



**CITY OF EDGEWOOD
COUNCIL STUDY SESSION SUMMARY**

October 16, 2018 – 7:00 PM ♦ City Hall – 2224 104th Avenue East ♦ Edgewood, WA

1. CALL TO ORDER

Mayor Eidinger called the meeting to order at 7:00pm and led attendees in the Pledge of Allegiance.

ROLL CALL

Present: Mayor Daryl Eidinger, Councilmember Mark Creley, Deputy Mayor Tyron Christopherson, Councilmember Ryan Day, Councilmember Stephanie Hunter, Councilmember Roseanne Tomyn, Councilmember Nate Lowry. **Excused:** Councilmember John C. West.

Staff Present: Assistant City Administrator Dave Gray, City Clerk Rachel Pitzel, Community Development Director Darren Groth, Jeremy Metzler Public Works Director, Police Chief Micah Lundborg, City Attorney Carol Morris.

2. COUNCIL BUSINESS

A. Discussion – Capital Improvement Plan (CIP) Update

Public Works Director Jeremy Metzler discussed the public hearing last week that received no public comments. He noted he summarized some of the small changes that were made to the plan from the last time it was before Council. He noted the robust balance in the park impact fund and high balances look to be coming in the near future, he noted he accelerated some of the capital park projects assuming the city will have staff to move those forward. He noted the Dept. of Ecology Grant, which had been withdrawn due to the change in scope – he stated the original grant was submitted as a facility grant, which meant it was contingent on doing the injection pilot piece. He noted he did talk with the Dept. of Ecology and the city is looking at another program to submit under the non-point source activity, which he was able to submit yesterday before the deadline. He noted the good news is that the city may be awarded more grant money with this program than the last one; he did note it does delay it for a year. Mr. Metzler also noted the surface water fee component was kept at \$100,000 a year to be conservative for this budget tool.

Councilmember Day thanked Jeremy for listening to the citizens and council regarding the changes made to the plan and knew there was a lot of work put in to it.

Councilmember Creley asked how much was made in the surface water fees this year.

Councilmember Tomyn asked about the Edgemont Park improvement, and asked if new play structures would be put in. Discussion took place regarding the scope of work.

Councilmember Day requested staff to pay attention to the capacity for children with special needs in the parks.

Councilmember Creley noted page 12 in the plan, asked about the \$530,000 for SW-08, and asked about spreading that amount out through the years. Mr. Metzler discussed the revenue sources, and what works in the plan.

Councilmember Tomyn discussed Lake Chalet project, noting it had been a couple years that discussion took place regarding the water being tested for high amounts of fecal chloroform, and how that might get the city more grant opportunities. She asked if that had been part of the equation of the project.

Councilmember Lowry asked about the Mortenson Farm Regional Stormwater Improvements and asked about the WSDOT mitigation and expansion problems, and where we are on the timeframe.

B. Discussion – 2019 Budget Labor Model

Assistant City Administrator Dave Gray briefed Council on this agenda item and noted the labor model is now marked as C- he noted the changes made were the AWC medical increases, as well as the addition of the Finance Director. He then summarized all the positions in the Labor Model. Mr. Gray went through the financial numbers with Council.

Councilmember Day noted the Asst. City Administrator/Finance Director, and asked why that is splitting out to be two people. He questioned the Mayor's role as the Chief Administrative Officer and the need to have an Asst. City Administrator, as well as a Finance Director. He asked, if the city has not been able to operate effectively without those two bodies.

Mr. Gray noted that in many cities our size, it typically is a full time job for an Asst. City Administrator and a full time job for a Finance Director, which is not uncommon. He broke down the previous structure when he first came on board with the city and the changes that have been made since then.

Mayor Eidinger noted the amount of hours in a week that Mr. Gray has spent to do both the jobs. He discussed the growth and the funded portion of the positions and discussed how the work needs are done with the increase of building and work coming down the pike.

Councilmember Day noted he was not disparaging that Dave has worked long hours and his contribution; he noted he wanted clarification on having to fill his position with two people instead of one, with relatively the same pay for both.

Deputy Mayor Christopherson discussed losing Dave and his willingness to do both jobs at his current pay. He noted that in the recent past, there was discussion on defining someone's role- down to the degree of what someone would be doing pertaining to the Office Manager position. He noted Council did not like how that job description was written and challenged it and wanted to know exactly what that position would be doing at any given time. He noted we have an Asst. City Administrator who is filling the role of two people and doing what is right for the city for his current pay. He is explaining to us all that it will take two people to fill the role he is currently doing. He stated if Mr. Gray is telling Council, as a trusted member of this community and the staff, that it is going to take two people; Mr. Gray has a better voice to relay that message than Council does.

