Des Moines City Council

Retreat – Budget Process
August 3, 2013

9:00 a.m. – Noon

Des Moines Activity Center
Des Moines Creek Room
2045 South 216th Street
Des Moines, 98198

-Agenda-

9:00 a.m.	Call to order
9:01 a.m.	Presentation, discussion, and direction regarding activities/actions following up on Council direction given at the April 6, 2013, budget retreat
10:15 a.m.	Discussion of other potential budget balancing strategies, new/enhanced revenues, and cost cutting measures
10:30 a.m.	Break
10:45 a.m.	Executive Session: Per RCW 42.30.140(4)(a) to discuss labor negotiations
11:00 a.m.	Presentation and discussion of revenue trends for 2013 and 2014 and preliminary estimates of personnel costs for 2014
11:45 a.m.	Next steps
Noon	Adjourn

Times noted are estimates and are subject to change depending on the progress made on each item.

BACKGROUND MATERIALS FOR:

April 6, 2013 Budget Retreat Follow Up

Staff is working on additional materials to be provided as they are ready, or Saturday at the Retreat.

April 6, 2013 Budget Retreat Follow Up

NOTE: Underlined text represents an update from the June 6, 2013 report to Council

Radical Expenditure Reduction Ideas

- Police Department – contract for some services (emphasis on support and infrastructure)
  - We offer police services to others
  - Regional police services (or merge w/another city)

    Follow up: Chief of Police, Commanders – See attached memo
    - ***PD continues to:***
      - ***Pursue efficiencies***
      - ***Upgrade policies and practices***
      - ***Improve community relationships,***
      - ***Boost training***
      - ***Partnering with other police agencies and city departments***
    - ***Reach out to other cities to determine interest***

- Court
  - Contract with other cities – we need physical space – leasing option available?
  - Regional services

    Follow up: Judge, Court Administrator, Economic Development Manger, Grant Fredricks
    - ***Analyzed space needs for Court to provide services to other cities***
    - ***Analyzed available rental spaces in Des Moines, both in the Marina District and on Pacific Highway South***
    - ***Analyzed space available in Des Moines City Hall to accommodate extra space needed by Court***
    - ***Briefed Municipal Facilities Committee***
    - ***See attached report***
    - ***Reached out to other cities to determine interest – Burien declined to pursue***

- Other opportunities for collaboration with other cities
  - Street Services
  - Parks & Rec Services
  - Mechanics/Fleet
  - Building
  - Code Enforcement

    Follow up: PBPW Director
    - ***Pursuing with neighboring cities via King County Cities Public Works Directors' bi-monthly meetings***
    - ***Interim Contract in place with Normandy Park for Maintenance Admin Support Services. Will look to expand after new City Manager starts in July.***
    - ***Discussion held with Normandy Park City Manager 7/24/13.***

- Merge Marina & Park, Rec, Senior Services

  Follow up: Park, Recreation and Senior Services Director and Harbormaster

  - ***Develop proposal for phased-in merged department with a 3-5 year timeline***
    - ***See attached summary***

  Policy Questions:

  1. ***Parks, Recreation and Senior Services merges into Marina Fund***
  2. ***Marina Fund merges into General Fund;***
  3. ***Departments' operations merge but kept in separate funds; or***
  4. ***No Merger, redistribute interdepartmental workloads as feasible in 2014***

- Contract w/private sector for some of the items listed above

  Follow up: PBPW Director

  - ***Currently contracting with NLS for some Landscape maintenance. Will evaluate additional opportunities, particularly with regards to fleet maintenance***

- Lease Fleet/Equipment

  Follow up: Chief of Police, PBPW Director, Finance Director

  - ***Evaluating police vehicle options first***

- Recombine, reorganize and flatten organizational structure in PBPW - $280,000-$350,000

  Follow up: Assistant City Manager, Acting Public Works Director, Acting Community Development Director

  - ***Proposal for merged/reorganized department developed and in the process of being implemented.***

Extraordinary Revenue Generation Ideas

- Prepare a thorough analysis of all commercial areas and corresponding uses to determine where highest revenues are/can be generated, in the context of political feasibility

  Follow up: Economic Development Manager, Finance Director – see attached report

  - ***Estimate revenue from development on the following sites:***
    - ***Des Moines Creek Business Park***
    - ***Furney's/Ono's***
    - ***Artemis Hotel***
    - ***Mack Truck***
    - ***Marina Floor***
  - ***Estimate revenue from the following uses:***
    - ***Car dealerships***
    - ***Card rooms/mini casinos***
    - ***Hotels***
    - ***Big box retail***
    - ***High end restaurants***
    - ***Park n' fly lots***
    - ***Parking facilities associated with a Sound transit stop***

- Research revenue sources of surrounding cities – where are they getting their revenue?
  - ***See materials created for April 6th retreat***

- Review/discuss complete and exhaustive listing of all possible revenue sources

  Follow up: Economic Development Manager, Finance Director – see attached report

  - ***B&O Tax options – to be discussed with Finance and Economic Development Committee 8/6/13***
    - ***Square footage tax versus gross revenue tax***
      - ***What cities use square footage***
      - ***What impact could it have in Des Moines***
    - ***Allowed to go over 0.2% with voter approval?***
  - ***Other revenue options?***

- Bring all properties between I-5 and Highway 99 and between Kent-Des Moines Road and South 272nd Street into Des Moines – conduct an analysis

  Follow up:

  - ***To be assigned***

- Sponsorships/naming rights for City facilities/vehicles – what would policy/rules look like?

  Follow up: Park, Recreation, and Senior Services, Assistant City Attorney

- ***Briefed Municipal Facilities Committee – provided example policies from other cities***
- ***Developed draft policies/rules – presented to Municipal Facilities Committee 7/25/13***

- Far reaching rezones
  - Pacific Ridge

    Follow up: Community Development Manager, Economic Development Manager, Grant Fredricks
    - ***Draft ordinance completed – State Review, SEPA, being conducted***
    - ***Public Hearing to be held in 8/8/13***
  - Pacific Highway South from Kent-Des Moines Road to South 272nd Street

    Follow up: Community Development Manager
    - ***Finance and Economic Development Committee discussed a request to rezone a property one block west of Highway 99. Committee directed that this request be part of the study of zoning on Pacific Highway south of Ken-Des Moines Road and that properties that are not on Highway 99 also be included if there is a compelling reason to do so.***
    - ***Inventorying all planning work done to date by Des Moines and Kent***

- Marina District
  - Buy vacant property & make it more developable

    Follow up
    - ***Subject to funding availability***
  - Move City Hall/Court/Library to the Marina District

    Follow up
    - ***See follow up to Court item in Radical Expenditure Reduction Ideas***
  - Look at vacating alleys and ROW to encourage economic development

    Follow up: Community Development Manager, Economic Development Manager, Grant Fredricks
    - ***Inventorying uses currently occurring in Marina District alleys: utilities, deliveries, garbage, etc.***
    - ***Outlining criteria for vacation of streets and alleys – codify?***
    - ***See attached summary***

- Charge for Parking (Marina, Redondo, Beach Park, Marina District)

  Follow up: PBPW Director; Park, Recreation, and Senior Services Director: Harbormaster
  - ***PS&T Committee and Municipal Facilities Committee studying parking issues***
  - ***See attached proposal for pay parking at Marina and Beach Park***
  - ***See attached proposal for improvements and parking at Wooten Park***
  - ***See attached renderings of two potential changes to the Salty's parking lot in Redondo***

- Support passage of King County Human Services Sales Tax increase
  Follow up: City Manager
  - ***Monitor King County actions***

- Redevelop Marina
  Follow up: Harbormaster, Community Development Manager, Economic Development Manger
  - ***RFQ issued, responses <u>received 5/31/13</u>***
  - ***<u>RFQ responses evaluated by Committee</u>***
  - ***<u>Presentations by responders scheduled for 8/1/13</u>***
  - ***Determine need to issue addenda or extend deadline based on comments from prospective respondents***

- Complete Beach Park Rehabilitation, Rent/Lease space
  Follow up: City Manager; Parks, Recreation, and Senior Services Director, PBPW Director, CIP Projects Manager, Event Coordinator
  - ***Monitor State Legislature for status of $750,000 Heritage Grant funds for the Dining Hall - <u>$850,000 grant funds included in 2013-15 State budget</u>***
  - ***Prepare to start the Dining Hall project in anticipation of Heritage Grant funds being in 2013-2015 State budget – <u>staff organizing to move project forward</u>***
  - ***Continue efforts to rent available Beach Park venues (Auditorium, Founder's Lodge, Picnic Shelter, Meadow)***

- Require utilities to develop plans to extend service to undeveloped/underdeveloped lots
  - Mechanism?
  - Increase development?
  - Increase property values?

  Follow up: PBPW Director, Community Development Manager
  - ***Inventorying under-served/un-served areas***
  - ***Inventorying utility districts' policies regarding service extension***
  - ***Inventorying dates for each district's comp plan update***
  - ***Creating list of options for City of consider to encourage/require extension***
  - ***Reviewing zoning in under-served/un-served areas***
    - ***Contributing to lack of development?***
    - ***Increase allowed uses or density to encourage development?***

- Lease the Marina to private operator
  Follow up: City Manager, Assistant City Manager, City Attorney, Finance Director, Harbormaster
  - ***Conducting legal/operational/financial analysis of privatization***

- Des Moines Elementary School – have F&ED review zoning
  Follow up: PBPW Director, Community Development Manager
  - ***Inventorying zoning on and within ½ mile of DM Elementary***
  - ***Inventorying current and allowed uses on and within ½ mile of DM Elementary***
  - ***Inventorying issues/impacts redevelopment of DM Elementary might have surrounding area***

Traditional Budget Balancing Strategies and Efficiency Enhancements
(These are normal every day management improvements and policy refinements)
(Ideas worth exploring , but relatively low yield, and not sustainable – won't solve the problem)

- Reduce/slow/eliminate increases in employee compensation/benefits
- Street Lighting
    - LEDs - $45,000 per year for 100 watt lights
- Eliminate ACM and add HR Specialist - $74,848
- Eliminate ED Manager Position - $134,026
- Eliminate Consultant Positions
- Freeze Empty Positions/Reallocate Resources as needed – $1,142,078 (includes some of the savings in reorganization of PBPW)
- Continue fight for liquor revenue - $300,000 for 2013
- Consider Bi-Annual Budget Process
- $$$ for Marijuana
- $40 Car tab - $400,000
- Feds – Advocate for Fair Market Place (i.e. sales tax on all internet sales)
- Require direct pay deposit for all City employees (just as the Federal government now requires for pay and entitlements) by 1/1/14 and immediately for new employees when hired
- Charge for all community events – cover direct costs
- Eliminate Citizen Advisory Committees (Human Services, Senior Services, Arts Commission, Landmarks Commission) – eliminates need to provide staff support – What are these committees doing and how much staff support is provided?
- Eliminate the Planning Agency by 1/1/14
- Reevaluate all Departmental Positions for duplication
- Reevaluate all Departmental Expenditures for savings
- Reevaluate all Departmental Fees for market rates
- Looking for efficiencies must be a high priority – technology solutions

DES MOINES POLICE DEPARTMENT

"Professionalism, Pride, Teamwork, Excellence, Quality Service, Commitment"

MEMORANDUM

DATE: July 23, 2013

TO: George M. Delgado
Chief of Police

FROM: Bob Bohl
Commander

SUBJECT: Council Retreat Follow-up Update

During the Council Budget Retreat on April 6, 2013 it was identified the Police Department needed to continue the following:

- Pursue Efficiencies
- Upgrade Policies and Practices
- Improve Community Relationships
- Boost Training
- Partnering with other Police Agencies and City Departments

The following is some follow up information in regards to the listed bulleted points discussed during the Council Budget Retreat.

