



# CITY OF MERCER ISLAND CITY COUNCIL MEETING AGENDA

Friday & Saturday  
February 1-2, 2019

**Mayor Debbie Bertlin**  
**Deputy Mayor Salim Nice**  
**Councilmembers Lisa Anderl, Bruce Bassett,**  
**Wendy Weiker, David Wisenteiner, and Benson Wong**

Contact: 206.275.7793, council@mercergov.org  
www.mercergov.org/council

This meeting will be held in the  
Luther Burbank Room at the  
Mercer Island Community & Event Center  
at 8236 SE 24<sup>th</sup> Street, Mercer Island, WA.

In compliance with the Americans with Disabilities Act, those requiring  
accommodation for Council meetings should notify the City Clerk's Office  
at least 24 hours prior to the meeting at 206.275.7793.

## 2019 PLANNING SESSION

*The annual planning session is designed for the Council and staff to set goals and a strategic plan. Objectives for the planning session are to:*

- Review the progress and accomplishments of the Council's 2018-2019 Goals & Work Plan
- Identify goals and outcomes for the 2019-2020 Goals & Work Plan
- Review the proposed actions to address the City's financial challenges
- Discuss prioritization of the Sound Transit Settlement Agreement funds.

### FRIDAY, FEBRUARY 1, 2019

- 2:30 – 3:00 pm **Call to Order/Welcome/Review Agenda, Planning Session Objectives & Meeting Norms** (Mayor/City Manager)
- Confirm agenda, planning session objectives & meeting norms
- 3:00 – 4:30 pm **Bargaining in the Public Sector** (HR Director/Guest Speaker Otto Klein, Summit Law Group)
- Review presentation, Q&A
    - Following the presentation, are there additional information requests?
- 4:30 – 6:00 pm **Executive Session** (Closed to the public; Council is not expected to take action following these sessions.)
1. Discuss with legal counsel representing the agency litigation or potential litigation pursuant to RCW 42.30.110(1)(i) for approximately 15 minutes
  2. Review the performance of a public employee pursuant to RCW 42.30.110(1)(g) for approximately 75 minutes
- 6:00 pm Adjournment

### SATURDAY, FEBRUARY 2, 2019

- 8:15 – 8:30 am **Call to Order/Welcome/Review Agenda** (Mayor/City Manager/Facilitator)
- 8:30 – 10:30 am **2019-2020 Goals and Work Plan Development** (Facilitator/Council/Staff)
- Review 2018-2019 Goals & Work Plan Accomplishments
  - Identify High Priority Items for the 2019-2020 Work Plan
    - Does Council agree with the citywide work plan developed by the Leadership Team?
    - Is there consensus on the City's top priorities?
- 10:30 – 10:45 am Break

### SATURDAY, FEBRUARY 2, 2019 cont'd...

10:45 – 11:45 am	<b>Planning “Beyond the Biennium” (Facilitator/Council/Staff)</b> <ul style="list-style-type: none"> <li>• Review the 2016 and 2018 Community Survey Results Regarding the Community’s Priorities</li> <li>• Review First Draft of Additional \$1.2 Million in Reductions/New Revenues to Offset Deficit Spending <ul style="list-style-type: none"> <li>○ Does the <i>Council</i> want to make any changes to the \$1.28 million in additional deficit spending reductions proposed by staff?</li> <li>○ Does the Council support restoring the Deputy Fire Chief position, which was cut in the 2019-2020 adopted budget?</li> </ul> </li> </ul>
11:45 am – 12:15 pm	Lunch/Break
12:15 – 2:15 pm	<b>Planning “Beyond the Biennium” cont’d... (Facilitator/Council/Staff)</b> <ul style="list-style-type: none"> <li>• Report on the Fiscal Sustainability Plan Project <ul style="list-style-type: none"> <li>○ Does the Council want to modify the timeline and deliverables for the fiscal sustainability plan? <ul style="list-style-type: none"> <li>▪ Would Council like a progress report on March 19? Alternatively, Management Partners (MP) can provide a brief progress report memo.</li> <li>▪ Does Council want MP to present the Draft FSP to the community for input? If yes, the timing for this activity would occur the week of May 6.</li> <li>▪ Would Council like MP to present the Final FSP to the Council on June 4?</li> </ul> </li> </ul> </li> <li>• Provide the MIYFS Stakeholder Group Update</li> <li>• Does the Council want to hold its Mini-Planning Session on Saturday, June 22, 2019?</li> </ul>
2:15 – 2:30 pm	Break
2:30 – 4:30 pm	<b>Prioritizing the Sound Transit Settlement Agreement Funds (Council/Staff)</b> <ul style="list-style-type: none"> <li>• First/Last-Mile Review and Future Prospects <ul style="list-style-type: none"> <li>○ Discuss the results – what changes would need to be made for future programs?</li> <li>○ What opportunities are possible in the near future? Are there other possible pilot projects the City should explore?</li> </ul> </li> <li>• Goals, Guiding Principles, and Considerations for Spending Sound Transit Settlement Funds <ul style="list-style-type: none"> <li>○ Does the Council agree with the proposed Goals for future ST funded projects?</li> <li>○ Is Council in agreement with the proposed Guiding Principles?</li> <li>○ Would the Council like to add, delete or change any of the proposed questions for consideration when exploring the suitability of a project?</li> </ul> </li> </ul>
4:30 – 5:00 pm	<b>Citizen of the Year - Nominations and Selection, Policy, and Key to the City Policy (City Clerk/Council)</b> <ul style="list-style-type: none"> <li>• Review the Selection Process <ul style="list-style-type: none"> <li>○ Identify the Citizen of the Year</li> </ul> </li> <li>• Review the proposed policies <ul style="list-style-type: none"> <li>○ Does the Council agree with the proposed revised Citizen of the Year policy?</li> <li>○ Does the Council agree with the proposed Key to the City policy?</li> </ul> </li> </ul>
5:00 pm	Wrap-up/Adjournment



## City Council Planning Session Norms

- § Everyone participates and is engaged
  - Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably-look for opportunities to agree
- § Questions of clarification are encouraged
- § Disparaging comments and side conversations are discouraged
- § Conflict must be focused on the issues, not on personalities
- § Strive for consensus and provide clear direction
- § Silence is agreement
- § Remember the power of “and” & “if”
  - Practice “yes, and” rather than “yes/no, but”
  - In seeking consensus consider something that you may disagree with and consider “if” something changed how you might be able to move to consensus
  - Put another way, if you cannot live with the direction, you must offer an alternative
- § Be productive and have fun!

