

## 2020 City Council Planning Session

List of Suggested Work Plan Items  
for Decision Card Prioritization Exercise

#	Category	Title	Notes/Explanation	Departments	Operational Efficiency Project	Type/Action
1	Economic Development	Staff Position for Economic Development	Identify/allocate resources to support a staff position who will help coordinate economic development activities, per the Comprehensive Plan.	City Manager		Budget Amendment
2	Economic Development	Citywide Economic Development Plan	Proactively engage the community to develop a Mercer Island strategy for economic development, inclusive of all island businesses. Develop a plan with specific short, medium, and long term action items for implementation by the City to support local businesses.	Planning Finance City Manager		Community Planning Process
3	Economic Development	Creative Arts District	Consider the formation of a Creative Arts District. This work was included in the 2018 work plan, but did not proceed. It could be re-evaluated as part of an economic development strategy or it could be done as a standalone project.	Parks & Rec Planning City Manager		Community Planning Process
4	Economic Development	B&O Tax Credit for New Businesses	Research and present options to modify the B&O tax ordinance to include a tax credit for new businesses in their first year(s) of operation. Also supports Economic Development on Mercer Island.	Finance Planning City Attorney		Ordinance/ Code Amendment
5	Economic Development	Update Town Center Parking Regulations	Review and update Town Center public parking regulations in preparation for light rail opening in 2023. The current parking ordinance in Town Center calls for a wide range of parking zones on Mercer Island. This needs to be reviewed and updated. Regulations for public parking (outside of Town Center) may also need to be reviewed.	Police Public Works Parks & Rec Planning City Attorney	Yes	Ordinance/ Code Amendment
6	Economic Development	Review/Update Town Center Development Code	Suggestions currently include: - Revisit the retail frontage requirements and whether or not the requirement for retail should be extended south. - Evaluate and consider restoring the pre-2015 or 1992 zoning regulations. - A light rail integration plan to address bike and pedestrian connections to the new station. Also includes design aesthetics to ensure new infrastructure complements and connects to existing infrastructure.	Planning City Attorney City Manager		Ordinance/ Code Amendment

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7	Fiscal Stewardship	Update/Revise REET Policies	Review and update policies regarding use of REET funds. REET 1 and REET 2 allow for the use of funds for maintenance projects with limitations. New legislation in 2019 expanded the use of REET 2 for affordable housing and projects related to homelessness. The City is currently using all REET funds for capital projects. Policy suggestions include: - Improving policy definitions - Discuss use of REET to fund maintenance activities - Discuss use of REET to fund ARCH projects	Finance Planning Public Works Parks & Rec Admin Services City Manager		Budget Policy
8	Fiscal Stewardship	Use of Public Resources to Support Private Foundations/Other Third-Party Support	The City receives financial and in-kind support from third party foundations and other donors. There are currently no policies regarding the use of City resources (including personnel time) to support these efforts. This primarily applies to the Parks and Recreation Department and Youth and Family Services Department.	Admin Services Finance YFS Parks & Rec City Attorney City Manager		Budget Policy
9	Fiscal Stewardship	Equipment Surplus Policy	Review and update the equipment surplus policy, including review of the valuation threshold for City Council approval. Suggestion is to require City Council approval prior to surplusizing equipment valued at \$500 or more.	Public Works Finance Parks & Rec City Attorney		Budget Policy
10	Fiscal Stewardship	Policy to Incentivize Department Savings	Research and evaluate a policy to incentivize department savings where credits could be applied to future biennial budgets. For example, allow savings in 2020 to credit to next Biennium. Add GL code and process whereby savings are "booked" by Directors for each department to City Financial Systems. Provide this report in Council packets along with Payables. Determine minimum reporting standards.	Finance City Manager		Budget Policy
11	Fiscal Stewardship	Expense Savings Policy for Budget Development	Establish a spending reduction threshold (ex: 5%) to guide the development of the 2021-22 biennial budget.	Finance City Manager		Budget Policy