Pursue Efficiencies

The police department continues to pursue our own organizational efficiencies as well as assisting with the efficiencies with other city departments by currently doing the following:

- Assist with employee investigations from other city departments.
- Made arrangements to have a dedicated PD Bay with the City Shops for vehicles seized for search warrants. This eliminates officers from attempting to find room within the city shop and placing seized vehicles in front of other city equipment thus not allowing access for its use. This also will eliminate the need to use outside rental space thus providing a cost savings.
- Provided an instructor to teach First Aid / CPR to Parks Department Staff.
- Making arrangements to have a computer system placed within the police department lobby allowing citizens to do on-line police reports instead of pulling an officer off the street.

- Obtained hands free phone sets for Records Unit allowing the ability to answer the phone without being at the desk.
- Investigated the feasibility to outsourcing the transcription of our digitally recorded statements and determined it was cost prohibited.
- Established our own language line interpreter account for easier access for officers and detectives to use while obtaining critical information during an investigation.
- Records Unit continuing to pull old cases and miscellaneous files from Iron Mountain for destruction per the Records Retention Schedule thus eliminating the need for storage at Iron Mountain as an annual cost savings.
- Professional Standards Sergeant pulled all old personnel files from Iron Mountain for destruction per the Records Retention Schedule thus eliminating the need for storage at Iron Mountain as an annual cost savings.
- Worked with Assistant City Manager (HR) to establish consistent protocol for retention of medical records and other personnel files for department employees.
- Re-establish the Administrative Sergeant to assist in identifying training needs, risk management, equipment needs / inventory and emergency management.
- Partnered with Kitsap County Sheriff's Office to reduce our cost of conducting our emergency vehicle operation training.
- Continue to seek reimbursements for the following: Training cost from WCIA, DRE training from Washington State Traffic Safety Commission, Radio Re-banding from Sprint/Nextel.
- The Administrative Sergeant has re-organized our department training files and destroyed those training records per the Records Retention Schedule.
- In the process of evaluating our current equipment inventory and making adjustments based upon the needs of the department.

Upgrade Policies and Practices

With the Administrative Sergeant position re-established we are currently updating our department policies and procedures to stay current with Federal Law, State Law, as well as current Case Rulings. After this update is completed we will be working on moving towards accreditation.

Improve Community Relationships

The Department will increase crime prevention efforts to neighborhood associations and community groups in response crime trends affecting our area. The hope is to increase dialogue and awareness. The goal is to build stronger partnerships and trust.

Our efforts are the foundation of our future ability to serve a wider and more diverse community. Through our customer service/crime reduction efforts, we believe that Des Moines will become the safe city that attracts innovation, growth, and a haven for families.

The police department continues to be committed to the philosophy of Community Policing as well continuing our Community Outreach by:

- On-going participation in Apartment Manager's Meetings.
- Encourage Blockwatch Program.
- Conduct Security Surveys.
- Provide education on the oversized vehicle ordinance to enhance the quality of life within our local neighborhoods.
- Work with local businesses to reduce the liquor thefts.
- Increase officer presence in community events such as the Farmers Market and Wesley Homes Annual Barbeque.
- Staff a Police Booth at the Farmers Market on particular weekends.
- Chief Delgado in dialogue with So. King County Chiefs to discuss best practices in crime fighting, crime reduction, intelligence sharing, resource sharing.
- Established a Chief's Advisory Board to assist with the direction of the Police Department.
- Additional directed patrol activities in identified areas identified by our community.
- Chief Delgado showed a presence during the Muslim Blood Drive.
- Looking at expanding the Volunteer Program.
- Participation in National Night Out.
- Established a new "Coffee with a Cop" program. Pilot program will start at the Des Moines Senior Center in September 2013.

Boost Department Training

The police department re-evaluated and developed a 2013 Training Plan base upon the funds allocated within 2013 Budget by:

- Prioritizing the in-service training based upon the funds allocated within the budget.
- To reduce risk provided Emergency Vehicle Operations training which has not been completed in over seven (7) years.
- Provide other in-service training to maintain certification mandates imposed by the Criminal Justice Training Commission.
- Additional Command level oversight on approval of requested training to ensure it is beneficial for the direction of the organization.
- With Department / City Staff changed determine if we are still in compliance with the FEMA regulations in training requirements for ICS (Incident Command System).

Partnering with other Police Agencies and City Departments

The DMPD has begun discussions with National Coalition Building Institute (NCBI) to do training that will enhance community relations and customer service, and crime reduction through community collaboration. The Department plans on pursuing grant funding to assist in making this training possible. Training that we hope will become a part of our outreach philosophy. Below are

snapshots of some of the training being offered. We're currently working with NCBI on a 4-hour block of customer service training.

- **Welcoming Diversity / Prejudice Reduction Workshop** (one day) — *Shows how participants have been taught to think and act as members of their racial, gender, and other identity groups and provides skills for bridging differences.*
- **Leadership Clinic** (one to three days) — *Assesses individual and group skills for leading diverse communities and organizations and teaches an array of key leadership and managerial skills.*
- **Coalition Building Workshop** (one to three days) — *Teaches skills for bringing diverse elements of a community or organization together to successfully achieve common goals.*
- **Controversial Issues Process** (one day) — *Demonstrates a method for assisting diverse groups to work together even in tough, emotionally-charged conflicts.*
- **Controversial Issue Practicum** (one or two days) — *Introduces the Controversial Issues Process and uses it to address a challenging issue brought by the sponsoring group.*

The police department also continues to enhance our partnerships with other agencies and city departments by:

- Worked with other city departments to assist with potential employee misconduct.
- Worked with other city departments to increase the efficiencies within the city departments as well as identifying ways to minimize the risk of loss of city resources.
- Assist other city departments in identifying issues which need to be addressed.
- Work with other local Chief's to establish a Mutual Law Enforcement Agreement to participate in the Valley Investigative Team which is regional law enforcement investigation team to investigate officer involved shootings or in-custody death incidents.
- Participate with other agencies for on a tactical debrief and lessons learned for the active shooter incident in Federal Way.
- Worked with Highline Community College's Administration to organize a table top active shooter exercise which has been scheduled for August 7, 2013.

In addition, the police department obtained information on the City of Kent's west hill region west of Interstate 5 for 2012. The City of Kent is broken up into 4 Sectors with several hundred reporting districts. The west hill area east of Interstate 5 is within Sector 3. According to the information received, this area received 5,623 total incidents in 2012 and there were 1,102 police case reports. This area west of Interstate 5 had a highest amount of cases taken in 2012 than the rest of the reporting districts within Sector 3.

Currently, The City of Des Moines is charged $36.58 per call from Valley Communications. Based on the above 5,623 incidents would equate to an additional $205,689 in additional dispatch fees for this area. The Des Moines Police Departments currently averages about 3500 police cases per year so this area would be about a 33 percent increase in case reports.

City Hall/Courthouse Study Update

2013 City Council-Adopted Strategic Objective:
Develop a plan to build a new Court House and City Hall in Des Moines

1. **This goal is sound** and a new City Hall/Courthouse is needed for the City and City Government. City services and functions will be enhanced by a new complex.
2. **The project will be challenging**. It will take longer (at least 5 years and probably at least 8) and be more difficult than expected, be more costly than initially thought, be politically challenging, and require political leadership and courage. Project fatigue will occur.
3. **Project management will be critical**. Cost and scope creep control will be critical. Outside project planning and management resources will be needed. A comprehensive strategic communications and stakeholder management strategy will be essential.
4. **Procurement and project delivery must be flexible**. Planning must remain flexible so that all potential procurement and financing methods are evaluated (e.g., design/build, lease to own, equivalent value exchange). Some form of public/public or public/private development seems best suited to the City's needs.
5. **Site selection and control**. Unless re-purposing an existing commercial building is an option, identifying and controlling the site for a new complex is the most important early phase once financial feasibility is demonstrated.
6. **Fund availability will be a constant challenge**. Recognize, however, that over the first 10 years, initial facility costs are only about 8% of the cost of an office. Personnel represent 84% and O&M will be about 8%. Over a normal 40-year life, initial facility costs are only 2%, O&M is 6%, and personnel are 92%. The office has a 3% to 9% effect on productivity.

General Approach:

1. **Don't reinvent the wheel.** Be informed by experience of other state and local agencies. Learn from Olympia, Burien, Shoreline, Puyallup, Lakewood, Bothell, Marysville, WCIA and others.
2. **Be comprehensive.**
    a. Be clear on the business purpose/project objective.
    b. Plan with the help of everyone potentially affected by the plan including direct recipients of City Hall and Courthouse services; finance, design and build considering all possible public and private procurement approaches; and operate in a way that best serves the community. Promote pride in our City during the planning, development and operating phases of the project.

c. Thoroughly evaluate land use, transportation, infrastructure development and financial impacts and benefits to the neighborhood in which a facility might be located.
d. Be transparent. Make assumptions, alternatives, working budget estimates, and issues visible.
e. Include a disposal or re-purposing strategy.
f. Include analysis of "No Action" or "Modify Existing Facilities" alternatives.

3. **Be resolute but flexible.** Believe in the success of the program. Make mid course adjustments when necessary. Plan for the inevitable crises with risk assessments and contingency plans. Actively manage risks and opportunities. Be flexible on partnering with other public agencies or private entities.
4. **Leverage value of new City Hall/Courthouse.** Capitalize on existing City Hall site and the impact and value of strategically locating a large public activity center and potential private business generator.

Planning Phases

1. **Plan Development.** Develop clear project objective. Identify and agree on need and business purpose. Identify all assumptions and constraints. Maintain an Issues Inventory. Develop true alternative strategies and analyze their risks. Develop plan schedule and deliverable details. Complete a Resources Inventory with strength and weaknesses. Identify constraints. Develop and then maintain working schedules and budgets.
2. **Stakeholders.** Include every group potentially affected by project decisions including employees. Develop a comprehensive strategic communications plan to keep them informed, seek their input and feedback, identify early problems or issues and resolve stakeholder conflict. Commit to "win-win".
3. **Task Organize.** Organize Planning Team and support structure, define roles and responsibilities, establish budget, cost control and schedule management systems, and create Program Charter (e.g., "How To" manage scope and cost creep, resolving issues, keeping stakeholders up to speed, etc.).
4. **Potential Sites.** Identify site evaluation criteria (size & shape, location, land use and zoning, environmental, access, traffic, available supporting infrastructure) for potential preferred build-to-own and build-to-lease City sites that could meet the needs of the City Hall/Courthouse including potential mitigation and infrastructure development. Screen potential sites against criteria.
5. **Functional and Space Programming.** Identify current space use and future space needs starting with 2007 space planning work.
6. **Design Standards.** Develop building and site development design standards and guidelines adapting those from other recent public projects.

7. **Cost Estimating.** Develop preliminary project budget ranges based on different performance, quality and cost development standards, and evaluate leasing versus owning costs, again based on other recent public projects.
8. **Conceptual Schematic Design Concepts.** Lay out project in conceptual way to understand functional adjacencies, customer access and service, security, etc.
9. **SEPA Review.**

Next Steps

1. **Continue Research on Other Agencies Project.** The City of Olympia has provided us a lot of information and examples from their recently-opened new City Hall. Interview and get similar information from at least two more cities plus other agencies such as WCIA. Pick and propose approaches which seem best suited to Des Moines.
2. **City Council.** Receive policy direction on how to bring MCI Capital Budget proposal forward for Council approval in November to continue planning in 2014. Narrow scope and suitable locations as quickly as possible (e.g., options to be 1- Relocate to 7th Ave between 220th and 227th, 2 – Rebuild in place in phases). Provide fiscal policy sideboards (e.g., limit preliminary feasibility planning to $X in 2014, actively pursue development partners such as Wesley Homes, establish value of existing City Hall site as-is, etc)
3. **Municipal Facilities Committee.** Brief quarterly. Incorporate policy direction in planning work.