## Facilitator Biography

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### Marilynne Beard



Marilynne Beard currently holds the position of Deputy City Manager for the City of Kirkland. She has worked in local government for over 37 years and at the City of Kirkland for 29 years where she served as Finance Director prior to her move to the City Manager's Office in 2006. Marilynne graduated from the University of Oregon with a Bachelor of Arts in Education and a Master of Science in Public Administration. In addition to her job with Kirkland, Marilynne is a volunteer mediator for the Bellevue Neighborhood Mediation Program, a public involvement practitioner and a group facilitator. Marilynne is a past President of the WCCMA Board and is an ICMA accredited manager.



# MEMORANDUM

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*2019 City Council Planning Session*

**TO:** City Council

**FROM:** Kryss Segle, Human Resources Director

**RE:** Bargaining in the Public Sector

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## **COUNCIL DISCUSSION/QUESTIONS PRESENTED:**

1. Following the presentation, are there additional information requests?

## **BACKGROUND:**

Faced with deficit spending reductions and the need for a fiscal sustainability plan, Council has expressed an interest in knowing more about collective bargaining in the public sector environment. Specifically, what are the parameters, constraints, and considerations of bargaining with represented employee groups when the City is faced with a significant budget shortfall.

Otto Klein, Labor/Employment Attorney with Summit Law, will conduct a presentation and answer questions related to Washington State bargaining laws. Otto has over 30 years' experience in all facets of public and private sector bargaining in Washington State. Incidentally, Otto has worked with the City's management bargaining team in the early 2000s and before, primarily bargaining with our police and fire unions when the City had a Department of Public Safety.

## **EXHIBITS:**

1. Otto Klein's Bio
2. Public Sector Bargaining Information & Overview



# SUMMIT LAW GROUP

315 Fifth Avenue South, Suite 1000 Seattle, Washington 98104



## Otto G. Klein

**Labor/Employment**  
**(206) 676-7034**  
**ottok@summitlaw.com**

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### Profile Introduction

Otto has been involved in all aspects of employer representation in labor and employment law for more than 30 years. He works with employers of all sizes, helping them understand their legal rights and responsibilities. Otto regularly takes the lead in bargaining negotiations for many public and private sector clients, and has represented numerous employers in both grievance and interest arbitration. He has also worked extensively on executive compensation matters, representing both executives and companies. Otto frequently speaks on developments in labor and employment law.



### Representative Cases/Matters

- **Grievance Arbitration:** Regularly represents employers in all facets of grievance arbitration.
- **Collective Bargaining:** Regularly involved in several different bargaining negotiations, representing management.
- **Interest Arbitration:** Has extensive experience representing employers in arbitrations to determine wages, hours and working conditions.
- **Executive Compensation and Contracts:** Has substantial experience representing both executives



and companies in matters involving executive compensation and employment agreements, and restrictive covenants.

#### **Publications & Speaking Engagements**

- Association of Washington Cities' Labor Relations Institute: annual presenter for last 25 years
- Washington Public Employer Labor Relations Association: 2012 Fall Conference
- American Bar Association: 2009 Labor and Employment Section Conference
- Labor and Employment Relations Association: 2009 Annual Collective Bargaining Conference
- Washington Association of Sheriffs and Police Chiefs: 2009 Spring Conference
- Regularly presents topics at internal seminars and trainings given by Summit clients

#### **Memberships**

- American Bar Association
- Washington State Bar Association
- King County Bar Association

#### **Honors**

- Named in *The Best Lawyers in America* (1995-2017) for his high caliber of work in the practice areas of Employment Law - Management and Labor Law - Management. Recognized by his peers since 1995.
- Ranked in *Chambers USA* (2013-2018)



- Listed in Washington Super Lawyers (2003-2017)
- Named Seattle Lawyer of the Year for Employment Law-Management by *The Best Lawyers in America* (2015)
- Named one of Washington's Best Lawyers by *Washington Law & Politics* magazine
- Included in *Seattle Magazine's* list of best local lawyers
- Named Seattle Labor Law-Management Lawyer of the Year by *The Best Lawyers in America* (2012)
- Rated AV Preeminent (5.0 out of 5) by Martindale-Hubbell

#### **Community Service**



**SUMMIT**  
LAW GROUP

315 Fifth Avenue South, Suite 1000 Seattle, Washington 98104

- Board of Directors, Children's Home Society of Washington

#### **Education**

- Yale University Law School (J.D., 1976)
- University of Washington (B.A., 1973, *magna cum laude*)

#### **Bar Admissions**

- Washington State



## PUBLIC SECTOR BARGAINING INFORMATION

Under Chapter 41.56 RCW, public employees who organize for collective bargaining purposes have a legal right to negotiate with cities, counties and other taxing districts concerning *wages, hours of work, working conditions, and other terms*.

Employee groups which are certified by the Public Employment Relations Commission (PERC) as bargaining units often affiliate with various labor organizations such as Teamsters, International Association of Fire Fighters, Washington State Council of County and City Employees (AFSCME) and others. They obtain experienced union negotiators whose job it is to obtain favorable labor agreements for these employees, including grievance procedures, restrictions on employee status changes, benefits and other protective provisions.

### **The Legal Context: RCW 41.56**

This statute provides for the formation of public employee labor unions; describes a mechanism for collective bargaining; and assigns the PERC regulatory and enforcement powers in overseeing its provisions.

RCW 41.56 applies to any county or municipal corporation or any political subdivision except for education, port, and public utility districts, which are covered by other statutes.