Councilmember Day noted he is not questioning Mr. Gray's capability or dedication. He noted he believed it was the role of the Council to ask questions.

Deputy Mayor Christopherson noted it had been asked, and answered - in his opinion.

Asst. City Administrator Gray noted for good reason, he has not been involved in the discussion or the decision of what the administration should look like with his departure. He noted in the time he had been with the City there has been a tug-of-war between the two job functions. He noted his background as an Accountant, Chief Financial Officer and role in Management. He noted if Council hires a Finance Director that they can move the city forward in excellence. He discussed what the city's finances looked like before his arrival and noted there was a lot of work that needed to be done.

Councilmember Hunter asked if there was discussion on whether Mr. Gray would move back and solely be the Finance Director, and the city would fill the Asst. City Administrator role. She noted it sounded like Mr. Gray had been wearing the two hats and feeling overwhelmed.

Asst. City Administrator Gray stated if he had not made the decision to move on, he is unsure if the city would be having that discussion. He noted he is not feeling overwhelmed, he noted he is feeling he could do a better job in both of those roles. He noted he came to the Council with some needs that he felt would help him accomplish that and it didn't appear to be something Council was interested in accomplishing with him, so he made a different decision. He stated it was not that he felt incapable of continuing forward, he needed the resources to do it.

Councilmember Day made a request for a metric system that showed the positions, why they are necessary, transactions and turn-around numbers in these positions. He asked for an overview for each of the proposed positions, so Council can evaluate each one based on its actual need, and also be able to explain to the citizens the value proposition of why each of these positions are needed.

Asst. City Administrator Gray noted it was a very appropriate ask, but noted he would hope that Council could have some faith and trust in the individuals sitting to his right (staff) that they could explain to Council in a very short amount of time what their need is and why their ask is being presented. He noted the type of metrics that are being asked, he noted staff has some available that evening that AHBL has been providing to staff, that has helped us to reach why we are asking for additional staffing and the need. He noted there is a freight train coming, it is a big roar that sounds a lot like development, and the city does not have the staffing currently to be able to commit time to develop that type of metric.

Councilmember Day stated he understood that, but the problem he was having was spending \$725,000 of taxpayer money to fund all of these new positions, he does not think it's unreasonable to ask to do a deep dive into all of the positions to make sure they are actually needed. He noted this is not our money that we are making decisions about-it is taxpayer's money.

Asst. City Administrator Gray noted it was actually development money and they will be going over that shortly in his presentation. He did agree that money is important - it is public funding that comes from a developer source into a public coffer, which is spent on public employees. He noted if Council would like to spend some money on getting someone like FCS Group to produce those metrics, that is an option, but we currently do not have staff that can produce those metrics at this time.

Councilmember Day noted the problem where he is falling short he is having is he cannot get to how we know we need those positions if we cannot explain why they are needed.

Asst. City Administrator Gray noted, if allowed-there is staff here this evening that are ready and willing to explain those needs. He noted most of these positions have been approved with job descriptions and on the salary schedule that we have in place today. These positions have been in the city at one time or another and we are in need of them now.

Councilmember Day noted it is a 33% increase in staffing.

Asst. City Administrator noted yes, that is correct- and the city is also looking at a 400% increase in transactional activity now, and the SmartGov modeling that we have looks like that is a continuing exponential curve, it is growing. He noted those transactions are requiring work product, they are not REET or Impact revenues- there are transactions based on stop clocks and on a timeline that we will bypass if we don't deliver and be in default if we do not deliver.

Councilmember Lowry noted he believed it has been stated. He relayed over 400% increase in building; you have to staff to meet those needs. He noted he does not know why there are so many questions regarding this when they have the number in front of them explaining why.

Mayor Eidinger noted the staff is ready to address the Council on why they are asking for the increase in staffing on an individual basis.

Asst. City Administrator Gray noted staff has had this discussion-they did not pick them out of the salary schedule. He noted staff might come forward again at some point when that exponential curve on growth keeps bringing the business load in, and we may be asking for another inspection-staff could be back asking for more headcount in 2019. He also stated the city is not done with the on-call contracts, they will be filling in the holes if we get some large development, the city will be using the on-call contract tasking process that Council has already approved to fill in some of those holes because we won't want to add headcount for one project.

Councilmember Lowry noted he appreciated that, but the numbers are smacking them right in the face.

