



CITY OF MEDINA

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Date: December 13, 2021

To: Honorable Mayor and City Council

From: Michael Sauerwein, City Manager

Subject: City Manager Report

2021 City Manager Goals, Projects, and Objectives

The adopted 2021 City Manager Goals, Projects, and Objectives are attached.

Updated 12-13-2021

2021 City Manager Goals, Projects, and Objectives

City Manager

- **SR 520 Expansion-Joint** (on-going) – Continue to aggressively manage SR 520 expansion-joint noise issue to achieve an agreeable resolution.
 - Maintain regular and consistent communication with Washington State Legislators, WSDOT, and consultants.
 - Continue to work with Legislators, WSDOT, and consultants to include Phase 2 of the University of Washington Engineering Department’s Sound Mitigation Study in the State’s Supplemental Budget.
 - Funding for Phase 2 is included in the State’s 2021-2022 Budget.
 - Presentation by University of Washington Engineering Department at the November 8, 2021, City Council Meeting.
 - Have the University of Washington Engineering Department to present the results of Phase 2 of their Sound Mitigation Study to the City Council. (2022).
- **Community Survey** (first half) – In 2019 and 2020 the Development Services Department conducted three surveys to ascertain citizen’s attitudes regarding construction and development in their neighborhoods. Results of the surveys were discussed at the September 22, 2020 Joint City Council Planning Commission Meeting.

In 2021 we will conduct a Community Survey including city services, community priorities, and quality of life in Medina.

This project has been rescheduled for 2022.

- **Bi-Monthly Online Open House with the City Manager and Police Chief** (first half) – This is a temporary COVID replacement for “Coffee with the City Manager and Mayor” and “Coffee with a Cop”.
 - City Staff has/will hold the following on-line Community Forums:
 - Emergency Preparedness and other Community Public Safety Concerns **(1-14-2021)**.
 - Virtual Tour of 2021 Public Works Projects **(3-22-2021)**.
 - Juvenile Safety Forum **(3-31-2021)**.
 - Open House – Medina Park Playground **(5-13-2021)**.
 - Community Forum – Gas Powered Lawn Equipment **(6-24-2021)**.

- Community Forum – Mental Health with Susie Kroll (7-20-2021).

We had hoped to re-start Coffee with City Manager and Coffee with a Cop in September 2021. Unfortunately, COVID has prevented us from doing so.

- **Park Use Permit** (second half) – Update the City’s Park Use Permit Process. This project has been moved to 2022.
- **Labor Contract Negotiation** (on-going) – Initiate negotiations of the City’s three expiring labor contracts.
 - Public Works (Teamsters).
 - Clerical Employees (Teamsters).
 - Police Officers (Police Guild).
- **Speeding and Traffic Calming** – See Police Department
- **Leaf Blowers and Gas-Powered Lawn Equipment** (first half) – Work with neighboring cities, to regulate use of this equipment. (*2020 Performance Review*)
 - Discussed at City Council Meeting (4-12-2021)
 - Community Forum – Gas Powered Lawn Equipment (6-24-2021)
 - Discussed at the City Council Meeting (7-12-2021)
 - Further discussion is planned in 2022.
- **Employee Training Programs** (second half) – The following programs are offered at no-cost through our insurance carrier; Washington Cities Insurance Authority (WCIA).
 - **Implicit Bias and Unlearning Racism** – I recently attended this excellent two-day program. While our Police Officers receive similar training on a regular basis as part of the Department’s accreditation process ...I would like to provide it to all City employees this year.
 - The City’s Management Team has signed up for this training program.
 - **Preventing Harassment and Discrimination in the Workplace** – This ½ day program is regularly provided to all employees. One session for employees. One for supervisors. We will also include lifeguards and seasonal employees if scheduling allows.
 - All regular employees have completed this training program.
- **Undergrounding of Utilities** (second half) – Direct City Engineer to prepare engineer’s estimate of project design costs within the right of way, (100% City responsibility). Obtain detailed and reliable pricing information from Puget Sound Energy of property

owner costs. Prepare a plan that can help inform future City Councils in moving forward with pilot project or city-wide project.