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12	Fiscal Stewardship	Funding Policy for Permanent FTEs	Research and evaluate a financial policy related to funding requirements for new FTEs. Suggestion included establishing a budget policy that requires an ongoing/sustainable (6-year) funding source for any new FTE/headcount added outside of a balanced budget (i.e. cannot use one-time-money or surplus to add permanent positions). Contract positions with stated terms would be allowed.	Finance City Manager		Budget Policy
13	Fiscal Stewardship	Capital Funding and Reinvestment Policy	Utilize asset management data (through the CityWorks system) to establish/update policies for capital reinvestment and replacements. Utilize the data to confirm the prioritization and replacement schedule for infrastructure.	Public Works Parks & Rec Admin Services Finance City Manager		Budget Policy
14	Fiscal Stewardship	Utilize Commodity Adjustment Mechanism in Recology Contract to fund Sustainability Position	Re-evaluate the commodity adjustment mechanism in the solid waste contract to determine if savings could be used to fund Sustainability programs. Currently, commodity adjustments (costs or savings) are part of the customer accounts and not passed along to the City. Analysis would be required on current commodity adjustment before this funding option is evaluated further. If implemented, this would likely require a contract amendment.	Public Works Finance City Attorney		Contract Amendment & Budget Policy
15	Fiscal Stewardship	Levy/Long-Term Funding Strategy for School-Based Mental Health Counselors	Review the options to secure long-term funding for school-based mental health counselors and review/confirm mental health counseling levels of service. This may include a ballot measure such as a levy.	YFS Finance City Attorney City Manager		Fiscal Strategy
16	Fiscal Stewardship	Organizational Assessment for IGS Division	Similar to organizational assessment work going on in other departments, evaluate the operating structure of IGS including staff roles. Review and update level of service standards.	Admin Services Finance City Manager		Fiscal Strategy

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17	Fiscal Stewardship	Implement System to Track Employee Works Hours	Implement a system to track employee hours against specific projects and work items. Employee hours for capital projects and Public Works maintenance functions are currently tracked. Parks maintenance hours will be tracked once CityWorks goes live in February 2020 (soft launch). Facility maintenance hours will be tracked when CityWorks is implemented in 2021/2022.	Admin Services Finance City Manager		New Program or Service
18	Fiscal Stewardship	Consolidate City-wide Online Payment Options	Consolidate online payment options. The City has 15+ merchant accounts, various online portals for payments, and no online options that allow for "one-stop shopping." There are software providers (payments, invoice cloud) that could consolidate these portals. There is a potential for savings on merchant fees, staff time savings in reconciliation of payments and deposits, and streamlines revenue posting from business systems to primary financial system.	Finance Admin Services	Yes	Technology Project
19	Fiscal Stewardship	Electronic Payment Processing for Vendors	Implement scanning of vendor invoices/electronic invoices, linking them to electronic versions of purchase orders. Ability to view from budget to actual, or other internal reports on demand. Establish a system to accept electronic vendor payments.	Finance Admin Services	Yes	Technology Project
20	Fiscal Stewardship	Integrate City Business Systems with Finance System	Create integrations between business systems and primary financial system. Seek to eliminate manual process used to post revenue from sub-systems to primary financial system.	Finance Admin Services	Yes	Technology Project
21	Fiscal Stewardship	Evaluate the City's Finance Software System to inform the "Update or Replace" Decision	The City is using ONESolution for finance operations and reporting. The system is scheduled to be upgraded in 2021. It may be wise to evaluate other software systems before the upgrade is performed. Additional one-time resources would be needed to support this research effort. ONESolution has not been updated since 2010 and current functionality is limited in some areas (e.g. customized reporting).	Finance Admin Services City Manager		Technology Project