Councilmember Day noted he doesn't disagree, but if the need is so great, he does not understand why it is so hard to articulate that, and present it for each of these positions.

Councilmember Lowry noted that is what they are trying to do.

Mayor Eidinger and Asst. City Administrator Gray noted staff would address the positions and the need.

Community Development Director Groth discussed the number of positions related to Community Development; he noted the funds where those positions are coming out of the funding coming from development. He noted trends in 2004 when the city had 18 staff members they were doing a light load of work accomplishing a low number of transactions per year. We have seen 1,800% increase since then, and since 2014, we have seen almost 800% increase. To pay for those that is the expectation of services – we do not have a tracking mechanism going back to 2014 that says here is what they did, here is what they spent time on, and thinks that reason is we burnt folks out over those last four years of running the growth model without increasing staff. In the 14 months he has been with the city, when he arrived the city had a Senior Planner that was mismatched to what the responsibilities were. We needed somebody who could be a case manager or project manager and plow through those and we made an assessment with his input as far as whether he wanted to do that and that was not the role he wanted to take on. He noted thankfully, the city found someone who wanted that type of role, and she attended the budget retreat to relay her capacity is limited and doesn't meet the transactions the city is seeing coming in. One of the requests is to get an Associate Planner to help with that case load, the projects that do require the 30-day start stop, etc. He discussed the Planning Tech and their responsibilities, and how AHBL has been helping with that until we found a replacement for the vacant position. He noted the metrics that AHBL has been

able to provide, and can share them with Council, he discussed their findings and noted that half of the interactions they had 60% with 90% 434 interactions 38% development related, but found 10.3 minutes per interactions- he noted pamphlets are needed, and we don't have the opportunity to create those. We are asking for a Code Compliance Specialist to help with the Code Enforcement issues that are taking away from our Planning Tech, Senior Planner, etc. That also leads to an Administrative Assistant, and the hope to take the 72% of walk-ins and divert to the right person, this will allow us to focus on our SmartGov software that we have been underutilizing.

Councilmember Tomin asked about the Citizens Action Requests (CARs) and stated that applies to the Code Enforcement Specialist- what are we looking like for the number of requests this year?

Public Works Director noted we are trending higher than last year. CAR's are increasing.

The Community Development Director discussed the CARs, and trying to get them entered into SmartGov so we can do some tracking and develop where citizens can submit that way. Taking them in faster than we are closing them.

Tomin SmartGov- citizens should be able to look up their parcel and others to see what is happening, etc.

Community Development Director Groth noted yes, and explained the software and the intent of what that portfolio with become.

Discussion took place regarding Code Enforcement.

City Attorney Morris noted there might be the perception that you do not need additional bodies to do the work in Community Development because if you do not have them it will be just a slower permit time, and the permits will just be issued later. She noted, she did not think it has been pointed out that there is state law that requires the city to issue final decisions on permit applications within 120 days after the application has been determined complete, and if you do not do that you are subject to damage action. Very import you have the permitting software and you have the bodies to be able to issue those final decisions in a timely way or you are exposing the city to liability.

Public Works Director Metzler addressed when he took over as PW Director and not back-filling the Senior Engineer position, he noted he was thankful he had the EIT positon so he could move up in to the Director role and lean on the EIT to help with the engineering portion. He noted 1/3 to 1/2 of his time is still being used for development related issues and not able to focus on the PW Director side of things. The EIT is unable to get to the reviews in a timely fashion; we have a backlog ranging from 30-60 days because of him needing to be out in the field doing inspections. He discussed the ROW inspector positon, and how invaluable the person has been to the team- he noted one of the other asks is a Maintenance Tech positon to start in April for the Spring/Summer workload, to help Howard out during that time; as well as meeting the law requirement when we have to have two or more individuals on a certain job. He discussed the Code Enforcement need.

Discussion took place regarding Code Enforcement.

Councilmember Tomin noted the Chief's time could be helped with the Code Enforcement by simply not sending him out to deal with these types of issues.