### **Determination of Bargaining Units**

Bargaining units within county or municipal corporations are formed in one of two ways:

1. By petition from the employees to the PERC.
2. By election conducted by the PERC.

Due to the somewhat vague definition contained in the statute, public sector bargaining units in the State of Washington often contain both supervisory and non-supervisory employees. However, if at the time of initial certification or upon occurrence of an unusual problem or at the mutual concurrence of both parties (labor and management), the supervisors may be removed from a bargaining unit and given the opportunity to form an independent bargaining unit.

### **Basics of Bargaining**

Bargaining means the duty to meet at reasonable times and places for the purpose of exchanging proposals and offers in an effort to reach a full, signed labor agreement. Bargaining does not imply that one party is required to agree with any proposal by the other party or to make any concession -- merely to make a good faith effort to do so. Good faith can be demonstrated by the making of one or more written offers or responses to proposals submitted by the other side. Bad faith can be exhibited by numerous actions or non-actions such as a refusal to meet; a fixed, unyielding position (refusal to bargain); and implementing a unilateral change in wages, hours or working conditions.

Under 41.56 RCW, generally fire fighters and police are prohibited from striking. The Unions may submit bargaining impasses to mediations and thereafter to interest arbitration, a process whereby a neutral third party conducts a hearing on disputed issues and makes a binding ruling on all matters at issue, thus ordering an actual contract settlement.

Other public employees may submit contract impasses to a State Mediator whose duty is to facilitate a voluntary resolution of the bargaining issues. He or she cannot order either party to capitulate. He or she can only persuade and conciliate. While mediation is a process which does not result in a decision or

order by the mediator, it is often quite effective. A neutral mediator can and does encourage compromise, alternative solutions and gives experienced advice to both sides.

Once negotiated, ratified by bargaining unit members, and approved by the employer, the agreement is in place and must be jointly administered by the respective parties. Disputes are ordinarily submitted to grievance/arbitration procedures unless they can be resolved in preliminary discussion.

Labor/Management Committees meet to discuss mutual concerns, proposed changes in the employee/employer relationship or in job conditions. The focus is on early, amicable communication to assure understanding of status changes, put rumor to rest and enhance the parties' relationship.

### **Duty to Bargain**

A public employer may not refuse to engage in collective bargaining with the exclusive bargaining representative(s) for its employees. What this means is that issues involving wages, hours, and working conditions are subject to the collective bargaining process during both the actual negotiations phase and contract administration phase should changes be anticipated. The union may waive their right to negotiate any or all of these items; however, the issues must first be brought forth for consideration. When the subject does not directly involve wages or hours, the PERC will balance the employer's need for entrepreneurial judgment against the employee's interest in the terms and conditions of employment.

Exceptions:

1. Any matter which by ordinance, resolution, or charter has been delegated to a Civil Service Commission or Personnel Board, such as outlined in Chapter 41.06, RCW.
2. Any matter which is considered a non-mandatory subject of bargaining. (Normally matters which are universally considered a right of management).

### **Unfair Labor Practice (ULP)**

An ULP can be committed by either the employer or the employee's bargaining representative. An ULP in the context of an employer infraction consists of:

1. Interference, restraint or coercion of public employees in the exercise of their rights guaranteed by RCW 41.56.
2. Attempts to control, dominate, or interfere with a bargaining representative.
3. Discrimination directed against a public employee who has filed an ULP.
4. Refusal to engage in collective bargaining.

The PERC has investigation and enforcement authority regarding ULP claims.

### **The Negotiation Process**

Normally initiated with a letter from the bargaining representative to the employer (Mayor or Manager's office, or City Council), requesting a meeting to initiate collective bargaining.

With uniformed personnel, RCW 41.56.440 requires that bargaining commences at least five months prior to the submission of the employer's budget to the legislative body. This is not a requirement for non-uniformed employee bargaining units.

*Negotiations:* proceed until a settlement is reached or until an impasse is declared.

*Mediation:* upon a declaration of impasse by the parties, mediation may occur. The issues in dispute are sent to the PERC, and an assigned mediator attempts to assist the parties in reaching a settlement. The mediator is a neutral third party who has no power of compulsion.

### **Unilateral Implementation, Strike/Arbitration**

*Strikes:* RCW 42.56.120 does not grant the right to strike to public employees; conversely, it does not prohibit the right to strike by public employees with the exception of those uniformed employees granted access to the binding interest arbitration process.

*Binding Interest Arbitration:* With the direct prohibition of the right to strike for uniformed employees (as defined by the statute), jurisdictions with two or more full time fire fighters and any police departments in cities with populations of 15,000 or greater are granted the right to binding arbitration. Binding interest arbitration is the process whereby the parties in dispute refer those unresolved contract issues to a neutral third party. The arbiter has the authority to impose a decision which reflects the employer's position, the position of the union, a compromise of the two, or a creation of his/her own. That decision is final and binding and can only be overturned by Superior Court action on the grounds of illegality, arbitrariness or capriciousness. It should be emphasized that binding arbitration is a quasi-judicial process, normally involving the submission of exhibits, testimony, legal transcripts, briefs, and expert witnesses. Entrance into the arbitration process requires a full commitment by the organization.

### **Selected Definitions**

**agency shop:** a union contract provision requiring that nonunion employees pay to the union the equivalent of union dues in order to retain their employment.

**business agent:** local union officer who is paid to administer the union's affairs, enroll new members, handle grievances, and negotiate with the employer.

**certification:** formal recognition of a union as exclusive bargaining representative for a unit of employees.

**local union:** the primary unit of union organization, often limited to one plant or to a small geographic area. The local is chartered by an international or national union but has its own constitution, bylaws, and government.

**union security clause:** a provision in a collective bargaining agreement that is designed to expand the membership and treasury of the union. Such clauses include maintenance of membership, dues check off, and an agency or union shop clause.

**union shop:** a form of union security under which an employer may hire a nonunion employee, but the employee must become a union member within a specified period of time and remain a member in good standing as a condition of employment.



# MEMORANDUM

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*2019 City Council Planning Session*

TO: City Council

FROM: Julie Underwood, City Manager

RE: 2019-2020 Goals and Work Plan Development

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## COUNCIL DISCUSSION/QUESTIONS PRESENTED:

1. Does Council agree with the citywide work plan developed by the Leadership Team?
2. Is there consensus on the City's top priorities?