- Selected the **NE 12th Street Sidewalk Improvements** as our undergrounding utilities demonstration project. Construction is scheduled for Summer 2022.
- **Annual Review Process** (first half) – Work with the Personnel Committee to develop an annual review process for all City Staff. (*2020 Performance Review*)
 - City Staff will follow the performance review process outlined in Chapter 8 of the City's Personnel Guidelines
- **All Staff Meeting** (on-going) – Schedule regular All Staff Meetings. (*2020 Performance Review*)
 - Regular All Staff Meetings have been scheduled.
- **Continue working toward earning my PhD in Political Science** (on-going).
- **Working with the City Council** (first and second half).
 - Organize ½-day virtual City Council Retreat this Spring. And, hopefully, 1-day Retreat this Fall (**2-22-2021**).
 - Review the City's Vision and Mission Statements (**2-22-2012**).
 - Discuss City Council Rules and Guidelines (**2-22-2012**).
- **Brief Monthly Update/Expanded Quarterly Update** (on-going) – Provide the City Council with status reports on progress in meeting 2021 Objectives.
- **Maintain and Expand Visibility in the Community** (on-going).
 - Proactively drive around the community, noting any problem issues or areas, and report to Council.
 - As in past years, I will attempt to attend all City Events and Activities.
 - In addition to the monthly City Council Meetings and the Study Sessions, I also regularly attend Park Board, and Emergency Preparedness Committee Meetings.

Public Works

- **Streets and Sidewalks 2021** (first and second half).
 - 86th Ave NE Overlay.
 - Due to conflicts with other planned projects, delayed until 2022.
 - 77 Ave NE Storm Improvements Phase 1

- Construction Fall 2021
 - Include minor stormwater repairs at 1040 Evergreen Point Road & 400 Block of Overlake Drive East.
- Citywide Stormwater Mapping
 - 90% Complete (reviewing 22 outfalls located on private property)
- 84th Ave NE Overlay – NE 12th to Overlake Drive.
 - Scheduled for August 2021.
 - Completed.
- NE 12th St Sidewalk Improvements – West Segment.
 - Selected as our undergrounding utilities demonstration project. Construction is scheduled for Summer 2022.
- **Streets and Sidewalks Ongoing** (on-going).
 - Trimming hedges and trees impacting sidewalk rights-of-way.
 - Street sweeping and vactoring catch basins per NPDES requirements
 - Stormwater Public Outreach & Education Program
 - Private Stormwater Inspection Program
 - Timely responses to any community complaints.
- **Parks** (first and second half).
 - Medina Park – Playground Addition.
 - Construction Spring 2022 due to supply chain issues
 - Medina Beach Park – Tree Re-Planting.
 - On-going
 - Fairweather Park – Tennis Court Resurfacing.
 - Completed Spring 2021
- **Other Projects** (first and second half).
 - Stormwater System Mapping and Evaluation Phase 2.
 - City Council presentation Fall 2021
 - Striping City Parking Lots and NE 8th Load/Unload Zone
 - Construction Fall 2021
 - Completed.
 - Post Office Floors.
 - Construction Fall 2021
 - Police Department Floors.
 - Construction Fall 2021
 - Completed.

Police

- **Washington Association of Sheriffs and Police Chiefs (WASPC) Accreditation** (second half) – Medina Police Department is up for WASPC re-accreditation in 2021.

Department successfully passed re-accreditation in May 2017. The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards.

- WASPC has assigned a “mentor” who will be providing guidance while evaluating the Medina Police Department progress.
 - Mentor reviewing proofs as they are entered into the system.
 - Accreditation completed November 2021.
- **Training** (on-going) – Fulfilling the expanded training requirement for the Law Enforcement Training and Community Safety Act (LETCSA), passed in 2018. This will be the first year we will be required to fulfill higher training hours and requirements. In November 2018, voters passed Initiative 940 (I-940) in an effort to establish higher training requirements and police accountability standards so we will need to work to complete the new level of training.
- Acknowledged by the Washington State Criminal Justice Training Commission that we successfully met standard in 2020.
 - On track to ensure training requirements are either met or exceeded in 2021.
 - Completed Fall 2021
- **Emphasis on Traffic Safety** (on-going) – Continue to focus on all traffic safety – vehicular, bicycle, and pedestrian – throughout the community through education, engineering (where possible and cost effective), social media, and enforcement to reduce collisions, improve awareness, and improve safety.
- Increased “Direct Patrols” targeting high complaint areas:
 - Between the 800 block and 3200 block of Evergreen Point Road
 - Between the 7600 block and 8700 block of NE 12th Street
 - All areas of Overlake Drive East and Overlake Drive West
 - Between the 7600 block and 8200 block of NE 8th Street
 - Starting in 2nd quarter, increased traffic stops and infractions over 2020.
 - Education using E-Lert, Facebook, and Twitter. Three E-lerts reminding residents about obey traffic laws – school zone, construction zones, and texting.
 - Juvenile Safety Forum – part of the presentation covered young and inexperienced drivers.
 - Year to date
 - Increased activity in direct and targeted patrols
 - Increased traffic stops
 - Increased traffic infractions
- **Speeding and Traffic Calming** (second half) – the City will conduct a speed study of traffic on Evergreen Point Road, 84th Avenue NE, and the East/West Streets connecting these two main arterials. We will also study Overlake Drive West/East.