Des Moines City Council Budget Strategies Update
August 3, 2013

Topic: Merge Marina & Park, Rec, Senior Services
By Park, Recreation and Senior Services Director and Harbormaster

Objective: Develop proposal for phased-in merged department with a 3-5 year timeline

Integrated Marina and Beach Park Business Plan Outline:

Establish overall plan goals to include lines of business with annual milestones to ensure integration of financial sustainability of Marina (M) and Parks, Recreation and Senior Services (PR&SS) by December 2017.

Strategic Goals:

1. Preserve Marina and Parks, Recreation and Senior Services and Infrastructure
2. Align Marina and PR&SS Departments to build businesses and customer base
3. Create business cost efficiencies and new revenues- Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
4. Develop a strong team with strong leadership to manage the businesses

Strategies:

1. Met with Public Works Director to discuss division of work to meet Goals by May 10, 2013 – 1st discussion held on May 10, follow up discussions held with joint staffs in June.
2. Met with M & PR&SS interdepartmental staff for team-building exercise and to identify team strengths by May 15, 2013 – 1st discussion on May 15.
3. Met with M & PR&SS interdepartment leads to discuss business area strengths by May 17. Discussion with Admin Team on 5-16; Facilities/Marketing Team on 5-17 and Maintenance Team on May 20. Teams will continue to meet bi-monthly.
4. Met with M & PR&SS interdepartmental teams on June 19 to define 2013-2014 Administration, Rentals/Recreation and Maintenance Objectives and opportunities for collaboration:

   A. Created matrix' to describe collaborative activities including:
      a. Objective
      b. Opportunity or improvement it provides
      c. Steps necessary to accomplish the objective
      d. Team responsible for each of the steps
      e. Other departmental or city approvals or resources needed to accomplish the objective
      f. Objective completion/implementation date

   B. Interdepartmental collaborations underway (See attached matrix'):
      a. Rentals/Recreation/Marketing
      b. Administrative
      c. Maintenance

5. Met with City Manager regarding Plan updates at bi-monthly meetings
6. Provided Updates to City Council for June 6, 2013 and August 3, 2013 budget discussions
7. Based on City Council direction, staff will develop Draft 2014 Plan by October 2013.

City Council Policy Questions/Direction:

A. Parks, Recreation and Senior Services merges into Marina Fund;

B. Marina Fund merges into General Fund;

C. Departments' operations merge but kept in separate funds; or

D. No Merger, redistribute interdepartmental workloads as feasible in 2014

Objective Description (What): Administrative Systems

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Coordinate and/or combine similar administrative tasks to improve efficiency	Review current personnel paperwork/records procedures including hiring/termination, background checks (regular/seasonal employees) to standardize process	Jeanie, Taria, Annette		7/25/2013	
	Review current Marina tenant billing practice/mailing and costs to evaluate potential cost savings of integrating "Class Registration Billing" system.	Jeanie, Taria, Annette		7/25/2013	
	Investigate Interdepartmental On-Line Bill Pay feasibility/cost with IT to provide better customer service	Jeanie to check with Dale & share info with Admin. Team		6/28/2013	
Improve communications between Marina and Parks, Recreation and Senior Services	Work with IT to create "Parksmarinashare - (M) Drive so that documents could be shared by both departments	Chris Pauk		Completed 06/19/2013	
	Maintain updated confidential contact list of cell numbers for Recreation & Marina staff and use (M) Drive so that both departments can access	Taria			
	Create interdepartmental Personnel Listing/Emergency Contact List and use (M) Drive so that both departments can access	Taria, Jeanie			
Provide Organization Charts for Marina and Parks, Recreation and Senior Services	Complete organizational charts for both departments in brief bullet form - highlighting 3 or 4 main job responsibilities for each employee	Jeanie, Taria		06/28/2013 - Jeanie to forward Marina Info to Taria for completion week of 07/01	
Integrate job required training and certification for Marina & Recreation Departments	Identify all training required for both departments	Annette		7/15/2013	
	Indentify instructors to provide required training				
	Indentify organizations providing specialized training & determine schedule and fees				
	Check with Parks Superintendant to determine whether any additional maintenance certification required - weed control etc.				
	Set up Matrix to record training and provide folder on "M" Drive for share				
	Schedule training/send out reminders to participants				
	Input completed training records				
	Send out alerts for future training				

Objective Description (What): Trial Collaborative Maintenance Program

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Marina to provide park rounds support at Parks located adjacent to Marina operations to improve labor efficiencies	Incorporate daily park rounds at Beach Park, Des Moines Creek Trail and Wooton Park into Marina's maintenance routine. Public Works Superintendent to provide training on required tasks	Marina-Parks work group		7/1/13 to 12/31/13	
	Marina to document labor hours on a daily basis and submit reports to Public Works Superintendent on a monthly basis for cost analysis	Marina-Parks work group		7/1/13 to 12/31/13	
	Marina to report all maintenance issues, vandalism and facility damage to Public Works Superintendent for follow up actions	Marina-Parks work group		7/1/13 to 12/31/13	

Objective Description (What): Marina Events to Rec 'n Roll Constant Contact

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Improved customer communication and promotion of programs and events.	Develop Criteria for what information goes into Rec n Roll Constant Contact	Rental Sales Marketing Work group		9/10/2013	
	Increase RnR mailing lists by adding Marina lists	Admin Work group			
	Review and standardize submittal format and procedures. Set deadlines.	Taria			
	H-Drive access for Marina	IT			
	Evaluate	Rental Sales Marketing Work group			

Objective Description (What): Integrate Rentals and Facilities

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Improved efficiency and customer service	Consolidate marina & recreation staff work site		Department Directors	12/1/2013	
	Facility Modification Contractor bids & permits IT/Chris	Joe D	$5,000		
	Cross Train staff	Joe J/Shannon/Katie			
	Maintain remove office (tablet)	Shannon / IT	$1,000		
	Update CLASS Facility	Shannon / IT	Budget for 80 hrs one time staff for input		

Objective Description (What): Link Website

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Improved visibility & customer support	Identify Websites involved: City Departments/Committees/Commissions	Shannon / IT		9/1/2013	
	Identify non city organizations for inclusion	Shannon / Sue			
	Cost Analysis	IT			
	Facilitate	IT			

Objective Description (What): Management of Marketing Tools

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Improved and timely communication with community	Identify existing marketing tools, evaluate effectiveness and needs.	Team		11/30/2013	
	Set criterea for use of each tool: timeline, size, format and presentation. Assign lead staff for each tool. Tools: kiosks, newsletters, flyers, class receipts, banners, readerboards etc.)	Team			
	Create merged department Brand & implement	Team			
	Assign a lead staff to provide Marketing Management oversight.	Team			
	Research costs and implementation process for additional tools (ie electronic reader-board)	Team/IT			

Objective Description (What): Implement Cross Promotion

Opportunity/Efficiency (Why/Expected Outcome)	Action Steps (How)	Responsible Parties (Who)	Approvals/Resources	Due Date (By When)	Status
Cost effective and increased efficiencies	Identify effectiveness and costs of current promotion techniques.	Joe J / Shannon		7/6/1905	
	Identify Marketing media for each department effectiveness/ edit or cancel annual expense. Compile list of desired paid marketing determine marketing choices and detailed plan ensure outreach is measurable and ROI can be assessed.	Joe J / Shannon			
	Revise current promo techniques to include Marina and Recreation Facilities and events	Joe J / Shannon			
	Increase combined budget from $16000 to $20000 annually effective 2014	Joe J / Shannon		13-Aug	
	cross train staff				

Economic Development Report August 3rd 2013

City of Des Moines

Revenue Generation and Commercial Property Uses

Introduction

Commercial property uses generate the largest component of tax revenues for most cities, providing utility and property taxes in greater measure than are provided by residential properties, in addition to sales and B&O taxes from most types of business.

As the City of Des Moines has identified itself as a bedroom rather than commercial community in the past, creating a large commercial sector is a new path that takes thoughtful consideration of how commercial tax revenue is generated, and what the City's best opportunities are to encourage revenue growth.

It may be assumed that as the economy recovers, City revenues will also recover, but this cannot occur in Des Moines without substantive commercial sector uses in place. Currently the City does not have a large established commercial sector that will 'bounce back.' Property taxes are fixed at a lower amount in the future due the 1% cap, dampening revenue recovery, and equalization monies and other State revenue sharing have been withdrawn. So adding more large-scale commercial uses in Des Moines would seem to be the only way to provide the future tax base necessary for quality City services.

(It is important to recognize that while smaller "Main Street" type businesses are vital to the community, THEY ARE NOT MAJOR REVENUE GENERATORS. Most businesses in downtown Des Moines generate $5,000 or less in annual tax revenue on a per-business basis, a small component of the multimillion dollar city budget. Thus the focus in this report on 'large-scale' commercial uses).

An examination of revenues generated in surrounding cities shows that the following uses comprise the commercial revenue base: auto & vehicle dealerships, commercial parking, major hotels and restaurants, casinos, and box retailers.

Without large-scale commercial uses in place moving forward, Des Moines city revenues cannot recover to levels enjoyed previously. Small business and retail spaces may seem to create some benefit, but again they do not accomplish the task of revenue generation. In some communities, forcing too much small retail space along arterials has been counterproductive, creating too many vacancies, very low rents that discourage maintenance and redevelopment, and too many businesses vying for the existing residential customer base.

A look at the attached map shows the City's current commercial and business park zones. The City has begun to focus on supporting and growing these areas. One challenge is the Highline topography which is not as flat as the nearby valley floor, making some large-scale commercial uses less practical. However Des Moines enjoys many geographic advantages such as proximity

to three major urban centers, easy freeway access, beautiful views, the recreational amenities of beaches and coastal parks (and marina, fishing pier etc.). Proximity to the airport may offer growing opportunities. Additional assets include new schools, a large community college, and a growing regional economy, all boding well for the future economic health of a City moving toward growth.

The following is a list of major land uses that could potentially generate substantive tax revenues for the City of Des Moines. The uses are discussed in the context of available properties and other feasibility factors.

Vehicle Dealerships

Nationally, the average new auto dealership grossed $38 million in sales in 2012. An average dealership locating in Des Moines would result in roughly $450,000 in sales and B&O taxes for the City. However, dealerships require large amounts of flat acreage, and often co-locate or cluster together to draw more customer traffic.
The available areas for this type of use in Des Moines are limited. The Furney/Ono properties, and adjacent southern portion of the business park, are areas with large flat vacant acreage (Burien auto dealers have been approached about this location, but do not consider it a profitable move at this time). There are some additional flat vacant parcels along Pacific Highway that may serve for an individual dealer, but would not be enough for an 'auto row' or grouping of dealers. Other 'big ticket' item dealerships, such as recreational vehicles and semi trucks, (Sea-Mack) are good revenue-generating businesses to encourage on Pacific Highway. A yacht brokerage could be encouraged in the Marina.