## BACKGROUND:

Last year was a very busy and productive year! Attached are the Council's 2018-2019 Goals and Work Plan with completed/accomplished items identified with a checkmark (see Exhibit 1), as well as a complete list of 2018 Council Goals, Work Plan and Department Accomplishments (see Exhibit 2).

Over the last few weeks, the Leadership Team has put together a work plan of items for 2019 and beyond that are already in process or have already been planned for implementation (see Exhibit 2).

## DEVELOPING GOALS & WORK PLAN:

I am concerned about sustaining such a demanding workload, especially given diminishing resources, the increasing complexity of projects, and needing some general flexibility for unplanned/unforeseen situations. When Council develops its Goals and Work Plan, I request Council's assistance in identifying only high priority items that are critical for 2019-2020.

## EXHIBITS:

1. 2018-2019 City Council Goals and Work Plan
2. 2018 City of Mercer Island Accomplishments
3. 2019 Citywide Work Plan



## CITY OF MERCER ISLAND

### 2018-2019 CITY COUNCIL GOALS & WORK PLAN

The City's Comprehensive Plan states, "Mercer Island is not an island unto itself." While we are part of a complex regional system, we strive to maintain local control, preserve our safe, livable residential community, continuously provide and improve quality municipal services, foster fiscal responsibility, value excellence in education, act as stewards of the environment, and endeavor to be open and transparent and to balance the economic, environmental, and social well-being of our entire community.

The City Council holds an annual planning session, where they discuss successes over the past year and identify priorities and goals ("the what") for the upcoming year. The Leadership Team takes that direction and creates a work plan ("the how"). Through a collaborative process, the Leadership Team develops budgets, capital improvement plans, departmental work plans, and special projects aimed at accomplishing the community's vision and Council goals.

#### Goal 1. Prepare for Light Rail and Improve On-and-Off Island Mobility

*In October 2017, the Mercer Island City Council approved the Sound Transit Settlement Agreement which provides just over \$10 million to offset the impacts of the East Link light rail project and partially compensate for permanent impacts. The Council's goal is to expand access to transit through a range of options such as improving pedestrian/cyclist connectivity, parking, and innovative technologies and services (e.g., ride share, bike-share, micro-transit, etc.). This goal includes engaging with the community on how best to allocate the \$10 million settlement agreement.*

##### Action Items:

1. Convene a design charrette of agencies and stakeholders to provide input regarding traffic flow in the North Mercer Way Park & Ride area, and to address bicycle, pedestrian, vehicular, and transit connectivity on streets surrounding the light rail station. D
- ✓ 2. Partner with the community to identify best solutions for safe and effective bicycle and pedestrian connections to the station. D (2019)
- ✓ 3. Coordinate Aubrey Davis Park Master Plan planning and community engagement with development of the light rail pedestrian and bicycle design. D (2019-2020)
- ✓ 4. Examine regional smart mobility initiatives and technology needs to prepare for the future.
- ✓ 5. Pilot first/last mile solutions (ride share, micro-transit, bike-share, etc.) D
- ✓ 6. Explore options related to private commuter shuttles. (2019)
- ✓ 7. Explore transit solution partnerships with King County Metro. (2019)
- ✓ 8. Identify site for long term parking solution for Island residents. D (2019-2023)
9. Implement traffic mitigation projects to address impacts of the East Link light rail project. D
- ✓ 10. Work with WSDOT to implement improvements to I-90 access ramps.
11. Work with the State Delegation and Congressional Representatives to identify and implement state and federal remedies to improve access to I-90.
- ✓ 12. Explore necessary Comprehensive Plan and Town Center amendments to support integration of the Mercer Island Station into the Town Center. D
- ✓ 13. Participate in the Regional Trail Steering Committee to ensure enhancements of the I-90 trail corridor.

## Goal 2. Maintain Quality of Life and Essential Services and Infrastructure by Addressing the City's Financial Challenges

*Delivering services and well-maintained infrastructure is key to shaping Mercer Island's exceptional quality of life; however, it is becoming increasingly challenging with declining revenues and increasing costs. Nevertheless, advance planning, including life-cycle cost analysis, for repair and replacement and changing future needs, are wise investments in time and money.*

### Action Items:

- ✓ 1. Conduct a robust community outreach process regarding the City's financial challenges, engaging the Community Advisory Group (CAG), Island community groups, and residents through a series of public meetings and Telephone Town Halls. D
- ✓ 2. Address the projected operating deficits in the 2019-2020 biennium and beyond.
- ✓ 3. Administer the biennial citizen satisfaction survey. D
- ✓ 4. Prepare rate studies for the City's utilities (water, sewer, stormwater, and Emergency Medical Services). D
- ✓ 5. Maintain and increase Thrift Shop annual revenue growth.
- 6. Identify funding for renovation and expansion of the Public Works/Maintenance Center.
- ✓ 7. Continue to identify and implement organizational effectiveness and operational efficiencies. (2019)

## Goal 3. Deepen the City's Commitment to Sustainability and Livability

*In 2006, the City Council voted to add goals and policies regarding sustainability to its Comprehensive Plan, identifying that the Triple Bottom Line principles (Economy, Environment, Equity,) were key filters for Council decisions and City actions. At that time, the Council also committed to Greenhouse Gas (GHG) reduction goals in alignment with King County and other regional cities. Progress towards meeting these goals has been sporadic and will only be successful if a continuous and unwavering focus is maintained across all City departments, and if staff capacity exists to measure stepping-stone achievements, plan new sustainability initiatives, and implement programs.*

### Action Items:

- 1. Prepare and implement a 6-Year Sustainability Plan (with community involvement and significant engagement with *Sustainable-Mercer Island* citizens group) D:
  - ✓ a. Invite School District participation
  - b. Consider early action items such as: recognition as a Bike-Friendly Community, ✓ Green Power sign-up campaign, home energy retrofits (with PSE), Styrofoam container ban
  - c. Ensure sustainability principles are part of the City purchasing/procurement policy. (Q3 2019)
- ✓ 2. Explore adopting STAR Communities Framework
- ✓ 3. Launch full implementation of new software tools that allow tracking of City and community GHG emissions, and energy efficiency performance benchmarking of major City facilities.