Chief Lundborg stated that in relation to the CARs, the number of emails that come in to the chiefs email address or the phone calls that come in that technically should be written down as CARS, but the department just handles- the deputies go out and look at the issue and respond to whatever the complaint might be. Those are other types of things that are coming across that are not being monitored. He noted if it's not a criminal matter, it puts more on the city staff's plate and it is backlogging them with more workload. Everything is compounded when you have to give more work to someone that already has a full workload. Chief stated he is not an "office guy" or regular city staff guy-but he looks at what city staff does and all their effort they put in the office and when I hear you need more metrics, more stats, more information – I here..."it's the trust but verify" thing here. They are working- and if they need help, they need help. His concern from his point of view is this leadership staff you have in front of you – these are a hot commodity. When Dave said he was leaving, Chief got nervous- because there is a leader amongst us that helps guide where things are going. Don't think there aren't other cities looking for Darren, Jeremy, Rachel, the building inspectors we have now, if we lose those people, my goodness where are we going to find their replacements. Because they are expensive to hire. These other places are willing to pay big bucks. My concern is that if we lose somebody here, where are we gonna find somebody to take their spot. They are working so hard without the staffing support they need, his appeal to Council is trust them when they say they need some help, the work is coming and we see it coming. If we don't get on top of it now, it concerns him where the city will be down the road if the city does not get on top of it now. Chief noted it's important to him that staff has the support they need, he stated he already came to Council with his needs, to make his office work – but his requests are always 10 months out, city staff needs are much more immediate.

Councilmember Tomin noted tying that in is really important though, establishing the need to show that pressure can also be taken off the Chief with pressure being taken off staff.

Mayor Eidinger noted he is going to come to Council next week with a budget amendment because we are interviewing for the OA3, and looking at getting a sergeant for better nighttime coverage that the Chief asked for. But it will affect the budget immediately- he noted he also wants to put the other requests discussed tonight in too, he noted the city is not getting any smaller and the need to be prepared. He discussed what was presented this evening and noted the city will struggle to fill those positions in a timely manner- he would like to get somewhere close in their minds and close to a budget, so we can start posting and interviewing now, so by the first of the year we fill those positions, since we already need them. He noted he understands Council has been struggling with the necessity of increasing headcount, but we have \$600,000 worth of work that we have to do and we are looking for six positions that represent around the same amount of money that is going to be covered by growth and building. If we sit and wait on this, we are going to struggle. He noted filling those jobs is going to be hard. He discussed losing Bill our building inspector after it being hard to get him, and him leaving for another city that gave him a signing bonus. He discusses his team and standing behind his team and the revenue sources.

Councilmember Lowry discussed the on-call contracts, and when the city gets in a pinch without adequate staff, the use of them will increase.

Asst. City Administrator Dave Gray discusses the on-call consultants, bringing the City Attorney on in-house and the team that the city currently has, and what an asset they are.

Councilmember Lowry discussed employment with the city, and asked if staff tells folks it is all development driven.

Asst. City Administrator Dave Gray noted yes, people are on boarded knowing we are not sure of what the future in growth and development look like. He noted the Mayor mentioning coming to Council at the next meeting with a budget amendment. He broke down the numbers of what that looks like for this year.

Community Development Director Darren Groth, mentioned our new planning technician and noted the experience and knowledge he receives at the city will grow- and if we see a downturn, we will be able to move people around with the succession plan that has been put together by the remaining staff.

Asst. City Administrator Dave Gray put up the revenue numbers on the projector screen and discussed the modeling of the software and future predictions in planning and development. He showed the sustained and the one-time revenues, 2018 budget vs. the 2019 budget numbers. He noted the sustained revenue stream that does not go away because the development dies and he expressed the model is showing \$1.74 million driven by property tax increases, new construction, and utility tax revenue. He noted the city is not going to spend the \$1.74 million dollars this year, no matter what it does, and stated it will be added to the already fairly robust ending fund balance for the beginning fund balance of next year - he stated it was not spent last year. He also spoke about capital projects that will roll over to capital funds at the beginning of next year; he noted we do not have the personnel to manage some of the capital projects, so they are not able to be done.

Community Development Director Darren Groth discussed the patterns that Mr. Gray spoke about in Mr. Gray's model and what the staff is seeing in SmartGov, he referenced AHBL's data analysis and what it spoke to, was being the single most requested topic in development discussion was short plats. He stated some of the one-time revenue, the turnover of revenue, was REET. He noted as the city sees this increase in residential development, pushing the property values up, people are making that decision to see if they can get another parcel out of their property, or selling completely, and someone else comes in and thinks they want to try to get 6 parcels out of their property, again, we have to meet zoning and stormwater, but we are still seeing those properties turnover as well. And what we haven't done, and the foresight of bringing in Buxton is that we are going to see commercial typically lag behind residential. He spoke on standards and code modifications that take staff time and a vision of where the city is going. He discussed the numbers and what those development patterns look like and typically, what it takes during the expansion of growth.

Deputy Mayor Christopherson asked about what staff tells new employees about the growth and what that looks like in the future for them and being optimistic.