Card Room Casinos

Card rooms are large generators of revenue for cities in Washington State, averaging $500,000 in gambling tax revenues per location. However card rooms in Washington State have been in decline in recent years, according to Great American Casinos, a major company in the industry, who has indicated that 67 card rooms have closed across the state since the recession began in 2008. Companies are reluctant to consider opening new locations, even with the improving economy, due to competition from full casinos and other risk factors. Great American is considering a card room for the Artemis Hotel site, and Des Moines should continue to support this as well encourage card rooms at other available sites. Besides Pacific Highway, the Landmark building (in conjunction with a hotel and restaurant) could be another prospective site. A boat casino at the Marina or Redondo may also be viable.

Box Retail

Annual city tax revenues generated by large box retailers range from approximately $300,000 for a Fred Meyer, to $500,000 for a Target or WalMart, to $750,000 for a Costco. The Furney/Ono property is an obvious candidate for this type of use in Des Moines - flat, undeveloped, and with traffic count of over 30,000 cars per day. The south end of the DMCBP could serve as a continuing retail corridor with smaller box stores, if an anchor store on the highway attracted a high volume of shoppers. The Bartell Drug property and adjacent lots to the south could also redevelop with smaller box stores. These ancillary retailers - such as PetSmart, Ace Hardware or Staples - generate roughly $30,000 to $50,000 in annual tax revenues. Note however that smaller box retailers are very unlikely to locate on Pacific Highway absent an anchor. And, the policy of requiring retail spaces on the ground floor of multifamily projects, while it may benefit tenants or serve other purposes, will not constitute any significant source of revenue to the City (again annual estimated tax revenues are $3,000 to $5,000 for these types of small retail uses).

Major Hotels & Restaurants

According to a report by Seattle Southside Visitors Bureau, hotels in the City of SeaTac had nearly $200 million in gross sales in 2012. The high-end Artemis Hotel can be expected to generate between $8 and $10 million in gross revenues, translating into about $100,000 in taxes to the City (not including casino use). Note that the new destination-based sales tax structure has changed how and where sales tax revenue is allocated. Hotels tend be end-users of taxable merchandise such as furnishings, and the city in which the hotel locates is the recipient of sales tax income.

Hotels are excellent economic multipliers. Hospitality is a labor-intensive sector with large positive ripple effects from tourist discretionary spending. Hotels are the commercial use that has the best potential to play a pivotal role in the future economy of the Des Moines. Upscale hotels can be encouraged to locate in Des Moines if it successfully offers an attractive destination alternative to the immediate vicinity of the airport. The Marina District, the Landmark Building, and Pacific Highway all have available sites where high-end hotels can develop and eventually become integral to airport infrastructure.

When asked to consider locations in Des Moines, major hotels chains have responded that the City is not convenient enough to the airport to offer a competitive alternative to SeaTac properties. This could change however, if the downtown Marina District grows its business, residential and visitor traffic. The hotels would particularly like to see potential for mid-week and winter season customers when considering a new development site.

Des Moines visitor traffic has been increasing, now that new Marina, Beach Park, and trail improvements have been completed. The Farmers Market is becoming a terrific draw. Destination retail on the Marina floor that builds on the Farmers Market may further expand visitor numbers, and convince a major hotel to locate nearby. This will be addressed in greater detail in a following section.

Commercial Parking

According to MasterPark, Sea-Tac Airport's largest commercial parking provider, properties within the boundaries of Des Moines are too far from the airport for practical use by a major company. Lots that are further from the airport have a lower retail price point per stall, and the longer distances would double or triple shuttle costs.

In the future however circumstances may change. Masterpark noted that if the 509 interchange project was built it could reduce the travel time between Des Moines and the airport. And small-scale providers, who do not offer shuttle service but use RapidRide or public transportation, may be able to create an economical business model.

Business Park Uses

The Des Moines Creek Business Park

Standard business park uses such as office and warehouse typically do not generate sales or B&O taxes for cities. Property tax would ordinarily be generated, but because the Des Moines Creek Business Park is owned by a non-profit entity, the Port of Seattle, this does not accrue either. Rather, leasehold tax is charged to business tenants of the site.

Regarding the leasehold tax, the state receives 96% and the city receives 4% of what is paid. The leasehold tax amount calculated to be received by the City from the DMCBP is approximately $30,000 for the fully leased site, rough calculations indicate. This is not substantial enough to make a positive impact on the City budget.

Prospective business park tenant Puget Sound Energy was an anomaly from a City tax perspective, because the utility is an end user of large amounts of expensive inventory. If the PSE development would have occurred, it would have resulted in large excise tax revenues under the new destination-based sales tax structure. It has proved challenging to identify similar prospective business park tenants that would benefit Des Moines in this way. Most tenants are warehouse companies similar to Amazon, wholesalers rather than end-users of inventory, that do not create a tax benefit.

One step that the City could take is to charge a "square footage" B&O tax for companies that do not incur B&O based on retail revenue, as is done in Seattle, Bellevue and Kent. This tax structure would be more equitable, because all companies would be subject to the tax whether they are wholesale or retail in nature. With a 'square footage B&O tax' in place, annual revenues from the DMCBP for one million square feet of business park development could be $1 million or more to the City.

Destination Retail

Waterfront destination retail development at the Des Moines Marina may offer the City its best opportunity to attract visitor traffic and boost the local economy. If an attraction can be created that draws a portion of the annual 34 million passengers who travel through Sea-Tac, Des Moines could blossom.

A partner in this effort is Seattle Southside Visitor Services, who has successfully promoted destinations such as the Museum of Flight, putting it on the "Top Ten" list of places to visit in the area according to popular travel websites such as Expedia and TripAdvisor. Seattle Southside excels at search engine optimization, using all available tools such as Google advertising, Facebook, Twitter, etc. to promote local hotels, restaurants, and attractions. The Seattle Southside website positions itself to capture key word traffic for "Seattle hotel," as well as "Seattle vacation," "Seattle attractions" etc. The website is viewed internationally and has experienced dramatic growth in popularity, now receiving over 40,000 hits per month. Many businesses have benefited from this, such as Cedarbrook Hotel which was named 'Best Hotel in the World" on Expedia's website.

In considering how the Marina could best be leveraged to create a visitor attraction in Des Moines, it is important to plan for a year-round facility that has appeal during cold rainy months (for example incorporating a fireplace in a public space, or similar warm elements into design). This would address hotelier concerns about revenue stability, as developers will look at visitor traffic during all months of the year.

One option for destination retail at the Marina, that builds upon the current success of the Farmers Market, is an indoor gourmet marketplace with a variety of eateries and purveyors of artisan foods. Similar popular examples of these complexes are the Melrose Market in Seattle and the Oxbow Market in Napa (Pike Place Market is also comparable but on a much larger scale).

Specialty food tourism is a booming segment of the hospitality sector, generating billions of dollars in Washington State through wineries, coffee roasters, artisan chocolate and craft breweries, among other 'food and beverage tourist' attractions. Clearly the Farmers Market is already established as a growing draw for the Marina, and offers a great base upon which to expand. Seattle Southside is a proponent of an artisan food marketplace as an attraction for Des Moines, viewing it as an opportunity to capitalize on a growing trend by having gourmet food tourism available as a part of the visitor experience in this area.

Construction Revenue

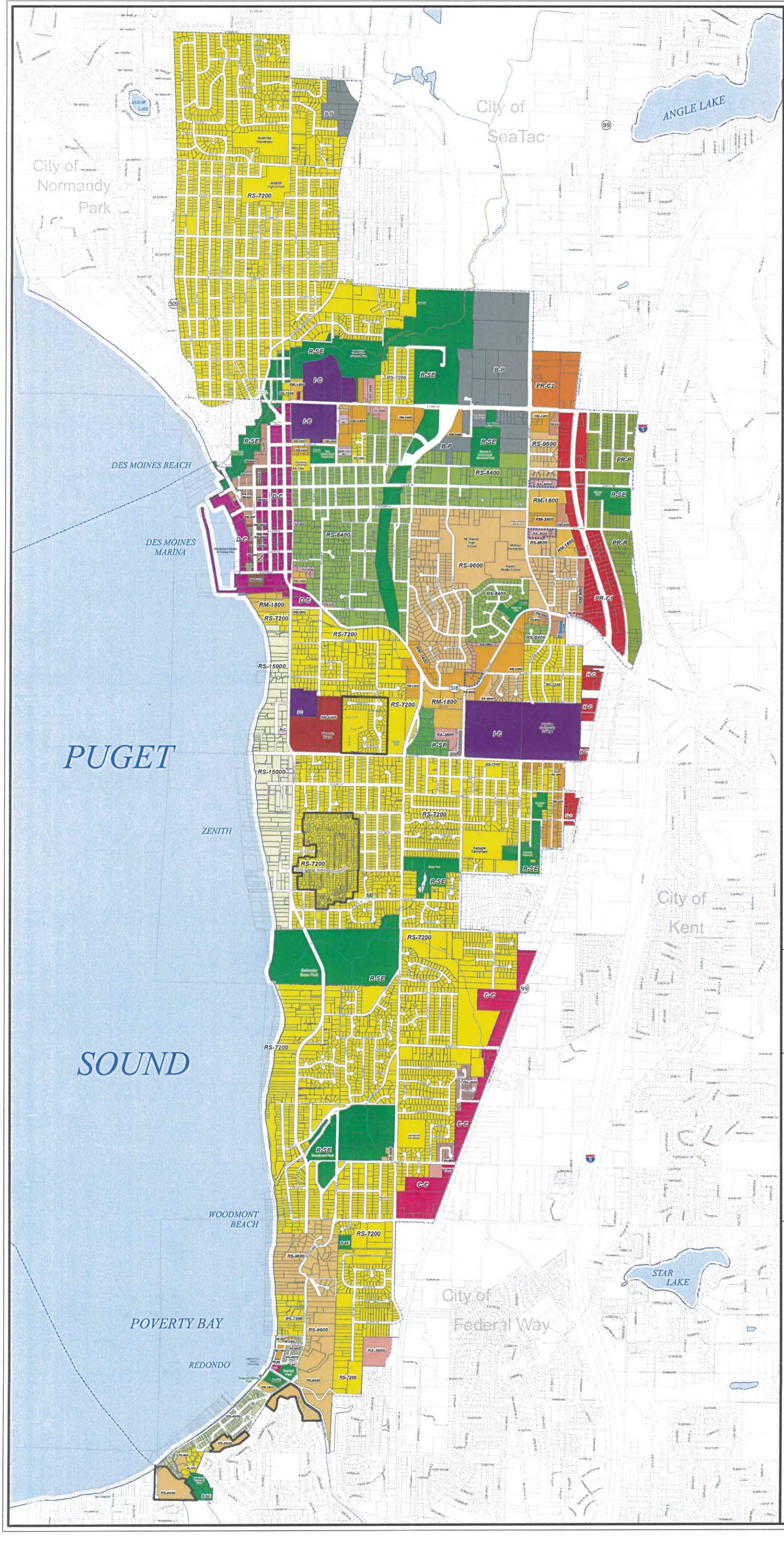
A final bright spot to note in the analysis of future revenue: the flip side of the fact that the Des Moines has many underdeveloped areas is that new construction projects generate large amounts of City revenue. Sales tax on construction materials alone is often several hundred thousand dollars, and additional income is generated by contractor B&O tax, and permit and impact fees, and REET from property purchase. Larger projects often result in well over a million dollars of revenue, so continuing to facilitate and encourage commercial and multifamily projects can generate millions of dollars for the City in the near term.

Conclusion

The above is a summary of how commercial property uses can overcome the budget revenue shortfall experienced by the City of Des Moines since the economic downturn. With time and research other major sources of tax revenue may be uncovered. The future of the Des Moines depends on careful analysis of revenue opportunities, and deliberate action steps to create and support the economic infrastructure that will expand these opportunities.