## Goal 4. Preserve, Promote, and Enhance Mercer Island's Focus on Arts and Culture

*Integrating arts and culture into our community improves economic vitality, livability, and quality of life. Arts and cultural programs engage the public and build community by improving health, mental well-being, cognitive functioning, creative ability, and academic performance.*

### Action Items:

- ✓ 1. Engage the community regarding arts and culture policies and goals for the Comprehensive Plan. D
- ✓ 2. Partner with the Mercer Island Center for the Arts (MICA) to identify alternative site locations. D
- ✓ 3. Research and explore creating a "Certified Creative District."

## Goal 5. Enhance City and Community Emergency Preparedness and Planning

*The City has gone beyond the legal requirement of having an emergency plan and has created a robust program involving all City departments, outside agencies, and community volunteers. Levels of preparedness and readiness can erode over time. By making this a priority, the goal is to enhance our community's overall preparedness and resiliency.*

### Action Items:

- ✓ 1. Update the City's Emergency Management Plans.
- 2. Enhance the City's emergency planning and preparedness program with the following projects:
  - a. Improve the EOC facility to better intake and organize emergency response volunteers. (2019)
- ✓ b. Implement technology enhancements (e.g., mobile/web applications, mapping, digital image, video/camera).
- c. Develop a drone policy for City use following an emergency or disaster (e.g., landslides). (2020)
- ✓ 3. Prepare draft Comprehensive Plan goals and policies supporting disaster planning and recovery (this item is on the 2018 Comp Plan docket). (2019)
- ✓ 4. Continue to develop and maintain partnerships with local organizations such as the Mercer Island School District, Stroum Jewish Community Center, Mercer Island Chamber of Commerce, etc.
- ✓ 5. Continue to recruit volunteers for: Community Emergency Response Team (CERT), Map Your Neighborhood Program, and Emergency Preparedness Volunteer Teams.
- ✓ 6. Continue emergency drills and trainings for City staff.
- ✓ 7. Continue outreach and promotion of individual, household and business emergency preparedness.
- ✓ 8. Provide safety trainings for schools, businesses, and the community.
- ✓ 9. Implement security enhancement at City Hall for the safety of employees and residents.
- ✓ 10. Complete the Washington State Rating Bureau's (WSRB) evaluation of fire protection and suppression capabilities to maintain the City's Protection Class (City's current WSRB rating is a 4 out of 10, with 1 being the best).

## Goal 6. Update Outdated City Codes, Policies, and Practices

*When an organization is reactive and driven to put out the latest "fire," it means there is little energy or time left to update regulations, policies, practices, processes, and technology that help to prevent and avoid "fires." Addressing these issues has now turned from a "nice to do" to a "must do," and requires the attention of Council and staff.*

### Action Items:

- 1. Update, amend, and/or develop the following Mercer Island codes and policies: D
  - 2018
    - a. Critical Areas Ordinance (last updated 2005) (Q2 2019)
  - ✓ b. Code Compliance code provisions
  - ✓ c. Appeals and processes code provisions
  - ✓ d. Transportation Concurrency Ordinance
  - e. Social Host Ordinance amendments (2019)
  - ✓ f. Code of Ethics
- 2019
  - a. Sign code and signs on public property code amendments (Q3/Q4 2019)
  - b. Adopt 2018 International Residential Construction Codes
  - c. Wireless Communications Facilities (WCF) code amendments (Q3/Q4 2019)
  - d. Amendments to permit alcohol for certain Parks & Recreation events and functions

- ✓ 2. Address obsolete systems and implement best practices through the use of technology:
  - ✓ a. Implement the Enterprise Asset Management System (launch 2018)
  - ✓ b. Implement the electronic document management and legislative system (launch 2018)
  - c. Initiate website update project by assessing websites to model and identify timeline, costs and vendors through RFP process (2019)
  - ✓ d. Implement mobile technology tools for the City's wide-range of customers and users D
  - ✓ e. Replace and expand critical communications infrastructure to support public safety and utilities
  - f. Replace and fully implement the Supervisory Control and Data Acquisition (SCADA) System for the City's water and sewer utilities (2019)
- ✓ 3. Create/update plans, studies, policies, and handbooks:
  - a. Update the Employee Handbook (legal review Q1 2019)
  - b. Update the purchasing/procurement policy (Q2/Q3 2019)
  - c. Update the Parks, Recreation and Open Space (PROS) Plan (Q4 2019) D
  - d. Update the Pedestrian and Bicycle Facilities Plan D
  - ✓ e. Complete a Tree Canopy Study (2018) and develop an Urban Forestry Plan (2020) D
  - ✓ f. Adopt the General Sewer Plan and complete a Sewer Lake Line Feasibility Study (Q1 2019) D
  - g. Water Meter Replacement Plan (Q2/Q3 2019)
  - ✓ h. Update the City's technology plan to include input from the "Digital Citizen of 2025" focus group D
- ✓ 4. Revisit and evaluate current citizen advisory boards and commissions to determine effectiveness and determine need for other or \*new\* boards and commissions.
- ✓ 5. Prepare for a request for proposal and review proposals for the City's solid waste contract.

