

**FIRCREST CITY COUNCIL  
STUDY SESSION AGENDA**

**MONDAY, JUNE 21, 2021  
6:00 P.M.**

**COUNCIL CHAMBERS  
FIRCREST CITY HALL, 115 RAMSDELL STREET**

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1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Agenda Modifications
5. [Council Vacancy Discussion and Potential Action](#)
6. [Goals Discussion and 2022 Budget Expectations](#)
7. Adjournment

## City of Fircrest Councilmember Vacancy

**OPENS:** June 9, 2021

**CLOSES:** June 18, 2021, Noon

**COUNCIL INITIAL REVIEW:** June 21, 2021 Study Session (potential action)

**TENTATIVE COUNCIL INTERVIEW/APPOINTMENT:** June 22, 2021, Regular Meeting

### Applicant Table of Contents

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❖ [James Andrews](#)

❖ [Yolonda Brooks](#)

❖ [Terry Carnes](#)

❖ [Thomas Chontofalsky](#)

❖ [Venus Dean-Bullinger](#)

❖ [Clinton Dearborn](#)

❖ [Russ Ellis](#)

❖ [Aaron Giuliani](#)

❖ [Alice McDaniel](#)

❖ [Elaine Moates](#)

❖ [Marc Rieke](#)

❖ [Craig Roberts](#)

❖ [Blake Surina](#)

**AGENDA ITEM: Goals and 2022 Budget Expectations Discussion****FROM: Scott Pingel, City Manager**

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**BACKGROUND:** Included with this memo is an updated list and status of the goals and projects that came out of our 2018 City Council Workshop, which began to be implemented in 2019. Our priority goals were those that received at least 4 dots (meaning that 4 City Councilmembers deemed that goal a priority) as a part of the workshop. All goals that came out of the workshop were listed, but they have not all been deemed to be City Council priorities in general.

While we may not implement it now, I thought it may be useful to include in our discussion a potential model for organizing goals and objectives differently than we have since our 2018 workshop. Included with this memo are the 2021-2022 Strategic Plan Goals from Dayton, OR (my previous city), which lays out their current goals and objectives and very simply lays out how they organize goals and objectives to continuously look at and beyond the next fiscal year. I offer this simply as an example of a successful model that was implemented in 2013. In order to see this in the context of Fircrest goals, I put our 2019 goals into this model so you can see what it may have looked like. All of this is simply to express the need for us to have revolving ongoing goals and objectives that can be tweaked and updated from year to year.

With the 2019 goals in mind and what has been accomplished with them, below are a few things City staff are looking at for 2022 and beyond. We look forward to getting feedback from the City Council and understanding better the City Council's expectations for 2022.

**Recommendations for 2022**

- **Body Cameras:** While body cameras for police officers have not been required by new legislation, due to some of the new legislation passed in 2021, Chief Cheesman and I both believe we need to implement the use of body cameras for the safety of our officers and the public, as well as for liability purposes. Several of our surrounding cities are using a subscription-based option for body cameras and tasers. The subscription-based approach will cost around \$17,000 per year, including set-up and implementation. The advantage of the subscription-based approach is that our hardware (body cams, tasers, etc.) and software will be upgraded regularly through our subscription without additional cost.

If the City does not do the subscription-based approach, up-front costs will likely be in the \$80,000-\$90,000 range with some ongoing support costs. It is unclear at this time how often body cams would need to be replaced. This would also not include tasers, which are evolving quickly and are not cheap.

We are also preliminarily looking at budgeting about 16-hours (likely at an Administrative Assistant level) primarily focused on the public records processing that would result from body cam footage. At this time, we believe this is the maximum staff support we would need for body cams.

- **Complete Water Meter Replacements and Hardware/Software Install for Advanced Metering Infrastructure:** By year-end 2021, we should be closing in on finishing water meter replacements. In the

first half of 2022, we want to complete replacements as well as add the hardware (repeaters, antennae, etc.) and software components to move the water meters and meter reading to full AMI use.