City of Des Moines

Zoning



RESIDENTIAL ZONING

- R-SE Residential: Suburban Estates
- R-SR Residential: Suburban Residential
- RS-15,000 Residential: Single Family 15,000
- RS-9,600 Residential: Single Family 9,600
- RS-8,400 Residential: Single Family 8,400
- RS-7,200 Residential: Single Family 7,200
- RS-4,000 Residential: Single Family 4,000
- RA-3,600 Residential: Attached Townhouse & Duplex
- RM-2,400 Residential: Multifamily 2,400
- RM-1,800 Residential: Multifamily 1,800
- RM-900 Residential: Multifamily 900
- RM-900A Residential: Multifamily 900A
- RM-900B Restricted Service Zone
- PR-R Pacific Ridge Residential

COMMERCIAL ZONING

- N-C Neighborhood Commercial
- B-C Business Commercial
- C-C Community Commercial
- D-C Downtown Commercial
- C-G General Commercial
- B-P Business Park
- I-C Institutional Campus
- H-C Highway Commercial
- PR-C1 Pacific Ridge Commercial 1
- PR-C2 Pacific Ridge Commercial 2

- See Comprehensive Plan for Development Potential
- Planned Unit Development
- Des Moines City Limits
- Tax Parcels
- Tidelands

Enacting Ordinances

Description	Ordinance	Effective Date
Adoption of digital zoning map.	1235	May 5, 1999
Renaming of zones.	1237	May 17, 1999
Business Park (B-P) rezone.	1261	June 21, 2000
Pacific Ridge rezone.	1267	July 25, 2000
Redondo Riviera annexation.	1270	September 1, 2000
Adoption of GIS maps.	1289	October 11, 2001
Mitchell/Chamlian rezone	1372	January 11, 2006
Redondo Rezone	1397	March 7, 2007
Crestwood Park	1420	December 6, 2007
Granville Rezone	1431	June 26, 2008
Sea Mar Rezone	1520	October 13, 2011
Barton Rezone	1546	July 26, 2012
I-C	1563	March 28, 2013

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Scale In Feet

N W E S

Planning, Building & Public Works
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Des Moines, WA 98198-6398
PHONE: (206) 870-7576 * FAX: (206) 870-6544
WEB: http://www.desmoineswa.gov

Map Generated: Mar 29, 2013
File: Zoning.mxd
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Marina District Street & Alley Vacation Study Update

2013 City Council-Retreat Brainstorm Idea:
Look at vacating alleys and ROW to encourage economic development

General Approach:

1. **Inventory current uses in Marina District alleys: utilities, deliveries, garbage, fire and police, etc.** Coordinate with each utility, service provider, emergency responder and tenant served by those alleys to understand the feasibility and business impacts if all or portions of each alley segment were vacated and development permitted to build on or over the alley.
2. **Inventory uses of streets connecting 7th Ave and Marine View Drive.** Coordinate with each utility, service provider, emergency responder and tenant served by those connecting streets to understand the feasibility and business impacts if all or portions of each connecting street were vacated and development permitted to build in the vacated right of way. Analyze traffic circulation, arterial level of service and intersection level of service impacts.
3. **Inventory other streets where development might benefit if the street ROW was vacated.** Assess similarly to steps 1 and 2 above.
4. **Evaluate development potential of each alley and connecting street segment.** Working with local real estate professionals and property owners, determine if a vacated alley or street would provide a large, minor or no benefit to the redevelopment of abutting properties.
5. **Outline criteria for ROW vacation.** Develop coordinated staff proposal on how such vacations might work and how the City would be compensated. Expand on Chapter 12.12, Vacation of Public Rights-of-Way, if necessary
6. **Draft ordinance to allow, if necessary.** Work with the Council Finance & Economic Development and/or Public Safety and Transportation Committee and other affected stakeholders on the analysis and development of the ordinance to implement this initiative. Develop a strategic communications strategy to keep the community and potential developers informed and to get their input.

Des Moines City Council Budget Retreat
August 3, 2013

Budget Strategies Update:
Proposal to Charge for Parking in the Marina and Beach Park
By Park, Recreation and Senior Services Director and Harbormaster

Proposal Objective: Install a "Pay & Display" Pay Parking System in the Beach Park and Marina

Strategic Goals:

1. The successful implementation of this project would advance goal No. 1 Preserve Marina and Parks, Recreation and Senior Services and Infrastructure and No. 3 Create business cost efficiencies and new revenues (swot analysis) of the four strategic goals for the merger of the Marina and P, R&SS
2) Fairly ration the limited amount of parking in the Marina and Beach Park
3) Give the Police Department another tool to control criminal activities and the inappropriate use of the facilities
4) Create a revenue stream that will fund further improvements in safety and security in the facilities, provide for the renovation and addition of infrastructure in the Beach Park and Marina and help pay for the City's contributions to special events.

Implementation Plan:

1. Meet with Marina, Parks, Recreation and Senior Services and Police Departments to discuss parking lot management related to safety and security, community events, facility user needs and infrastructure maintenance issues and strategies.
2. Develop a timeline for the Implementation Plan to include the following tasks:
   a) Implementation of a parking permit system for Marina tenants and users of the fishing pier and guest moorage areas
   b) Develop and implement a parking system that meets the parking requirements for the customers and employees of Anthony's Restaurant
   c) Develop and implement procedures for reserving parking in the North Lot for events in the Beach Park
   d) Develop a fee schedule designed to accommodate the needs of the various users of the facility. (For instance, at Redondo people who want to walk the boardwalk can purchase a one hour ticket, people that want to eat lunch or dinner can purchase a three hour ticket and boaters can launch and park all day with the purchase of a day use ticket.). Current Redondo parking fees are:

$1- 1hour	$4.75- 4 hours	$10 –
$2.25- 2hours	$6 - 5 hours	vehicle/trailer
$3.50- 3 hours	$8- all day	$140 – season pass

   e) There is no charge for parking in a marked disabled space with a current WA state issued ADA permit properly displayed in the vehicle.
   f) Parking fees for special events can be negotiated with event promoters.

g) Conduct meetings with user groups and residents for comments and to provide opportunity for stakeholder input on plan options.

h) Install six pay stations, two in the south lot, two north of the Marina office and two in the Beach Park. The pay station at Redondo cost $16,000 so if we include the cost of a shelter/kiosk and assume a total installed cost of $20,000 per station the total project budget would be about $120,000.

i) Develop an enforcement plan. Options include using a private lot ticketing system like the one in use at Redondo or amending the City Code to allow regular parking tickets to be issued in the Marina and Beach Park.

3. Ask Council to establish priorities for the use of the revenues, including parking taxes. Based on the parking surveys the staff has done over the last year and our experience at Redondo the staff conservatively estimates annual revenue will quickly grow to $100,000 - $125,000 per year.

Potential uses could include:

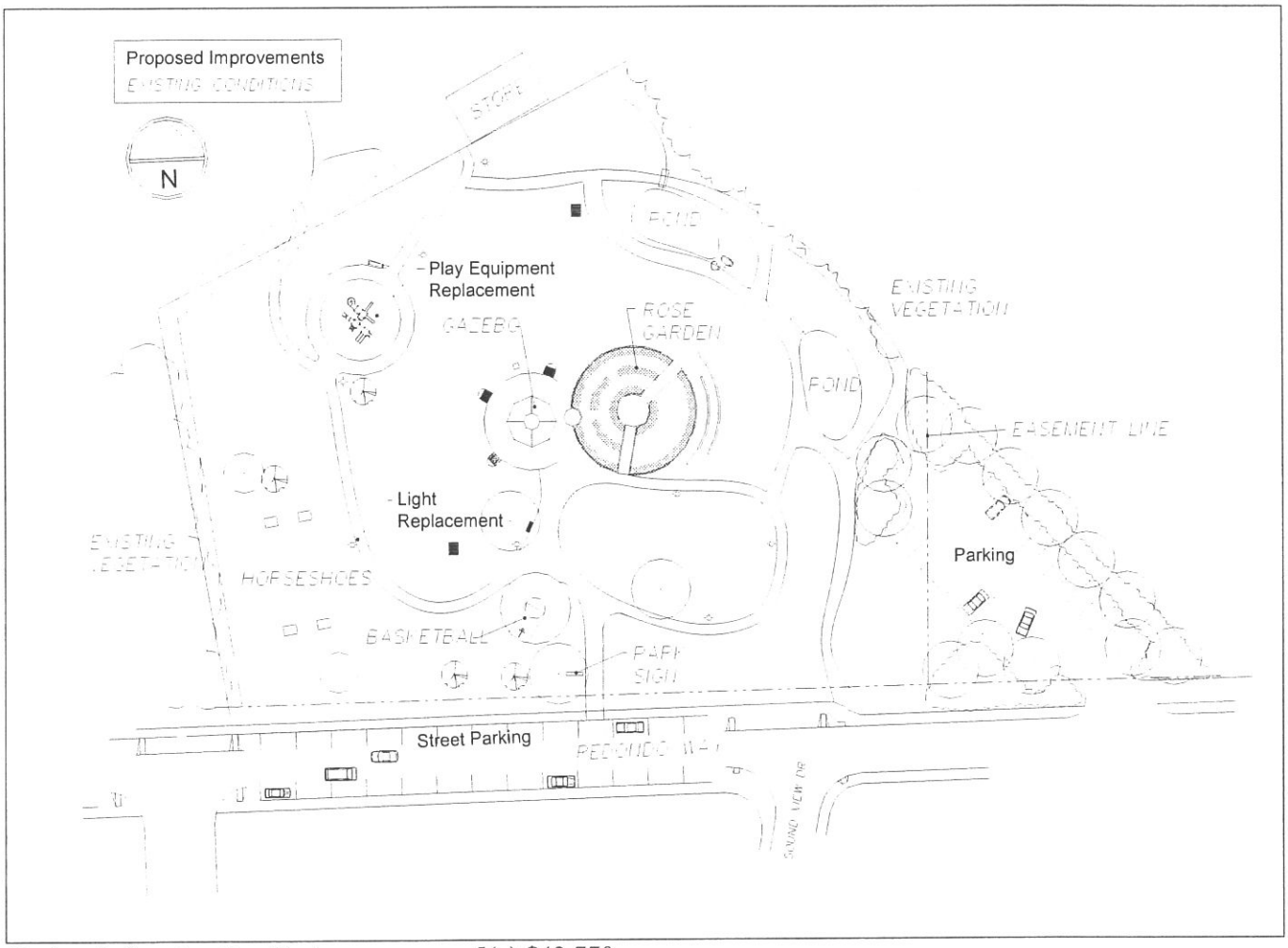
a) Purchasing more equipment and systems to increase public safety and the security of the assets. (i.e. CCTV camera systems, automatic gates, etc.)
b) Funding infrastructure improvements in the Marina and Beach Park , (Restrooms and Picnic Shelter, New bulkhead in North Lot, more pathways, new amenities, play equipment)
c) Establishing a funding source for the City's contributions to special events like Fireworks Over Des Moines, Waterland Parade and Holiday Tree Lighting. This fund could be used to reimburse Departments for hours and equipment used to support the events.