## Goal 7. Create Policies that Support an Accessible and Healthy Business Ecosystem

*In order to make the City a more sustainable and livable community, it is essential that it has thriving businesses that meet the needs of Island residents.*

### Action Items:

- ✓ 1. Work closely with the Mercer Island Chamber of Commerce and local businesses to evaluate and address parking in the Town Center (parking adjacent to the Hadley building) D
- 2. Review the City's permitting process for commercial development/tenant improvements to ensure that best practices are used D
- ✓ 3. Develop a strategic planning process with the Mercer Island Chamber of Commerce and local businesses to identify possible actions to attract, retain, and sustain the business community (working with UW Evans School to evaluate local business data Q2 2019) D





**CITY OF MERCER ISLAND**  
**COUNCIL GOALS, WORK PLAN AND DEPARTMENT ACCOMPLISHMENTS**  
**January 2018-December 2018**

**CITY COUNCIL GOALS & WORK PLAN ACCOMPLISHMENTS**

**Goal 1. Prepare for Light Rail and Improve On- and Off-Island Mobility**

- Initiated and coordinated with Sound Transit trail improvements and safety markings on sidewalk adjacent to North Mercer Park & Ride.
- Continued work with WSDOT to implement improvements to I-90 access ramps: 1) WSDOT secured funding for changes to EMW EB on-ramp with design to begin mid-2019; 2) ICW WB off-ramp timing modifications continue to be monitored and adjusted; 3) WSDOT staff evaluating changes to this ramp's lane configuration and expect preliminary design to determine feasibility of future work by end of 2018.
- Council approved Parcel 7 Purchase and Sale Agreement and amendment thereto.
- Council approved Tully's site Purchase and Sale Agreement and amendments thereto.
- Council approved Comp Plan amendment and rezone for the Tully's property.
- Initiated a developer RFQ selection process for the proposed commuter parking and mixed-use project at the Tully's and Parcel 12 site; included an evaluation/screening of nine submittals down to five; interviewed five semi-finalists; hosted an open house with the five semi-finalists; and interviewed the two finalists.
- To address funding the clean-up of the Tully's and Parcel 12 sites prior to closing, worked closely with Tully's property owners to negotiate with BP/ARCO a "pre-settlement" (demand letter sent December 27, 2018) and engaged with Restorical Research and Matthew W. Cockrell & Associates to tender insurance claims.
- Negotiated the release of deed restrictions for Parcels 7 and 12 with WSDOT.
- Worked with WSDOT to prepare Boat Launch Subleases for Sound Transit use.
- Successfully launched and oversaw 3-month Bikeshare Pilot program with LimeBike, leading to 1,200 users taking 4,100 rides, totaling approx. 4,000 miles (bikes continue to be available on the Island).
- Installed North-South bike route pavement markings and signage, signs to Town Center, and signage along the I-90/Mtns-to-Sound Trail; final signage and Port of Seattle Grant for new wayfinding signs being fabricated for installation Q1 2019.
- Successfully launched and oversaw 6-month Rideshare Pilot Program with Lyft and Uber, leading to 5,000 rides taken by approx. 500 users.
- Initiated the Aubrey Davis Park Master Plan process (obtained a \$100,000 WA State WSDOT Local Programs Grant).
- Worked with King County Metro to replace the Commuter Route 630 buses with new heavier-duty vehicles with eight more seats.

## **Goal 2. Maintain Quality of Life and Essential Services and Infrastructure by Addressing the City's Financial Challenges**

- Developed a robust community engagement plan to inform the community of City's Financial Challenges:
  - Convened a Community Advisory Group (CAG), composed of twenty-three (23) members of the community, met five times over a 6-month period between November 2017 and April 2018.
  - Hosted first-ever Telephone Town Hall (TTH) meetings (October 2017, March 2018), which attracted 250-300 participants to each meeting with approximately 100 remaining on the call for each event's entire duration.
  - Hosted three community-wide meetings held at City Hall, the MICEC, and the Library on different days of the week and times of day to provide a variety of access opportunities for the community.
  - Provided 13 "roadshow" presentations to the following groups: Youth & Family Services Foundation Board (September 20, 2017); Mercer Island Chamber of Commerce (October 11, 2017); Board and Commission Volunteers (January 31, 2018); Mercer Island League of Women Voters (February 8, 2018); Residents (February 10, 2018); Senior Foundation Board of Mercer Island (February 13, 2018); Covenant Shores Residents (February 22, 2018); Aljoia Residents (February 26, 2018); Mercer Island Preschool Association (March 13, 2018); Youth & Family Services Volunteers (March 28, 2018); Residents (March 14, 2018); Mercer Island Rotary Club (April 3, 2018); and Mercer Island PTA (May 10, 2018); the City Manager and Finance Director/Assistant City Manager presented at these meetings.
  - Attended 11 community events ranging from staffing a booth at the November 2017 Mercer Island Farmers Market to attending various Mercer Island PTA hosted meetings.
  - Widely distributed information via social media, the City's weekly E-Newsletter, mailers, and the local newspaper.
- Completed 2018 Biennium Citizen Satisfaction Survey; the goal was to obtain 400 completed surveys, and it was exceeded with a total of 711 respondents.
- Received Clean State Audit Opinion for the 2016 financial report (23 years in a row).
- Engaged independent consultant, Management Partners, for comprehensive review of the City's General Fund forecast model.
- Obtained agreement from Seattle Public Utilities (SPU) to recover past due utility taxes (previous 3 years for the Shorewood property estimated at \$50,000) and to pay for future utility tax payments.
- Continued Thrift Shop staffing transition to stabilize revenues; two Thrift Shop positions went from part-time to full-time which resulted in an 8% increase in revenues.
- MIYFS Foundation Breakfast raised a record \$225,000, which was a 21% increase over last year.
- MIYFS Foundation implemented new software to enhance fundraising capacity; increased major donor events as part of the stewardship of new donors; and finished the transition process to assume full ownership of the LIONS tree lot and increased revenues by 35%.
- Negotiated with property owners to use Tully's lot for MIYFS Foundation tree sales
- Saved hundreds of thousands of dollars through the use of volunteers for a wide variety of programs and events (approximately \$812,504, or 12 full-time employees, in 2017).

## **Goal 3. Deepen the City's Commitment to Sustainability and Livability**

- Received Department of Energy Solsmart Gold Award for supporting solar installation.
- Awarded Tree City USA designation by the Arbor Day Foundation.