- In May, research was done on several less intrusive and costly traffic engineering options to calm traffic.
- Pavement marking, new speed signs, and digital speed signs will be installed summer 2021.
 - Speed pavement markings installed at 11 locations in city.
 - Purchase of mobile speed survey device – collecting speed data in several locations throughout the city.
 - In process of purchasing digital speed signs – vendor selected and equipment purchased. Waiting for delivery and installation.
 - Citywide speed survey initiated in October 2021.
- **Support and promote Medina Emergency Preparedness Committee including Schools Sub-Committee (on-going).**
 - Two Emergency Preparedness Meeting held and attended by Police Department.
 - Police Officers routinely participate in Emergency Preparedness Radio Group exercise on Sunday evenings.
 - Medina Police participated in the Emergency Preparedness Committee Schools Sub-Committee meetings.

Development Services

- **Public Portal** – Continue development of our new Public Portal with the goal of fully independent use by outside users.

Mid 2021 Update: Development Services Staff must assist all permit applicants through the public portal. DS reached the point early in 2021 where we realized that our public portal vendor, Dude Solutions, will not be able to solve the technical problems we continue to have. We are exploring other vendors and will make a decision by late August as to whether we will continue with Dude Solutions (SmartGov) or move on to a new vendor.

October 2021 Update: Due to key staffing changes during 2021 this project has been delayed. Our Development Services Coordinator must be involved with the public portal and potential replacement of our current Dude Solutions/SmartGov systems. Our Development Services Coordinator position has changed two times since April 2021 with a new FTE beginning work with us in early September.

The decision to publish an RFP to explore new permitting software vendors has been made, but any decisions will not be possible until our new staff are ready to participate fully which may not be until early 2022.

- **Staff Cross-Training** – This regular and primarily internal training program will assure continuity of services, service maintenance, and workload balancing.

Mid-2021 Update: Due to our Development Services Coordinator going onto maternity leave in April most of the cross-training has been for the director to learn those duties. Our Deputy Building Official does continue to cross-train with our Planning Manager and has taken most of the minor day to day zoning review work.

October 2021 Update: We continue cross-training. Our Deputy Building Official continues to cross-train with our Planning Manager. Small zoning reviews are now given to the DBO so that the Planning Manager, or the zoning consultant will not have to perform these. This expedites small permit reviews, reduces the amount of tedious work for the Planning Manager, and saves costs by not using the zoning consultant. Our new Development Services Coordinator is learning other DS staff members' job functions as cross-training for the purpose of helping her understand all of our operations.

- **State Building Codes** – Adopt the 2018 Washington State Building Code.

Mid-2021 Update: The 2018 Washington State Energy Code was a monumental change for everyone. We are continuing to develop new and more efficient ways to implement this new code.

October 2021 Update: The adoption of the 2018 WSBC is complete. We are working to reduce the complexity of the Energy Code process for permit applicants and for staff. Staff continue to work on plan review and inspections checklists regarding the building code.

- **Right of Way Permit** – Create a new Development Services Right of Way Use permit. This will consolidate all work associated with development projects into Development Services and reduce the Public Works Directors involvement in volumes of small projects.

Mid-2021 Update: We hope to be able to implement this or something similar later this year.

October 2021 Update: Staff now agree that this is needed. A new program will be formed in 2021, but finalization and implementation will not happen until sometime in 2022. With the new DS Enterprise Fund will come an evaluation of services and costs. A ROW permit through Development Services is best analyzed with a fee study in 2022 prior to fully implementing. Our Deputy Building Official is however currently working with the Public Works Director and is reviewing ROW permit applications in addition to performing ROW inspections which is a prime part of what the ROW/Development Services permit would do.

- **Development Code and Process Complexity Reduction** – Establish goals and propose reductions in the complexity of our codes and process.

Mid-2021 Update: Minor Code Amendments were passed by Council. Additional Building Code changes for simplicity are planned for this year.

October 2021 Update: The Code Enforcement Ch. 1.15 is now under review for amendments which will bring clarity and simplifications.

- **Cost vs. Service Analysis** – This is a full analysis of the costs of service vs. the fees charged.

Mid-2021 Update: This is part of a discussion about Development Services having its own fund. Fall 2021

October 2021 Update: Due to the DS Enterprise Fund this will become the primary 2022 department goal. There was work towards this goal in 2021 through the first DS Enterprise Fund budget draft and through planning for 2022.