4. Evaluate parking lot management on an annual basis
   a) Evaluate effectiveness of pay and display parking system based on project goals
   b) Evaluate parking fee revenues and expenditures and make adjustments as needed
   c) Evaluate public safety impacts
   d) Provide findings to Municipal Facilities Committee studying parking lot management issues

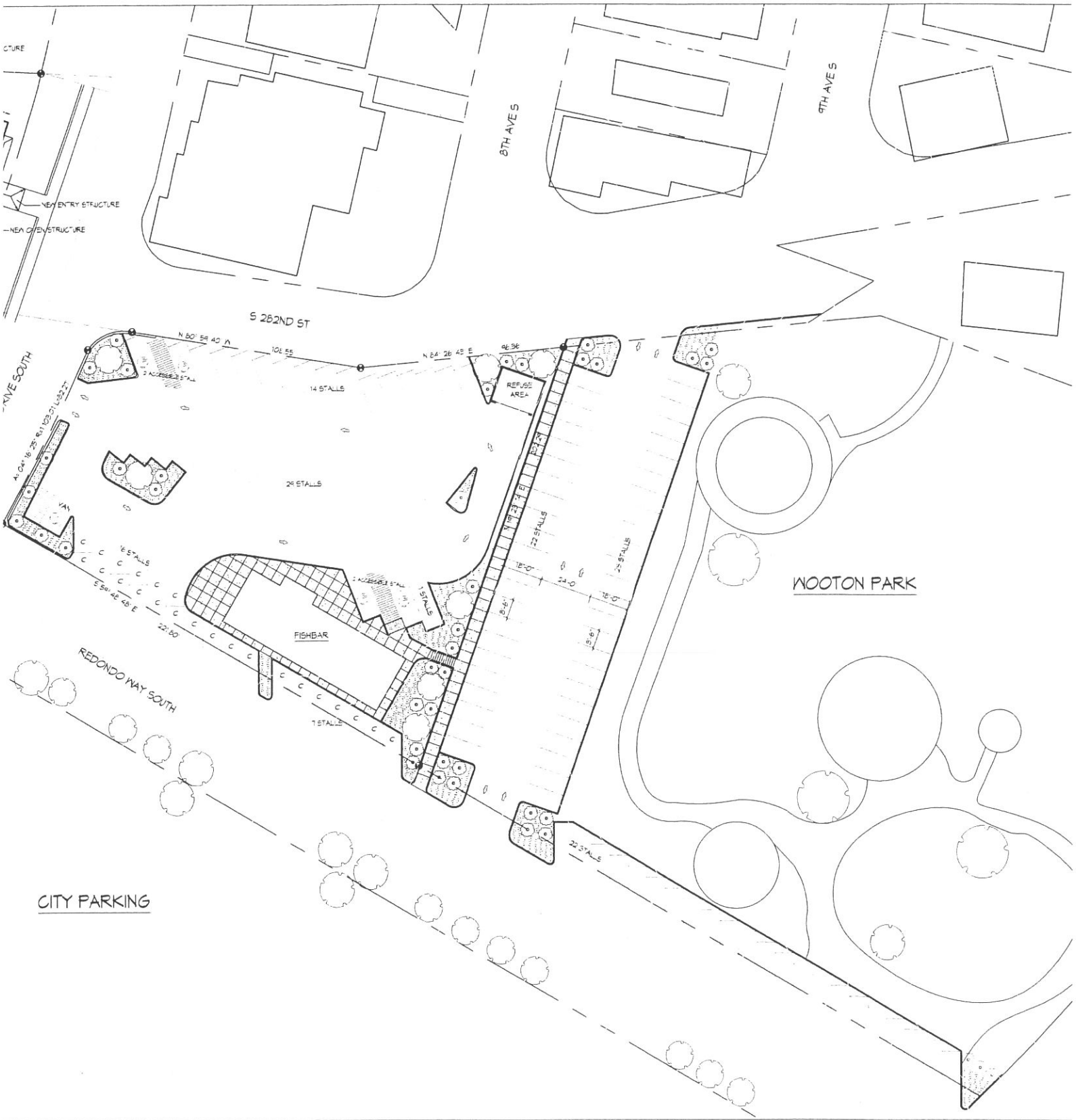
5. Based on City Council direction, staff develops Draft 2014 Plan by October 2013. Task 2.a of the Implementation Plan above is already underway.

Wooton Park

Address:	South 283rd Street
Size:	2.9 acres
Zoning:	Residential; Suburban Estates
Park Classification:	Neighborhood Park
Description:	Wooton Park is a neighborhood park providing both passive and active recreational opportunities. It also offers views of Puget Sound.
Goal:	Passive and Active Recreation
Existing Facilities:	Picnic tables, benches, gazebo, barbeque, basketball half court, play equipment, horseshoe pits, rose garden, pathways, & landscaping
Proposed Improvements:	**Park Improvements: 5.A. Play equipment repairs and surfacing material, lighting replacement.** Parking Improvements: B. Street frontage improvements 5.C. Internal parking improvements (southeast corner).



Design & Construction Cost:	5(a) $42,770 5(b) $68,710 Street Frontage Improvements/Parking at Southeast Corner
Maintenance Level:	I
Existing Annual Maintenance Cost:	$18,000
Annual Maintenance Cost for Proposed Improvements:	5(a) $6,000



NG STALLS W/O DRIVE THRU)

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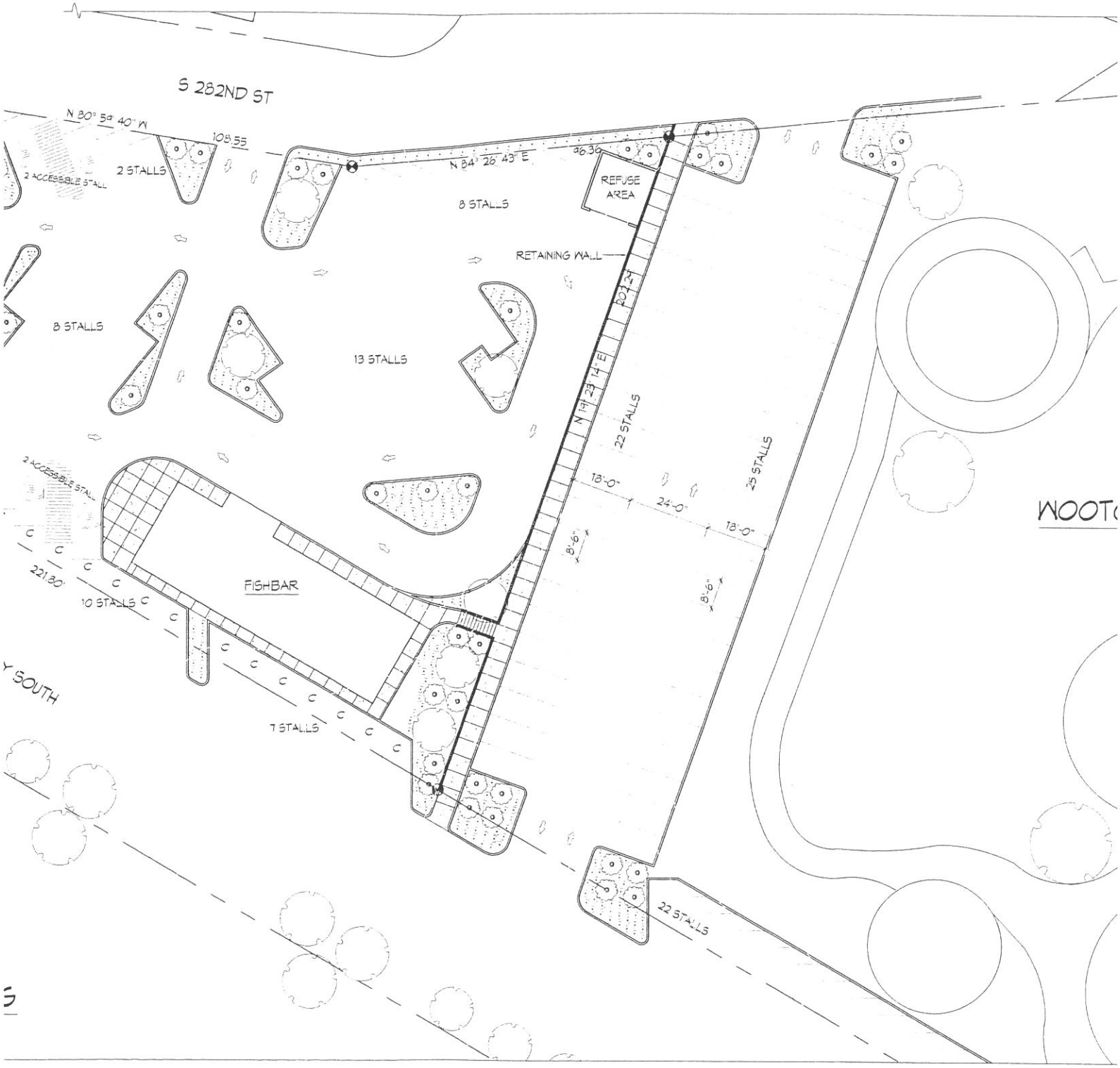


(129 TOTAL PARKING STALLS W/ DRIVE THRU)

BACKGROUND MATERIALS FOR:

Presentation and discussion of revenue trends for 2013 and 2014 and preliminary estimates of personnel costs for 2014

Staff is working on additional materials to be provided as they are ready, or Saturday at the Retreat.

General Property Tax	2012	2013
January	11,066	456
February	34,547	39,719
March	84,127	143,709
April	981,795	1,253,424
May	443,838	464,094
June	22,284	25,274
July	10,228	0
August	10,964	0
September	48,255	0
October	1,004,146	0
November	309,210	0
December	24,251	0
Sub-Total	**2,984,711**	**1,926,677**
ADJUSTMENTS	9	0
Total Actual	2,984,720	1,926,677
Budgeted Amount	2,997,000	3,618,175
Difference ($)	(12,280)	(1,691,498)
% Actual	**99.59%**	**53.25%**

Retail Sales Tax	2012	2013
January	113,272	126,113
February	135,502	160,865
March	120,215	125,007
April	113,021	122,018
May	130,724	156,458
June	127,861	139,451
July	127,572	0
August	132,283	0
September	125,946	0
October	130,636	0
November	142,736	0
December	131,136	0
Sub-Total	**1,530,905**	**829,911**
ADJUSTMENTS	38,203	0
Total Actual	1,569,108	829,911
Budgeted Amount	1,594,445	1,733,629
Difference ($)	(25,337)	(903,718)
% Actual	**98.41%**	**47.87%**

Local Criminal Justice	2012	2013
January	46,798	52,503
February	61,785	64,259
March	42,005	47,879
April	43,660	46,109
May	51,326	54,320
June	45,658	50,487
July	50,692	0
August	54,938	0
September	53,506	0
October	54,496	0
November	56,205	0
December	52,577	0
Sub-Total	**613,646**	**315,558**
ADJUSTMENTS	0	0
Total Actual	613,646	315,558
Budgeted Amount	589,000	590,000
Difference ($)	24,646	(274,442)
% Actual	**104.18%**	**53.48%**

Business Occupation Taxes	2012	2013
January	99,986	100,067
February	43,944	48,891
March	(3,114)	13,026
April	65,205	91,189
May	59,438	40,537
June	2,890	1,427
July	91,944	0
August	33,072	0
September	2,839	0
October	71,943	0
November	55,043	0
December	5,742	0
Sub-Total	**528,931**	**295,137**
ADJUSTMENTS	5,329	0
Total Actual	534,260	295,137
Budgeted Amount	582,519	616,599
Difference ($)	(48,259)	(321,462)
% Actual	**91.72%**	**47.87%**

Utility Taxes	2012	2013
January	322,593	272,719
February	275,458	307,638
March	317,568	303,169
April	333,069	219,977
May	306,663	321,953
June	201,740	223,309
July	261,348	0
August	222,267	0
September	206,439	0
October	180,725	0
November	267,960	0
December	313,658	0
Subtotal	**3,209,488**	**1,648,764**
ADJUSTMENTS	(90,877)	0
Total Actual	3,118,611	1,648,764
Budgeted Amount	3,330,574	3,268,747
Difference ($)	(211,963)	(1,619,983)
% Actual	**93.64%**	**50.44%**