- **Update Landscape Policy/Design Standards:** At the August 25<sup>th</sup> Council meeting last year, it was requested that staff review our current landscape policy/design standards specifically in reference to the challenge that street trees can be. I believe the context for this was frustration with sidewalks buckling and trees dying and needing replacement. We also recently removed trees at The Commons due to the impact they were having on meters, meter boxes, and water lines. Before replacing those trees on a tree for tree basis, City staff wanted to bring this request back to the City Council for additional discussion and guidance. Moving forward, City staff would like the option of reviewing what needs to be replaced, and where, in order to protect City infrastructure while also preserving trees and the natural environment. While City staff will be reviewing this policy prior to 2022, it is likely that final action on any changes will not occur until 2022.
- **Establish Online Permitting Option:** One of the projects we have not accomplished under the goal to expand technology use is pursuing an online permitting option. We are currently researching options and costs, and working through how we need to go about implementing online permitting with the community and customers.
- **Park Bond Projects:** As we close in on completing the Community Center, we need to start game-planning the other park projects we would like to complete under the Park Bond. There are 3 projects, specifically that we should accomplish in 2022.
  - Fircrest Tennis Courts Resurface: The estimated cost for this project is \$32,000, and we will receive a \$16,000 RCO grant for the project.
  - Fircrest Field Turf and Lighting Improvements: The estimated cost for this project is \$350,000, and we are tentatively slated to receive a \$158,500 RCO grant for this project. Ideally, this project will be completed in conjunction with the completion of the Community Center while the field is already partially torn up from the Community Center construction.
  - Fircrest Storage Garage: The estimated cost for this project was \$35,000. That cost will likely be higher with construction materials getting so much more expensive. We will need to talk through what staff believes needs to happen with the garage. A complete rebuild is likely unnecessary.
- **Whittier Park Master Plan:** A couple of the projects at Whittier Park that have been identified as potential projects under the Park Bond are restroom renovations and adjusting the Whittier ballfield. Irrigation improvements at Whittier Park have already been funded by the Park Bond. In our last few discussions about Whittier Park improvements, it has been suggested that we look closer at what is needed at the park and that a master plan of the park may be the best first step before completing any other projects at Whittier Park.
- **Water Fund Forecast:** As we have established a working General Fund forecast, we want to continue to forecast all City funds. The next one we want to get working is the Water Fund.
- **Establish a Community Court:** This is very preliminary. Details have not been worked out. The Court is looking at models for providing Court participants with alternative means of paying fines such as some form of community service.

- **American Rescue Plan Act Projects:** We are slated to receive a total of \$1,907,976 in American Rescue Plan Act (ARPA) funds. We will receive half of that by the end of the month and the other half next year. Funds must be spent by December 31, 2024. How to spend ARPA funds has not yet been determined by the City Council. The projects we have discussed so far include the following:
  - o Council Chambers/Court Room Upgrades
  - o Business, Rental, and Utility Assistance Programs
  - o Community Center Construction cost increases due to increased materials costs
  - o Miscellaneous City COVID Needs
  - o HVAC Improvements for City buildings
  - o Water/Sewer Infrastructure Improvements

Other options may include:

- o Replacement of lost revenue such as for not being able to have a swim season last year, or rent out facilities.
- o Establish Online Permitting Software.

**Potential Other Goals Beyond 2022:**

- **Retrofit Lighting in City Buildings:** A lighting audit of City buildings was done in late 2019. We have the initial information needed in order to determine how and what to retrofit in order to make lighting at City buildings more efficient.
- **Complete remaining ARPA Projects**
- **Complete remaining Park Bond Projects**
- **Establish a Sustainability Plan:** This could include plans for lighting efficiencies (see above), electric charging stations, practical policy adjustments to the code and/or equipment replacement (hybrid police vehicles)

## Strategic Plan Goals 2019

**Priority Ratings:**     1 – Begin/Budget in the next fiscal year  
                                  2 – Accomplish/Budget for in 2-3 years  
                                  3 – Accomplish/Budget for in 3-5 years  
                                  4 – Routine – Ongoing from year to year