- **Professional Services Contracts** – Modify existing consultant professional services contracts in combination with the cost vs. service analysis.

Mid-2021 Update: Updated draft of a new Acoustic Engineer contract. Continue work on this in Fall 2021.

October 2021 Update: Contracts have been updated as possible in 2021. Additional contract updates will occur as they need to be re-negotiated. The goal in updating the contracts is better cost control through more detailed definitions of services and associated costs.

- **Advance Deposit** – Change our existing Advance Deposit System to create better accounting and ease of use.

Mid-2021 Update: This will be updated, but the concept needs to continue.

October 2021 Update: This was delayed when the discussion about a DS Enterprise Fund became more realistic. Data is being created during 2021 that will be needed to revise the Advance Deposit process, but this work is more appropriate to occur in 2022 along with a comprehensive DS fee study.

- **Code Enforcement** – Update Medina Municipal Code Ch. 1.15: Code Enforcement.

Mid—2021 Update: Scheduled for late this year but may need to move into 2022.

October 2021 Update: This was intended to start in the 4th quarter of 2021 and has now begun. This will involve a proposal for specific amendments to MMC as needed to clarify and streamline enforcement process. Work on the code amendments will occur during 2021, but likely not finalized until early 2022.

Finance and Human Resources

- **Contingency Fund** (on-going) – Work with Finance Committee and City Council on a plan to replenish Contingency Fund **(2-24-2021)**.
- **2022 Budget** (second half) – Prepare a 2022 balanced budget with levy stabilization funding that is required to hit the 10-year mark of 2029.
- **Labor Contract Negotiation** (on-going) – Initiate negotiations of the City’s three expiring labor contracts.
 - Public Works (Teamsters)
 - Clerical Employees (Teamsters)
 - Police Officers (Police Guild)
- **Enterprise Fund for Development Services** (second half) – Work with Development Services to create their own “Enterprise Fund”, separate from the General Fund.
 - 2022 Budget process.
- **Stormwater Utility** (second half) – Work toward the development of a stormwater utility including a sustainable funding source.
- **State Audit** (second half) – Continue to follow the Washington State Auditor’s Office updates & policy recommendations to achieve another year of a clean audit.
- **Community Forum on the City Budget Process** (second half) – Fall 2021 (*2020 Performance Review*)

Central Services and City Clerk Office

- **Service Level Agreement** (first half) – Develop a Service Level Agreement specifying how City Staff responds to questions and complaints. Promote and encourage the use of our on-line Citizen Helpdesk. (*2020 Performance Review*)

As part of the 2021 City Manager’s Goals and Objectives, the City Clerk’s Office was assigned to develop a service level agreement on how staff responds to questions and complaints. Central Services receives questions and complaints through a variety of mediums, whether it is through email, phone calls, walk in (when city hall is open) or through the online citizen helpdesk portal on the homepage of the city’s website.

Central Services staff has a standard practice of responding to and redirecting to other departments as appropriate all inquiries or complaints within 24 hours during the work week or the next business day if an inquiry or complaint comes after hours or on the weekend.

At Central Services suggestion, the City Manager implemented the following practices to all departments:

- Acknowledge question or complaint within 24 hours or the next business day.
 - Investigate and respond either in person, by phone or in writing within 3 business days.
 - Follow-up if needed.
- **IT (on-going).**
- Improve Network Security – Replace necessary hardware.
 - Upgrade City Hall Telecommunications – Replace 1980s Telephone System **(Completed 2-2021)**.
 - City Website – Update website pages to be more user-friendly **(see below)**.

In line with having standards in service levels to questions and complaints, Central Services has been busy at work on upgrading and redesigning the city's website, cleanup of the online code that includes renumbering sections, chapters, and titles. Lastly, we are upgrading the agenda management system.

Central Services, after much research for software platforms that would help provide better service and ease of use for both patrons of our website and city staff engaged with Municode for all three services, known as Municode's circle of governance. The circle of governance is a simple, integrated solution that will provide better transparency for residents, efficiencies for staff and cost savings for the city.

- **Records Management (on-going).**
- File System – Develop new file system following WA State Records Retention Regulations.
 - Development Services – Clear out old files from storage.
 - E-Records – Clean up e-records off servers.
 - Cloud-Based System – Implement cloud-based records management system (Moved to 2022).
 - Public Access to City Records - Improve public ability to search for records online.
- **Payment Portal (first half).**
- Research an Online Payment Portal (in conjunction with Development Services new on-line permitting portal).