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22	Governance	Term-Limits for City Council Positions	Research and evaluate an ordinance amendment to implement term-limits for City Council positions. Suggestion is to explore an ordinance change establishing a two-term limit.	City Attorney City Manager		Ordinance/ Code Amendment
23	Growth Management	Growth Management Planning	Recently the City has engaged in a limited basis on the topic of growth management. A more proactive approach would involve engaging with the community to thoughtfully plan for future growth, which will more effectively prepare the City to respond to regional and State mandates.	Planning City Attorney City Manager		Community Planning Process
24	Housing	Housing Action Plan	Consider development of a Housing Action Plan and/or review the City's current regulations related to providing options for different kinds of housing. The Growth Management Act requires the City to provide housing for all economic segments of the population. During the review of the Residential Development Standards, a significant number of comments were received related to ensuring that housing provides opportunity to age in place.	Planning City Attorney		Community Planning Process
25	Housing	Regulations for Short-Term Rentals (ex: Air BnB)	Review permitting requirements for short-term rentals (Air BnB and others). Update permit fees for short-term rentals based on revised permitting requirements. Currently, short term rentals are regulated as a "bed and breakfast" and require a CUP. It is not clear if the current standards align with Council goals and/or community expectations.	Planning City Attorney		Ordinance/ Code Amendment
26	Housing	Flexible Single Family Development Code	Code amendment to implement 2018 Comprehensive Plan Amendments related to flexible single family development (e.g. flexible process for homes designed to allow aging in place).	Planning City Attorney		Ordinance/ Code Amendment
27	Housing	Green Building Code Amendment	Code Amendment to implement 2018 Comprehensive Plan Amendments related to creating an incentive for homeowners to build green homes.	Planning City Attorney		Ordinance/ Code Amendment

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28	Human Resources	Compensation Policy & Philosophy	Develop a City-wide compensation policy and philosophy.	Admin Services Finance City Manager		Budget Policy
29	Human Resources	Citywide Classification and Compensation Study	The City's compensation levels and strategies need to be reviewed and updated. This includes reviewing and updating the classification system for all positions, and a salary study for non-represented staff.	Admin Services City Manager	Yes	Budget Policy
30	Human Resources	Organizational Assessment for Human Resources	Similar to organizational assessment work going on in other departments, evaluate the operating structure of Human Resources including staff roles. Review and update level of service standards. This work is underway, but is included here because an additional appropriation may be required.	Admin Services Finance City Manager		Fiscal Strategy
31	IGS	ArcGIS Enterprise Migration	Deploy ArcGIS Enterprise suite to enable collaboration and flexibility of City's GIS data. Pairs with serving maps to organize and share GIS information anytime, anywhere.	Admin Services	Yes	Technology Project
32	IGS	Deploy ArcGIS Hub	The City maintains several authoritative data sets that provide a foundation for policies and initiatives in addition to supporting the operational decision making within the organization. ESRI, the vendor who supplies the City with geospatial/GIS software, has a new public engagement portal that would allow the City to make available its GIS data, apps, and analysis tools in an external format.	Admin Services		Technology Project
33	IGS	Pilot Project: Drone Use for City Services	Unmanned aerial vehicles, commonly referred to as "drones", provide new ways to perform tasks such as evaluating a landslide, reviewing construction sites, and reviewing traffic accidents. City staff would like to begin a pilot project to evaluate this technology and its use in emergency management, public safety and other.	Admin Services Public Works Police Fire		Technology Project

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34	Municipal Court	Evaluate Service Delivery Options for Municipal Court	The City of Mercer Island currently operates its own municipal court. There are alternative service delivery options including contracting with King County District Court or contracting with another City to provide municipal court services.	Admin Services Police Finance City Attorney City Manager		Fiscal Strategy
35	Parks & Open Space	Permanent Protection for City Parks and Open Space	Consider a referendum or other measure to permanently protect parks and open space and/or to require a vote to divest or modify use of park land. The Parks and Recreation Department is currently working on an update to the Parks, Recreation and Open Space (PROS) Plan. This policy discussion may be something to include as part of that work item in 2020-21.	Parks & Rec City Attorney City Manager		Ballot Measure or Ordinance/ Code Amendment
36	Planning	Neighbor Approval for Conditional Use Permit Variances (CUP)	Research and evaluate the development of a policy to require neighbor approval for CUP variances. Suggestion was to set a limit (e.g. within 500 ft of property) and require a majority of neighboring properties to approve CUP variances, with applicability to all adjacent zoning types.	Planning City Attorney		Ordinance/ Code Amendment
37	Public Defense	Establish Eligibility Requirements for use of Public Defense Services	Review procedures related to eligibility requirements for the provision of public defense services. This work will need to be done in cooperation with the Municipal Court Judge. Public defender services are currently provided through in-person screening done by the judge. As an alternative, income thresholds and an application process could be established.	Admin Services		Operating Policy or Procedure

