/Response plan next. Continuing to add users to MFA and work on patching and replacing vulnerable servers. COSConnect removed as a security hole.	12/30/21
121	S1_Organizational_Continuous_Improvement_and_Technology_Strategic_Plan	s1		Pollie/Jessica	Hybrid Conference Capability	Pollie/Jessica	03/01/21	06/01/22	No	In Progress	50%	On Track	Discovered we needed to subcontract an electrician to drop electricity and data to certain locations (currently waiting for bid); AVI-SPL is currently procuring equipment and finding parts are on backorder (which we anticipated could happen). Some equipment might not be available until April 2022. 12/30/21: Moving forward with purchasing equipment and installation plan. Electrician is completing preliminary work to support affected conference rooms.	12/30/21
122	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Debbie Tarry	Manage & coordinate information for Point Wells	Debbie Tarry	01/01/13	12/31/22	No	In Progress	95%	On Track	Dependent on litigation	01/06/22
123	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Debbie Tarry	Monitor and participate in Snohomish County review of re-activated BSRE Urban Center Permit and any subsequent hearings or SEPA procedure	Margaret King	01/01/13	12/31/22	Yes	In Progress	65%	On Track	Monitoring. Reactivation of permit by BSRE was filed December 21, 2019. Hearing on the merits on Snohomish County denial is scheduled to be held in Superior Court November 5, 2021, at 9:00 a.m., before Hon. Josephine Wiggs-Martin.	08/23/21
124	S2_Address_issues_related_to_proposed_development_of_point_wells_site_located_within_snohomish_county	s2		Debbie Tarry	Phase II Tolling Study	Debbie Tarry	8/1/2018	12/31/2022	No	On Hold	0%	On Track	Dependent on litigation	01/06/22



2018-2023 Economic Development Strategic Plan

The City of Shoreline’s economic development strategy is based on **Placemaking Projects**. Fred Kent calls Placemaking the thing that “turns a City from a place you can’t wait to get through into one you never want to leave.” Organizing economic development efforts into Placemaking Projects provides the flexibility needed to tailor efforts to achieve both the goals articulated in **Vision 2029** and the annually updated **Council Goals and Workplans**.

Four specific areas possess the potential to dramatically strengthen the economic vitality of Shoreline. These four **City-Shaping Areas** shall be the focus of concerted Placemaking Projects designed to trigger large-scale redevelopment and growth.

- **Strengthen Shoreline’s Signature Boulevard** – leveraging the city’s \$140 million Aurora Corridor Project by facilitating constant investment along its six miles of improved frontage
- **Catalyze Shoreline Place** – encouraging intensive private redevelopment of the former Sears center into an exemplary lifestyle destination
- **Unlock the Fircrest Surplus Property** – establishing new uses and industries that create hundreds of new Shoreline-based jobs and economic opportunities
- **Ignite Station Area Growth** – parlaying the extraordinary public investment that will bring light rail service to Shoreline’s two rezoned station areas

Additional commercial nodes can influence the economic vitality of the surrounding neighborhoods. Placemaking Projects in these **Neighborhood Commercial Centers** shall seek to create identity, encourage walkability, expand housing options, and provide needed goods and services.

- **Shoreline Town Center**
- **Echo Lake at Aurora & N 192nd**
- **North City Business District**
- **Four Corners at NW Richmond Beach Rd**
- **Downtown Ridgecrest**
- **Ballinger Commercial Center**

Non-geographic Placemaking Projects enrich the overall economic climate of the city and make Shoreline an even more attractive place to live, to invest, and to conduct business.

- **Growing a Media Production Industry**
- **Promoting Shoreline to Investors**
- **Serving Home-based Businesses**
- **Increasing Inventory of Business Spaces**
- **Expanding Events & Festivals**
- **Supporting the Community College**
- **Attracting Artists & Trendsetters**
- **Continually Improving Code & Policies**
- **Facilitating Collaboration With & Between Businesses**

Both inputs and outcomes shall be tracked to **Monitor the Effectiveness** of Shoreline’s economic development efforts. Inputs shall be tracked through regular Placemaking Project updates; outputs shall be tracked through annual updates of economic metrics such as assessed values, sales tax generation, vacancy and rental rates, Shoreline-based jobs, and new market-rate and affordable housing units.