Gambling Taxes	2012	2013
January	2,884	627
February	1,543	1,941
March	1,833	0
April	0	5,444
May	2,188	3,995
June	0	2,206
July	1,420	0
August	6,867	0
September	0	0
October	719	0
November	3,425	0
December	2,317	0
Subtotal	**23,196**	**14,213**
ADJUSTMENTS	(3,482)	0
Total Actual	19,714	14,213
Budgeted Amount	23,000	20,000
Difference ($)	(3,286)	(5,787)
% Actual	**85.71%**	**71.06%**

Leasehold Taxes	2012	2013
January	0	0
February	25,296	25,171
March	0	0
April	0	0
May	0	0
June	27,151	25,148
July	0	0
August	24,207	0
September	0	0
October	0	0
November	0	0
December	29,017	0
Subtotal	**105,670**	**50,320**
ADJUSTMENTS	0	0
Total Actual	105,670	50,320
Budgeted Amount	100,000	110,000
Difference ($)	5,670	(59,680)
% Actual	**105.67%**	**45.75%**

Parking Taxes	2012	2013
January	73	162
February	391	339
March	377	462
April	807	660
May	1,406	1,666
June	1,335	2,489
July	4,618	0
August	5,270	0
September	3,928	0
October	885	0
November	241	0
December	275	0
Sub-Total	**19,606**	**5,778**
ADJUSTMENTS	0	0
Total Actual	19,606	5,778
Budgeted Amount	16,000	19,000
Difference ($)	3,606	(13,222)
% Actual	**122.53%**	**30.41%**

Real Estate Excise Tax	2012	2013
January	30,543	37,800
February	16,140	22,749
March	64,291	13,056
April	19,783	23,814
May	18,572	75,897
June	67,301	91,940
July	33,166	0
August	31,253	0
September	34,768	0
October	22,513	0
November	40,938	0
December	31,107	0
Subtotal	**410,375**	**265,256**
ADJUSTMENTS	7,257	0
Total Actual	417,632	265,256
Budgeted Amount	500,000	500,000
Difference ($)	(82,368)	(234,744)
% Actual	**83.53%**	**53.05%**

Franchise Fees -Cable TV/Garbage and Solid Waste/Utility	2012	2013
January	78,705	97,583
February	29,762	69,824
March	91,038	58,147
April	100,006	63,550
May	65,219	102,992
June	61,558	58,903
July	99,214	0
August	34,010	0
September	33,383	0
October	113,534	0
November	111,837	0
December	56,236	0
Subtotal	**874,501**	**450,998**
ADJUSTMENTS	18,878	0
Total Actual	893,379	450,998
Budgeted Amount	761,200	875,800
Difference ($)	132,179	(424,802)
% Actual	**117.36%**	**51.50%**

Licenses and Permits	2012	2013
January	65,053	49,002
February	36,902	43,170
March	46,524	50,787
April	51,988	29,378
May	123,797	52,142
June	51,731	134,903
July	27,194	0
August	32,409	0
September	140,385	0
October	47,384	0
November	76,321	0
December	71,799	0
Subtotal	**771,487**	**359,382**
ADJUSTMENTS	(1,982)	0
Total Actual	769,505	359,382
Budgeted Amount	756,334	1,073,942
Difference ($)	13,171	(714,560)
% Actual	**101.74%**	**33.46%**

Liquor/Beer Excise Tax	2012	2013
January	34,947	0
February	0	0
March	0	0
April	38,423	0
May	0	0
June	0	0
July	35,947	0
August	0	0
September	0	0
October	0	0
November	0	0
December	0	0
Subtotal	**109,317**	**0**
ADJUSTMENTS	0	0
Total Actual	109,317	0
Budgeted Amount	109,317	35,000
Difference ($)	(0)	(35,000)
% Actual	**100.00%**	**0.00%**

Liquor Board Profits	2012	2013
January	0	0
February	0	0
March	39,452	66,750
April	0	0
May	0	0
June	122,176	66,731
July	0	0
August	0	0
September	67,261	0
October	0	0
November	0	0
December	67,170	0
Subtotal	**296,060**	**133,482**
ADJUSTMENTS	0	0
Total Actual	296,060	133,482
Budgeted Amount	296,200	266,400
Difference ($)	(140)	(132,919)
% Actual	**99.95%**	**50.11%**

Right-of-Way Permits & Street Vacation Fees	2012	2013
January	5,600	2,140
February	3,030	12,325
March	4,149	4,985
April	2,765	8,455
May	8,762	8,075
June	6,110	46,248
July	3,147	0
August	11,025	0
September	3,545	0
October	14,195	0
November	12,859	0
December	11,341	0
Subtotal	**86,528**	**82,227**
ADJUSTMENTS	0	0
Total Actual	86,528	82,227
Budgeted Amount	140,000	110,000
Difference ($)	(53,472)	(27,773)
% Actual	**61.81%**	**74.75%**

Engineering Services Revenues	2012	2013
January	12,700	23,915
February	146	84,681
March	379	841
April	630	2,412
May	50	1,711
June	1,435	(114)
July	1,191	0
August	1,004	0
September	22,166	0
October	441	0
November	206	0
December	155	0
Subtotal	**40,502**	**113,446**
ADJUSTMENTS	0	0
Total Actual	40,502	113,446
Budgeted Amount	55,104	141,804
Difference ($)	(14,602)	(28,358)
% Actual	**73.50%**	**80.00%**

Court Revenues, including Normandy Park & SCORE Court Svcs	2012	2013
January	12,753	16,607
February	12,037	12,145
March	13,899	16,888
April	16,789	21,355
May	18,067	18,061
June	19,371	12,968
July	18,744	0
August	16,037	0
September	13,405	0
October	18,131	0
November	14,845	0
December	12,123	0
Subtotal	**186,199**	**98,024**
ADJUSTMENTS	0	0
Total Actual	186,199	98,024
Budgeted Amount	199,800	167,200
Difference ($)	(13,601)	(69,176)
% Actual	**93.19%**	**58.63%**

Other Charges for Services - Lien Search Fees, False Alarm Fees, etc.	2012	2013
January	7,234	9,699
February	6,847	10,005
March	8,026	10,358
April	10,985	10,555
May	20,610	12,487
June	(4,604)	12,333
July	8,516	0
August	10,906	0
September	62,115	0
October	8,329	0
November	9,239	0
December	9,381	0
Subtotal	**157,583**	**65,437**
ADJUSTMENTS	0	0
Total Actual	157,583	65,437
Budgeted Amount	154,268	190,000
Difference ($)	3,315	(124,563)
% Actual	**102.15%**	**34.44%**

Zoning, Subdivision, Additional Plan Review, Plan Check & Mitigation Fees	2012	2013
January	7,943	69,101
February	11,977	238,772
March	80,016	17,095
April	16,801	39,000
May	35,858	21,890
June	70,353	20,430
July	21,183	0
August	22,984	0
September	9,514	0
October	68,848	0
November	10,213	0
December	5,434	0
Subtotal	**361,124**	**406,289**
ADJUSTMENTS	0	0
Total Actual	361,124	406,289
Budgeted Amount	380,895	705,648
Difference ($)	(19,771)	(299,359)
% Actual	**94.81%**	**57.58%**

Culture and Recreation Fees, including Normandy Park Sr Svcs Revenue	2012	2013
January	41,449	49,913
February	49,382	55,075
March	53,692	60,122
April	66,532	64,357
May	79,363	73,559
June	102,310	98,113
July	69,079	0
August	50,924	0
September	45,132	0
October	57,857	0
November	55,486	0
December	57,948	0
Subtotal	**729,153**	**401,139**
ADJUSTMENTS	(5,926)	0
Total Actual	723,227	401,139
Budgeted Amount	860,100	876,940
Difference ($)	(136,873)	(475,801)
% Actual	**84.09%**	**45.74%**

Fines and Forfeits	2012	2013
January	16,549	23,402
February	24,985	29,022
March	27,438	29,670
April	24,092	31,481
May	24,882	25,438
June	26,565	36,637
July	19,684	0
August	27,156	0
September	19,686	0
October	27,773	0
November	23,299	0
December	19,122	0
Subtotal	**281,232**	**175,651**
ADJUSTMENTS	0	0
Total Actual	281,232	175,651
Budgeted Amount	280,000	522,050
Difference ($)	1,232	(346,399)
% Actual	**100.44%**	**33.65%**

School Zone Speed Enforcement Revenue	2012	2013
January	16,615	30,403
February	25,521	33,496
March	34,357	41,026
April	27,151	47,385
May	40,275	43,743
June	37,871	48,486
July	23,348	0
August	14,591	0
September	13,958	0
October	40,023	0
November	30,299	0
December	26,901	0
Subtotal	**330,910**	**244,539**
ADJUSTMENTS	0	0
Total Actual	330,910	244,539
Budgeted Amount	351,605	572,500
Difference ($)	(20,695)	(327,961)
% Actual	**94.11%**	**42.71%**

Rents and Leases- General	2012	2013
January	1,361	1,397
February	1,361	0
March	1,361	2,795
April	1,361	0
May	1,361	2,795
June	0	0
July	2,721	0
August	1,389	0
September	1,397	0
October	1,397	0
November	0	0
December	2,795	0
Subtotal	**16,503**	**6,987**
ADJUSTMENTS	0	0
Total Actual	16,503	6,987
Budgeted Amount	16,000	16,937
Difference ($)	503	(9,950)
% Actual	**103.14%**	**41.25%**

Rents - Recreation Facilities, such as Beach Park, Fieldhouse, etc.	2012	2013
January	6,954	17,466
February	4,256	5,268
March	3,469	16,151
April	6,361	8,250
May	15,089	12,500
June	254	21,185
July	12,044	0
August	19,896	0
September	7,107	0
October	4,221	0
November	9,636	0
December	16,586	0
Subtotal	**105,872**	**80,820**
ADJUSTMENTS	(5,549)	0
Total Actual	100,323	80,820
Budgeted Amount	176,595	172,729
Difference ($)	(76,272)	(91,909)
% Actual	**56.81%**	**46.79%**

Miscellaneous Revenues	2012	2013
January	990	2,376
February	513	533
March	7,446	552
April	3,168	2,465
May	82	743
June	48	810
July	971	0
August	2,674	0
September	356	0
October	214	0
November	233	0
December	90	0
Subtotal	**16,784**	**7,479**
ADJUSTMENTS	0	0
Total Actual	16,784	7,479
Budgeted Amount	42,150	43,050
Difference ($)	(25,366)	(35,571)
% Actual	**39.82%**	**17.37%**

Interest Earnings (All Funds)	2012	2013
January	6,796	4,123
February	4,251	4,586
March	4,876	3,614
April	3,306	4,278
May	3,883	2,967
June	4,687	4,540
July	5,506	0
August	5,767	0
September	4,007	0
October	4,088	0
November	4,157	0
December	3,005	0
Subtotal	**54,329**	**24,109**
ADJUSTMENTS	(98)	0
Total Actual	54,230	24,109
Budgeted Amount	64,100	56,918
Difference ($)	(9,870)	(32,809)
% Actual	**84.60%**	**42.36%**

Vehicle Fuel Tax - Street	2012	2013
January	43,658	47,892
February	52,566	47,935
March	44,534	47,887
April	47,528	44,508
May	50,574	51,341
June	47,651	49,723
July	52,643	0
August	52,886	0
September	54,034	0
October	56,538	0
November	50,402	0
December	53,466	0
Subtotal	**606,480**	**289,284**
ADJUSTMENTS	0	0
Total Actual	606,480	289,284
Budgeted Amount	627,732	613,000
Difference ($)	(21,252)	(323,716)
% Actual	**96.61%**	**47.19%**