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38	Records Management	Scan and Catalogue Past Permit Records	Provide resources to review and catalogue past permit records in an electronic format that allows for searchability and tracking of permit "conditions." Most of the City's permit records are in paper format or have been scanned, but not effectively catalogued. If permits were issued with "conditions" there is no effective system for tracking and monitoring those conditions. This project could also make all historic permit records accessible to the public. This will reduce public records requests.	Planning Admin Services City Attorney City Manager	Yes	Technology Project
39	Records Management	Interactive Map for All Active Permit Applications	Implement an online tool (GIS based) and in a user friendly format to allow public access to all permit applications and records. This will reduce public records request and improve transparency.	Admin Services Planning	Yes	Technology Project
40	Residential	Fence Heights in Residential Zones	Review the fence height regulations in residential zones. Consideration for taller fences to prevent deer from accessing properties and gardens. This could be included as part of the Residential Development Standards review.	Planning City Attorney		Ordinance/ Code Amendment
41	Safety	Establish Regulations for use of Drones in City Limits	Establish regulations for use of drones in City limits. Purpose of the new regulation would be to address public safety, prohibit interference with the work of first responders, and address privacy concerns.	Police City Attorney		Ordinance/ Code Amendment
42	Safety	Review/Update Regulations regarding Camping, Temporary Structures, and Overnight Parking on Public Property	Study possible updates to current regulations regarding camping, temporary structures, and overnight parking on public property. Explore potential options for partnerships with area shelters ( <i>see Martin v. Boise</i> ).	Planning Police Parks & Rec Public Works City Attorney		Ordinance/ Code Amendment
43	Sustainability/ Environment	Implement LOS Standards/Other Measures to Evaluate Sustainability Program Performance	Review the sustainability work plan items for 2020-21 and ensure LOS standards are developed to measure success. Utilize data and performance measures to inform budget policies and priorities.	City Manager		Budget Policy



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44	Sustainability/ Environment	Develop a Climate Action Plan	The recently amended Comp Plan now includes a goal to "Develop and implement a Climate Action Plan."	Planning City Manager		Community Planning Process
45	Sustainability/ Environment	Update Integrated Pest Management Policies	Review and update Integrated Pest Management policies, including use of herbicides in public areas. Integrated Pest Management (IPM) policies provide strategies for the long-term prevention of pests, noxious weeds, and invasive species.	Public Works Parks & Rec		Operating Policy or Procedure
46	Sustainability/ Environment	Plastic Straw Ban	Consider a policy to ban single-use plastic straws. This follows on the previous plastic bag ban and supports sustainability efforts to reduce waste.	City Manager City Attorney		Ordinance/ Code Amendment
47	Sustainability/ Environment	Requirement for Composting at Restaurants	Develop a policy to mandate composting at restaurants.	City Manager City Attorney		Ordinance/ Code Amendment
48	Transportation	City-Wide Shuttle Service	Review the potential of implementing a shuttle service on Mercer Island to serve businesses, schools, the Park & Ride, and other areas on Mercer Island.	Public Works City Manager		New Program or Service
49	Transportation	Commuter Parking Code Amendment	Code amendment to allow for commuter parking for private transit.	Planning Public Works City Attorney		Ordinance/ Code Amendment
50	Utilities	Update/Renew PSE Franchise Agreement	The PSE Franchise Agreement expired in 2013 and needs to be updated.	Public Works Planning City Attorney		Contract Renewal
51	Utilities	Update/Renew Comcast Franchise Agreement	The Comcast Franchise Agreement expired in 2010 and needs to be updated.	Public Works Planning City Attorney		Contract Renewal
52	Utilities	Formation of a Public Utility District (PUD)	Investigate the feasibility and advantages/disadvantages of forming a Public Utility District (PUD) for electricity for Mercer Island.	Public Works City Manager		New Program or Service