- Delivered pilot sustainability projects within City operations (e.g. bicycle racks, MICEC food waste composting, energy efficiency planning).
- Continued ongoing collaboration with reenergized community members (Sustainable-Mercer Island) to implement sustainability programs, especially Solarize and GHG tracking.
- Serve on K4C oversight committee that developed *K4C Clean Energy Pathways Report*, mapping trajectory to 90% renewable electricity mix by 2030.
- Coordinate City Council support, and public hearing for, State Initiative 1631.
- Successfully coordinated and facilitated the addition of 470+ kilowatts of solar PV generation under the second Solarize Campaign (City has risen from 32 known solar installations in 2014 to over 184 today).
- Gathered necessary data to complete assessment of City sustainability under *STAR Communities 21 Leading Indicators* evaluation tool.
- Ensured completion of several notable bicycle and pedestrian safety projects, including: supplementary wayfinding signage on Mtns-to-Sound Trail; addition of new curbs, bike lane, and sidewalk, along SE 40th; designation of uniform, marked bicycle corridor along Park & Ride frontage.
- Researched and scoped (with King County) installation of cutting-edge stormwater treatment pilot in Town Center catch basins using crushed oyster shells to chemically remove toxins.
- Collected a total of 124,609 pounds of discarded material at two recycling collection events, including 204 used tires, 65 cubic yards of Styrofoam, 21,420 household batteries, and more.
- Upgraded City Hall parking lot lighting to energy-saving LED bulbs.

#### Goal 4. Preserve, Promote, and Enhance Mercer Island's Focus on Arts and Culture

- City Council adopted the Arts and Culture amendment to the Comprehensive Plan.
- Arts Council accepted to the 4Culture Creative Consultancy program.
- Arts Council formed a Creative District committee to evaluate the State's Creative District program.
- Created Public Art Story Map (with assistance from GIS) - a new online public-facing interactive map and a comprehensive collection management database for the City's public art collection of more than 60 works.
- Installed Town Center banners: *Island Icons* by Pamela Edwards.
- Installed mural at West Mercer Way: *Darwin's Dream* by Rachel Holloway with Sophie Stilon.
- Implemented new partnerships and increased cultural diversity at Tree Lighting Event.
- Installed Mercer Island Rotary Peace Poles on City property.
- Worked closely with the Mercer Island Center for the Arts to identify other feasible sites; the City's Proposed Commuter Parking and Mixed-Use Project located at the Tully's and City's Parcel 12 sites have been identified as the most viable site.

#### Goal 5. Enhance City and Community Emergency Preparedness and Planning

- Recognized as the 2<sup>nd</sup> Safest City in Washington by Safewise for efforts in community safety and crime prevention.
- Recipient of the Community Partner Award by Mercer Island PTSA in recognition of the Police Department's dedication to MI youth.
- Greg Levinson recognized as Washington State's Marine Officer of the Year.
- Completed the Washington State Rating Bureau's evaluation of fire protection and suppression capabilities to maintain the City's Protection Class – earned a rating of 3.06 (the lowest in our history; previously the City's rating was a 4 out of 10, with 1 being the best).

- Completed the City's Emergency Management Plan update, ensuring compliance with King County requirements.
- Worked with the School District to respond to a bomb threat at the Mercer Island Middle School
- Relocated the MI Historical Society from current basement space, freeing up space in the EOC.
- Implemented needed technology enhancements in the EOC.
- Included disaster planning in the City's Comprehensive Plan.
- Continued outreach to local partners / public and private schools to offer emergency planning, training and exercise services.
- Continued recruiting efforts for volunteers via presentations at Map Your Neighborhood and National Night Out (21 neighborhoods participated).
- Continued providing Emergency Well training, Ham radio training, and Community Emergency Response Training classes.
- Conducted emergency drills and training exercises for the City staff.
- Conducted additional community outreach at Summer Celebration, Farmers Market, National Night Out, and Coffee with a Cop.
- Increased security at City Hall via a limited camera system.

#### **Goal 6. Update Outdated City Codes, Policies, and Practices**

- Council adopted a Transportation Concurrency ordinance and associated implementing program.
- Council adopted the 2018 Comprehensive Plan Amendments.
- Council adopted the updated code compliance regulations and staff revamped the process/procedures for code compliance to enhance efficiency and effectiveness.
- Council adopted the updated procedural regulations to streamline and standardize land use reviews, legislative actions, and address other outdated procedural components.
- Council adopted public records code ordinance to establish the statutory default fee schedule.
- Council adopted state-mandated business licenses code update ordinance.
- Council adopted Code of Ethics ordinance.
- Council adopted the General Sewer Plan (December 2018).
- Initiated the Critical Areas and Shoreline Master Program update process and completed the first phase of review of the best available science.
- Completed the Tree Canopy Study (Mercer Island saw an 8% increase).
- Implemented new Maintenance Management System, Cityworks (March 2018), and new public service request interface, MI-Connect (September 2018).
- Implemented the electronic documents management and legislative system.
- Completed the Supervisory Control and Data Acquisition (SCADA) Master Plan for the City's water and sewer utilities.
- Completed the Lakeline and Pump Station Access Evaluation for the Sewer Utility.
- Drafted the Water Meter Replacement Plan for review with Utility Board scheduled in Q1 2019.
- Completed the competitive Request for Proposal for solid waste contract and procured new contract to begin in October 2019.
- Hosted a "Digital Citizen" Focus Group to help inform the City's IT Strategic Plan.
- Updated the City's Employee Handbook; legal review underway.
- Updated the citizen advisory boards and commissions codes and application and added a New Parks & Recreation Commission.

### **Goal 7. Create Policies that Support an Accessible and Healthy Business Ecosystem**

- Initiated a project with the University of Washington's Evans School Master of Public Administration Graduate Program to review the City's available business data to better understand the local business community.
- Addressed parking concerns on 27<sup>th</sup> Street next to the Hadley building (changed signage to limit it to two-hour parking).