### Goal A – Develop Facilities and Infrastructure Investment Plan and 5-year CIP

OBJECTIVE	PRIORITY
Build new Pool	1
Build new Community Center	1
Entryway Improvements	2 or 4
Expand ERR Program to Include Facilities Replacement	3

### Goal B – Update Comprehensive Plan and Development Codes

OBJECTIVE	PRIORITY
Revise Commercial/Mixed Use Zones, Development Standards and Initiatives	1 or 2
Develop healthy community design standards (connected, walkable, bikeable, gathering places, parks)	3
Establish a Complete Streets Policy	3
Establish Green Energy Codes	3

### Goal C – Support Organizational Development and Training

OBJECTIVE	PRIORITY
Expand Technology Use and Training for Improved Service Delivery and Information	1
Parks Maintenance and Capital Improvements included with the Pool Bond	1
Training for City Council as a Team (both AWC and in-house)	4
Succession Planning (staff development and cross-training)	4
Technical and Management/Leadership Training, Teambuilding for all	4
Add a Sergeant position	1
Add an Additional Police Officer	2 or 3

### Goal D – Maintain Financial Stability and Sustainability

OBJECTIVE	PRIORITY
5-year Financial Forecast and CIP	2
IT Plan and Implementation	2
Expand Grants and Search and Grantsmanship Activities	4

### Goal E – Increase Community Engagement and Involvement

OBJECTIVE	PRIORITY
Expand Community Information	4
Celebrate and Promote the City’s “American the Beautiful” History	4
Coordinate communication with community groups.	4

## FIRCREST CITY COUNCIL 2019 PRIORITY GOALS (2021 Update)

### DEVELOP FACILITIES AND INFRASTRUCTURE INVESTMENT PLAN AND 5-YEAR C.I.P.

GOALS	STATUS
New Pool rebuild	Complete
Community Center replacement	Under Construction. On track to be complete by year-end 2021.

### UPDATE COMPREHENSIVE PLAN AND DEVELOPMENT CODES

GOALS	STATUS
Revise Commercial/Mixed Use Zones, Development Standards, and Initiatives	Complete. The Form-based Code adjustments have been made, which was the major initiative under this goal.

### SUPPORT ORGANIZATION DEVELOPMENT AND TRAINING

GOALS	STATUS
Expand technology use and training for improved service delivery and information	<ul style="list-style-type: none"> <li>- Public Works continues to install AMI meters. The City was awarded \$200,000 in the 2020 State Capital fund and \$171,000 in 2021 for this project. The complete overhaul should be completed by early 2022.</li> <li>- RecDesk has been established for the Parks and Rec registration software solution.</li> <li>- Staff is currently researching online permitting options for Planning and Building.</li> </ul>
Parks Maintenance and Capital Improvements included with the Pool Bond	Several Park Bond projects have been completed. Additional projects are listed and will be worked on in conjunction with completing the Community Center rebuild.

### MAINTAIN FINANCIAL STABILITY AND SUSTAINABILITY

GOALS	STATUS
5-year Financial Forecast (Forecasting Model) and 5-year CIP	A working forecast for the General has been established. Staff will continue to work on forecasting the other City funds.
I.T. Plan and Implementation Schedule <ul style="list-style-type: none"> <li>• Email and Office Suite to Office 365</li> <li>• Smartphones</li> </ul>	<ul style="list-style-type: none"> <li>- Office 365 has been implemented.</li> <li>- Smartphones were implemented for necessary staff for the 2019 budget. These have enhanced staff</li> </ul>

<ul style="list-style-type: none"> <li>• IT Audit</li> </ul>	<p>communications and will continue to help us streamline our processes and provide even greater utility and efficiency as new software systems are put into place (new meters).</p> <p>- We completed an I.T. audit in mid-2019, put out an RFP for I.T. Services in late 2019 and Council approved a new I.T. Contract with Right Systems in early 2020.</p>
<p>Expand Grants Search and Grantsmanship Activities</p>	<p>A new Grant Writer started in October 2018. She helped the City become successful in several major grants. We recently hired a new Grant Writer, who is quickly learning how to be effective in the role.</p>