Moorage - Marina	2012	2013
January	178,021	169,957
February	178,841	174,093
March	181,734	180,240
April	181,622	183,266
May	189,458	183,542
June	201,264	201,697
July	214,887	0
August	219,011	0
September	210,866	0
October	185,268	0
November	171,799	0
December	172,136	0
Subtotal	**2,284,908**	**1,092,794**
ADJUSTMENTS	0	0
Total Actual	2,284,908	1,092,794
Budgeted Amount	2,314,430	2,339,515
Difference ($)	(29,522)	(1,246,721)
% Actual	**98.72%**	**46.71%**

Dry Storage	2012	2013
January	11,637	11,695
February	11,970	12,852
March	11,950	11,793
April	12,034	12,240
May	11,866	12,756
June	11,903	12,759
July	11,968	0
August	11,675	0
September	12,053	0
October	11,685	0
November	11,893	0
December	11,635	0
Subtotal	**142,268**	**74,094**
ADJUSTMENTS	0	0
Total Actual	142,268	74,094
Budgeted Amount	133,845	146,321
Difference ($)	8,423	(72,227)
% Actual	**106.29%**	**50.64%**

Fuel - Marina	2012	2013
January	30,721	23,383
February	34,218	32,108
March	42,831	59,271
April	54,672	40,086
May	112,184	122,780
June	79,424	146,095
July	202,618	0
August	291,754	0
September	162,031	0
October	58,410	0
November	50,281	0
December	20,008	0
Subtotal	**1,139,150**	**423,723**
ADJUSTMENTS	0	0
Total Actual	1,139,150	423,723
Budgeted Amount	1,205,392	1,189,177
Difference ($)	(66,242)	(765,454)
% Actual	**94.50%**	**35.63%**

Electricity - Marina	2012	2013
January	13,040	14,796
February	11,508	9,355
March	13,195	12,091
April	9,261	8,589
May	7,480	5,963
June	5,042	5,467
July	5,118	0
August	4,389	0
September	4,584	0
October	4,859	0
November	8,650	0
December	10,072	0
Subtotal	**97,197**	**56,261**
ADJUSTMENTS	0	0
Total Actual	97,197	56,261
Budgeted Amount	90,000	113,400
Difference ($)	7,197	(57,139)
% Actual	**108.00%**	**49.61%**

Other Revenues - Marina (Launching Fees, Leases, etc)	2012	2013
January	14,040	15,901
February	15,000	20,315
March	15,639	15,933
April	17,406	16,799
May	20,764	30,782
June	22,373	35,216
July	40,699	0
August	43,586	0
September	35,431	0
October	19,352	0
November	15,768	0
December	15,923	0
Subtotal	**275,982**	**134,946**
ADJUSTMENTS	0	0
Total Actual	275,982	134,946
Budgeted Amount	249,073	294,472
Difference ($)	26,909	(159,526)
% Actual	**110.80%**	**45.83%**

Storm Drainage Fees - SWM (includes SWM utility tax)	2012	2013
January	5,779	17,200
February	45,601	21,163
March	226,912	210,223
April	765,322	895,862
May	354,264	315,284
June	15,086	14,302
July	5,401	0
August	6,316	0
September	39,727	0
October	700,511	0
November	238,333	0
December	38,337	0
Subtotal	**2,441,590**	**1,474,033**
ADJUSTMENTS	19,825	0
Total Actual	2,461,415	1,474,033
Budgeted Amount	2,417,809	2,511,842
Difference ($)	43,606	(1,037,809)
% Actual	**101.80%**	**58.68%**

Installation and Hook-up Fees - SWM

	2012	2013
January	0	2,009
February	1,005	1,005
March	1,005	6,811
April	0	1,025
May	0	13,306
June	5,023	11,749
July	904	0
August	0	0
September	8,316	0
October	2,009	0
November	3,208	0
December	2,086	0
Subtotal	**23,556**	**35,905**
ADJUSTMENTS	0	0
Total Actual	23,556	35,905
Budgeted Amount	75,000	75,000
Difference ($)	(51,444)	(39,095)
% Actual	**31.41%**	**47.87%**

Engineering Plan Review - SWM

	2012	2013
January	0	10,206
February	0	36,182
March	79	294
April	71	0
May	0	733
June	501	208
July	109	0
August	372	0
September	9,265	0
October	113	0
November	88	0
December	0	0
Subtotal	**10,599**	**47,625**
ADJUSTMENTS	0	0
Total Actual	10,599	47,625
Budgeted Amount	47,388	45,836
Difference ($)	(36,789)	1,789
% Actual	**22.37%**	**103.90%**

Transportation Impact Fees

	2012	2013
January	0	6,535
February	3,154	3,267
March	3,154	19,605
April	0	0
May	0	30,613
June	16,337	174,957
July	0	0
August	0	0
September	170,066	0
October	6,535	0
November	6,535	0
December	0	0
Subtotal	**205,780**	**234,976**
ADJUSTMENTS	0	0
Total Actual	205,780	234,976
Budgeted Amount	199,044	172,641
Difference ($)	6,736	62,335
% Actual	**103.38%**	**136.11%**

Hotel-Motel Tax

	2012	2013
January	1,136	1,380
February	1,261	1,355
March	1,287	1,215
April	1,204	1,078
May	1,341	1,233
June	1,641	1,315
July	1,532	0
August	1,815	0
September	1,767	0
October	2,150	0
November	1,431	0
December	1,453	0
Subtotal	**18,018**	**7,576**
ADJUSTMENTS	338	0
Total Actual	18,356	7,576
Budgeted Amount	17,750	17,300
Difference ($)	606	(9,724)
% Actual	**103.42%**	**43.79%**

Transportation Benefit District

	2012	2013
January	31,660	27,205
February	29,918	33,680
March	33,781	31,046
April	37,303	37,818
May	35,719	39,996
June	39,263	40,610
July	44,411	0
August	30,294	0
September	41,758	0
October	32,175	0
November	31,499	0
December	31,640	0
Subtotal	**419,423**	**210,355**
ADJUSTMENTS	0	0
Total Actual	419,423	210,355
Budgeted Amount	406,000	410,000
Difference ($)	13,423	(199,645)
% Actual	**103.31%**	**51.31%**

COMMENTS:

* Franchise fees exclude franchise fees from water districts.

* **Gen Property Taxes**: 2013 levy rate @ $1.60
2012 levy rate @ $1.2392

Feb: Plan Check Fees/Engrng Review - (Transportation & SWM) - Received $343,432 from Artemis Hotel

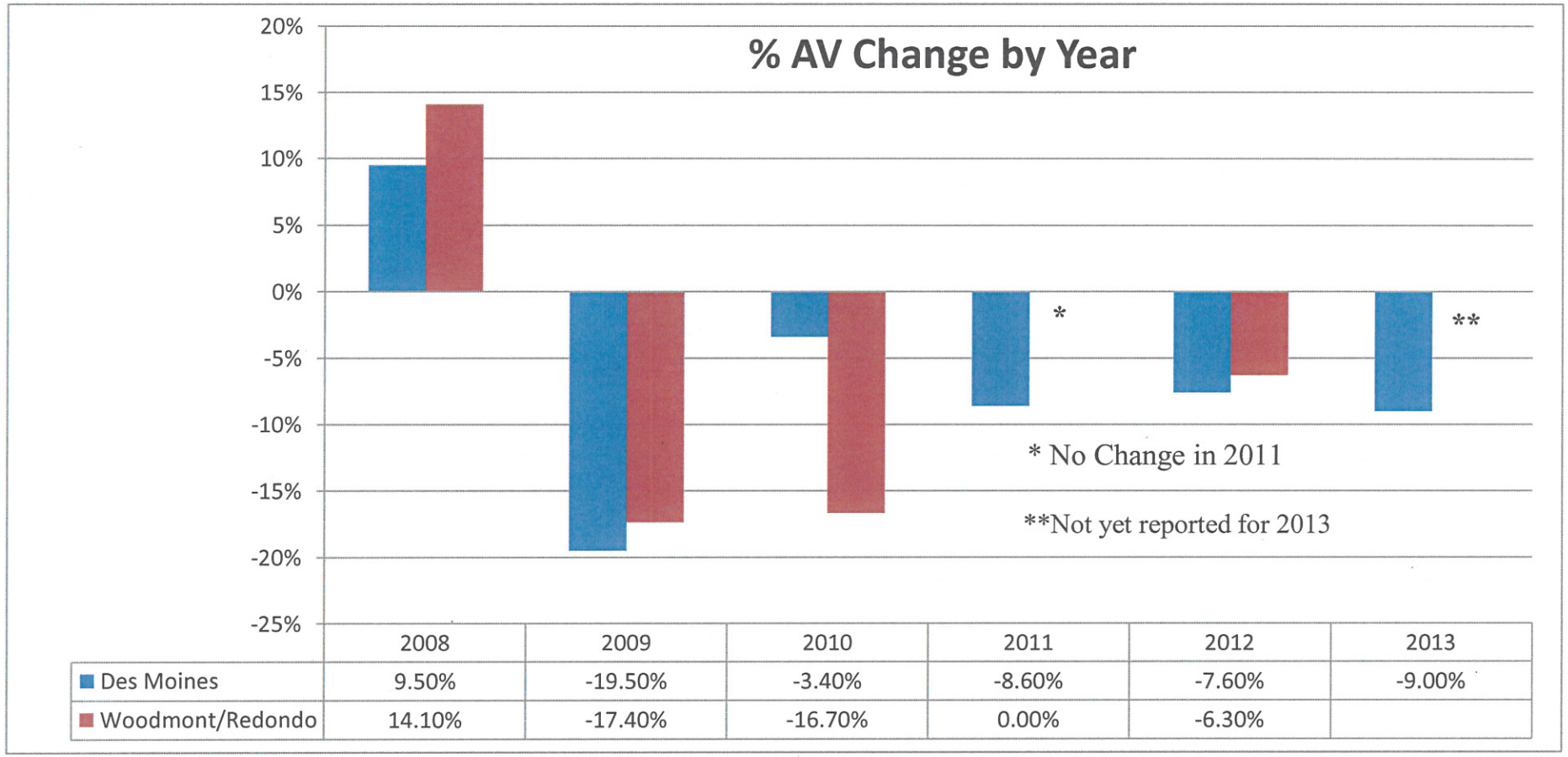
April: Utility Taxes - rec'd $86,896 for April utility tax rev; posted in May

Franchise Fees - rec'd $34,683.92 for cable TV franchise fee rev late April; posted in May

June: Licenses & Permits/ Trans Impact Fees - rec'd $311,149 from Sea Mar

Levy Lid Lift Property Taxes

	2012	2013
January	4,520	0
February	10,910	0
March	25,129	0
April	293,263	0
May	140,159	0
June	7,428	0
July	3,409	0
August	3,462	0
September	14,414	0
October	299,940	0
November	92,361	0
December	8,084	0
Subtotal	**903,079**	**0**
ADJUSTMENTS	(8,071)	0
Total Actual	895,008	0
Budgeted Amount	901,680	0
Difference ($)	(6,672)	0
% Actual	**99.26%**	**#DIV/0!**



	2008	2009	2010	2011	2012	2013
Des Moines	9.50%	-19.50%	-3.40%	-8.60%	-7.60%	-9.00%
Woodmont/Redondo	14.10%	-17.40%	-16.70%	0.00%	-6.30%	

July 29, 2013/lae