Groth, one of the things is yes, we do that by a safe standpoint- and noted this ask tonight, may not be the last one. When Councilmember Tomyn mentioned what could we get to with the GIS.

He noted we have a limited number of hours, with a pretty good product that we are using now on our website- but it's nowhere close to what we would like to be able to do with that product and what that

product offers. We are hunting for people who can bring us those “extra” benefits that are needed to help move us forward. He discussed the new Planning Tech and the “extra” knowledge and skills that came with hiring him such as his GIS experience. He discussed other staff that were brought onboard that were able to bring skills that can be brought to the table and help move the city forward. He talked about the Office Manager position and the job description that was written and at the end looking at what was there, it matched a person that we knew who wore many different hats and had the skills necessary to do the job.

Asst. City Administrator Dave Gray discussed our hiring process and noted how many of the applicants note how they were attracted to our city by what our website says who we are as a city and what we are looking for as an employee. He noted the city’s number one asset is its’ staffing/people. He discussed the city’s “soft-landing” for employees and how we are vested in who they are and what they bring.

Councilmember Lowry commented he thought Mr. Gray should reconsider his decision to resign.

Councilmember Tomynt noted the biggest things she hears around the community involve development and code enforcement and police activity. She notes the need for code enforcement and how to articulate that in terms of development is so complex- and the growth management act is complex, and it is a process that we need to follow legislatively, by supporting staff further, how does Council tie it in proactively. The alarming thing to her as she listened to Kristin talk during the retreat was the numbers that were coming forward and the people that were coming to our city specifically for multi-family development. CM Tomynt noted she understands hands being tied in multiple ways, but is there an additional screen that gives Council ability to limit those, other than updating our code, which we are currently doing to stop some of this.

Community Development Director Groth stated that was a great question, he stated he would like to think that her introduction to the planning magazine and coming to the planning Commission meetings is giving her that insight. It is a complex issue and it is a great question because what he is spending a lot of his time on is not directly Community Development, he is reacting to applications that come in and it is property driven. He discussed the process of when folks bring in applications. He discussed the Comprehensive Plan and being able to focus on that and being able to focus on directing has been difficult to do with the amount of work coming in.

City Attorney Morris interjected and noted if Council felt there was a problem with planning, they could impose a moratorium. She noted it could stop everything until the city is caught up and can determine whether we are meeting concurrency with regard to transportation infrastructure, or looking at some aspect of residential development.

Community Development Director Groth noted staff would have to give Council the tools and findings to determine that and thinks if the city can get proactive to what the vision and guiding people through the process of what they need to do.

City Attorney Morris reminded them that if they did do a moratorium it stops development, but creates a lot more work for staff in regards to the permits when lifted.

Asst. City Administrator Dave Gray used the analogy, of the stampede at full force and its in the middle of a dark night with a lighting storm and what we need is the best horses, the best wranglers, and a great plan, because when you turn a stampede you get in front of it and you whistle and wave your arms a lot to prevent it from going over the cliff. He noted he was not trying to use hyperbole here, but that is the situation we are in and the only way we are going to turn this around is by getting in front of it and that is what staff is asking the Council to help staff do.

Discussion took place regarding Small City Statutes, and Growth Management Act.

3. OTHER COUNCIL ISSUES

Mayor Eidinger regarding Connect over Coffee, and asked who would be attending on Saturday, October 20 at 8:30am.

Mayor Eidinger noted Mr. Creley had talked to him regarding an issue he would like to address with Council tonight.

Councilmember Creley noted he would bring it up at a future meeting.

Councilmember Tomin discussed movie night and noted it was a great turn out. She also discussed the light on Chrisella that tell folks they can't turn between certain hours of the day, why we aren't monitoring it, and she wanted to clarify that is not an Edgewood light- it is Puyallup.

Deputy Mayor Christopherson complimented the Chief and his peers and the professionalism between the committed efforts of the fatality that occurred last week.

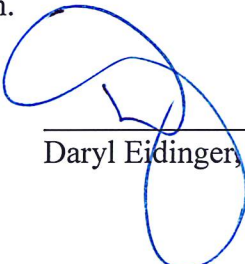
Councilmember Creley discussed speed limit signs on Meridian noting he would like to see more signs posted starting at the bottom northbound, and all the way to the top of the hill on 36th as reminders.

4. ADJOURN

Mayor Eidinger adjourned the meeting at 8:47pm.



Rachel Pitzel, City Clerk



Daryl Eidinger, Mayor