**Priority Goals Remaining to be Completed:**

- Online permitting for Planning and Building
- Park bond park projects

**Goals Previously Identified that were not adopted as priorities (4 dots were required for a goal to become a priority that would be pursued):**

- Improve Entry Way Signs (3 dots)
  - o The initial thought for this goal was to alter/move the entryway sign on Regents just off of Mildred. After discussions with Columbia Bank and other businesses in the area of Mildred and Regents, it was determined that adjusting the City signage and island would not be pursued at this time.
  - o More recently, City staff have begun looking at the City’s entries and entryway signs to begin discussing potential improvements.
- Expand community information (multiple means and media) (3 dots)
  - o While this has not been specifically pursued as a priority goal, City staff continually strive to push information out through the City website, Facebook, the readerboard, and the bi-monthly newsletter.
- Celebrate and promote City’s “America the Beautiful” History (3 dots)
- Develop healthy community design standards (3 dots)
- Develop complete streets policy (3 dots)
  - o This has not been pursued as a priority, but our current code applies a complete streets approach.
- Training for City Council as a team (AWC and in-house) (3 dots)
  - o While this was not pursued as a priority goal, AWC does provide training for elected officials.
- Succession Planning (3 dots)
  - o While this has not been pursued as a priority goal, this is a constant pursuit of our management staff, both from a staffing standpoint as well as an organizational standpoint.



- Develop Green Energy Codes (2 dots)
  - While this has not been pursued as a priority goal, the City has taken various steps with sustainability in mind. Examples include the following:
    - The joint City Council/Planning Commission meetings have addressed green energy codes and sustainability more generally a couple of times. No specific direction has come out of these discussions other than what is listed here.
    - Completed a lighting audit of the PSB, PWF, and City Hall in order to get an idea of how we can make our lighting more efficient and have a baseline for understanding costs and potentially pursuing LED retrofits.
    - The Community Center will be LEED Silver with the heavy-hitting efficiency components being solar panels and a VRF electric mechanical system.
    - Planning and Building provide green energy education pamphlets.
    - Due to hybrid vehicle costs getting much closer to regular vehicle costs, our 2 police vehicle replacements for 2021 will be hybrid vehicles.
    - In general, the City continues to move away from paper and more towards digital means of communication and records. Each year over at least the last 4 years, the City has used less paper than the previous year.
  
- Technical and Management/Leadership training, team building for all (2 dots)
  - This is another goal that has not been pursued as a Council priority but is something we have tried to make a regular part of what we do as a management team and staff in general with our Wellness Committee. COVID-19 made this more difficult over the last year, but we are excited to hopefully get to do more of this in person. CIAW provides several management/supervisor training along with harassment training. We also regularly have Tacoma Fire provide CPR/First Aid training for City staff.
  
- Add a sergeant position and an additional police officer (2 dots)
  - A sergeant position was added at the end of 2018. An additional police officer is much more difficult. The likelihood of having to establish a body camera program only adds to this difficulty.
  
- Expand ERR program to include Facilities Replacement (2 dots)
  - We have not pursued such a program, but our new Dude Solutions software for work orders may eventually help us to implement an asset management program that allows us to be more deliberate about how and when we need to replace our highest value assets (HVAC systems, buildings, etc).
  
- Pro-rata medical for regular part-time employees (1 dot)
  - Our regular part-time employees were engaged about their desire for this program and there was NO interest in it from part-time employees at that time.
  
- Neighborhood major remodel and infill/rebuild guidelines and/or standards (1 dot)
- Update Community Vision Statement (1 dot)
  
- Update Council Rules to streamline meetings and include community input (1 dot)
  - Council Rules have been updated twice since these goals were established.
  
- Expand volunteer opportunities and use of volunteers (1 dot)
  - While the City does not have a specific volunteer program (which in my experience is difficult to establish, track and maintain consistently), the City continues to utilize volunteers for park

maintenance projects (i.e.: Gilmur Grubbers, Pierce Conservation District), City events, and any opportunity where we can utilize volunteers. The Kiwanis Club continues to be a major contributor of volunteer time and effort throughout the community.

- Police Facility major remodel or new facility (0 dots)
- Utilities on Pay-as-you-Go schedule without deferred capital or catch up rate hikes (0 dots)
- Council Meetings on Cable TV or Streaming Video (0 dots)

## Strategic Plan Goals 2021-2022

- Priority Ratings:**
- 1 – Begin/Budget in the next fiscal year
  - 2 – Accomplish/Budget for in 2-3 years
  - 3 – Accomplish/Budget for in 3-5 years
  - 4 – Routine – Ongoing from year to year

**Goal A – Develop and maintain resilient infrastructure to support operations and meet growth.**

OBJECTIVE	PRIORITY
Complete Sidewalk Improvements on Ferry Street – 9 <sup>th</sup> to Flower Lane.	1
Develop a five-year plan consisting of finance strategy, design, and construction for the building of new City Hall and Library in 3-5 years.	1
Evaluate funding models for establishing Pavement Management Program.	1
Begin design of HWY 221 Lift Station.	1
Adopt a prioritized list of sewer line replacements to be completed on annual basis (3-4 blocks at a time).	1
Design and permitting on utility bridge with infrastructure upgrades.	2
Complete construction of a steel truss bridge main span replacement with infrastructure upgrades.	2
Create a framework for a resiliency plan.	2
Add aeration to Sewer Ponds 1 and 2.	3
Update Water Master Plan in next 5 years.	3
Update Wastewater Master Plan in next 5 years.	3
Obtain funding for replacing the water system main transmission line from Springs to the Footbridge.	3
Complete feasibility study for Fisher Farms Wells intertie in 3-5 years.	3
Make sewer system improvements consistent with DEQ’s MAO.	4

**Goal B – Create a livable community that is aesthetically pleasing, affordable, inviting, and with a vibrant and diverse economy.**

OBJECTIVE	PRIORITY
Develop a strategy and complete land zoning analysis for an urban growth boundary swap for residential property.	1
Establish a Mural Policy to acquire murals as public art (similar to the City of Salem’s program).	1
Research Brownfield’s Integrated Planning Grant for Economic Development.	1
Establish a Transient Lodging Tax Revenue Plan.	3
Coordinate Wayfinding/Tourism Signage.	3
Update the Dayton Municipal Code	4
Continue Yard of the Month/Mayor’s Beautification Program.	4
Continue Holiday Lights Competition.	4

**Goal C – Capitalize on Dayton’s facilities and resources to provide recreational and cultural opportunities.**

OBJECTIVE	PRIORITY
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Set up Site Visit/Video of Country Heritage Estates Phase 2 pedestrian/bike trail with wayfinding signs.	1
Develop a strategy for ownership of the County's Dayton Landing Park and boat ramp.	2
Acquire the other half of Legion Field for the development of a recreational facility.	2

**Goal D – Use Dayton’s heritage and historic resources to forward our image as an authentic and charming town.**

<b>OBJECTIVE</b>	<b>PRIORITY</b>
Promote Friday Nights and Old Timers Weekend.	4
Research the possibility of a cell phone app for a historic tour or in a downloadable format.	4

**Goal E – Engage in efficient and effective activities to promote community safety and wellness.**

<b>OBJECTIVE</b>	<b>PRIORITY</b>
Establish an Emergency Operations Response Team partnering with the Dayton School District.	1

**Goal F – Enhance communications to actively engage the community.**

<b>OBJECTIVE</b>	<b>PRIORITY</b>
Form Youth Advisory Council Pilot Program.	2
Complete annual city survey.	4
Coordinate communication with community groups.	4