## **OTHER ACCOMPLISHMENTS BY DEPARTMENT**

### **CITY MANAGER/CITY ATTORNEY/HUMAN RESOURCES:**

- Ranked Best Place to Live in Washington, 2018 Money Magazine.
- Launched new Facebook site for MIYFS and Instagram site for MIPD.
- Increased social media followers: Twitter grew 11%; Facebook (across 6 accounts) grew 15%.
- Published 54 editions of MI-Weekly E-Newsletter (250+ stories), which now has 2,150 subscribers.
- Defended, prevailed or settled various litigation matters before the Shoreline Hearings Board (1 case), Land Use Petition Act appeals in King County Superior Court (2 cases), Public Employment Relations Commission (1 case) and the Central Puget Sound Growth Management Hearings Board (1 case).
- Defended, prevailed, or avoided litigation against various employee, union, and other legal claims (4 cases).
- Moved all employees (except Fire) from discontinued AWC medical plans onto new plans, including enrollment for approximately 175 employees into one of five new plans (4 choices for unrepresented employees and new plan for Police and Police Support employees); this resulted in an overall savings to the City of approximately \$180,000 in annual insurance costs.
- Performed various audits and identified an overpayment of L&I rates of \$225,000.
- Renegotiated lower fees with ADP for the payroll/HR system resulting in a savings of approximately \$7,000 per year.
- Received AWC's WellCity Award demonstrating compliance with the stringent AWC WellCity standards, earning 2% reduction in premium rates saving approximately \$45,000 annually.
- Worked with L&I to improve back-to-work program and received approximately \$15,000 in reimbursement of premiums for returning employees back to work after work-related injuries.

### **COMMUNITY PLANNING AND DEVELOPMENT:**

- Expanded notice of applications for permit work to promote additional community engagement (224 building permits and land use notices were sent to the public).
- Improved land use and construction permit application materials.
- Increased emphasis on pre-application meetings to improve communications with the customer.
- Reorganized the permit counter and customer service team to improve customer service and public outreach.
- Implemented electronic plan submittal and review of large or multi-phased right-of-way permit applications to increase efficiency and shorten processing timeframes.
- Initiated remote (Facetime/Skype) inspections.
- Continued implementation of the recently adopted Residential Development Standards, with ongoing "code cleanup" to ensure clarity and simplicity in code language.

- Held two “User Group” meetings to identify necessary code amendments to clarify and simplify the development code.
- Launched Let’s Talk community engagement platform for three major long-range planning projects (2018 Comp Plan Amendments, Critical Areas Ordinance, Community Facilities Zone)
- Building Permits issued:
  - 3,063 permits issued in 2018 (as of 12/14/2018)
  - 10,297 inspections performed in 2018 (as of 12/14/2018)
- Code compliance cases opened/closed:
  - 149 code cases opened in 2018 (as of 12/11/2018)
  - 167 code cases closed in 2018 (as of 12/11/2018)
  - 428 construction monitoring inspections through 12/11/2018
- Land use applications submitted and/or completed:
  - 232 land use applications were applied for in 2018
  - 193 land use applications were completed in 2018

#### **FIRE:**

- Fire Station 92 received 2018 American Institute of Architect’s Award for Architecture (one of 9 awardees).
- Implemented a new King County Interlocal Local Agreement for automatic aid.
- Hired one new firefighter in January who has completed the Academy and is working on completing his probation.
- Completed bi-annual promotional process for Lieutenant.
- Renegotiated the Redmond Apparatus Service agreement.
- Developed the reporting for “FirstWatch” data collection software.
- Continued participation in the East Metro Training Group including development of a three-year training plan and implementation of the RMS E-Logic (a records management system for training with Zone 1/East Metro fire departments).
- Continued work on the existing buildings retro-fit fire alarm systems.
- Provided THRIVE training from Dr. Maureen Pierce to all personnel as part of the Department’s mental health and wellness initiative.
- Assisted with drafting a Scenes of Violence Policy as part of the Tri-County Complex Coordinated Terrorist Attacks (CCTA) grant that has been accepted by all fire and law enforcement agencies in King County.
- Designed and spec’d out a new fire engine scheduled for delivery in 2019.
- Purchased all new Self-Contained Breathing Apparatus (SCBA).

#### **INFORMATION AND GEOGRAPHIC SERVICES:**

- Assisted with implementation of enterprise asset management system for Public Works.
- Assisted Public Works with temporary stabilization of current Water SCADA system.
- Assisted City Clerk’s office with implementation of legislative and archival document management system.
- Assisted YFS Thrift Store with review of replacement Point of Sale system.
- Assisted Parks and Recreation with implementation of new recreation and facility booking system.
- Completed 2018 IT Equipment Replacement Program.
- Successfully passed an FBI cybersecurity audit of the Mercer Island Police Department.
- Successfully conducted 3rd party cybersecurity audit of organization.

- Closed 2,867 requests for IT support and 237 requests for GIS products or services.
- Upgraded City's WebGIS system for internal and public use.
- Updated water, sewer, storm water, and emergency services atlases and wall maps, and wetlands and critical areas layer.
- Completed over 800 catch basin inspections to update and improve the storm water utility network layers.
- Developed water valve isolation analysis tool for water shutoff procedures.
- Completed an inventory and mapping of City-owned building assets for Washington Cities Insurance Association (WCIA).

#### **PARKS AND RECREATION:**

- Implemented new recreation program registration software, fees and processes.
- Developed parks asset database in preparation for Cityworks asset management implementation.
- Exceeded rental revenues and decreased projected casual labor expenditures at the Mercer Island Community & Event Center (MICEC)
- Organized and hosted the City's 1<sup>st</sup> Arbor Day Celebration, which drew over 200 volunteers to plant 1,200 native trees and shrubs in Luther Burbank Park.
- Completed 10-year data collection on Pioneer Park Forest Health Survey.
- Completed the Island Crest Park Sportsfield Improvement project (made possible by \$700,000 in grants and community donations).
- Completed the South Mercer Playground Replacement project (received \$40,000 from Mercer Island Preschool Association).
- Re-designed Leap's Pad play-area at the Community Center using in-house talent for a low cost of \$400.
- Conducted user survey at the Luther Burbank Docks; developed a boating demand analysis; and submitted a Washington State Boating Facilities Grant application for design of dock renovations.
- Designed repairs to the Luther Burbank Park Waterfront Plaza; completed drainage portion of the project.
- Made improvements to the Bicentennial flagpole and discussed long-term plans for moving the flagpole to the Mercerdale Plaza as part of the Mercerdale Park Master Plan.
- Completed 1.3 miles of boundary tree assessments and contracted removal or corrective work on 56 trees.
- Completed design and substantially completed construction on Groveland Beach Park dock repairs.
- Kim Frappier became a certified Tree Risk Assessor (all NR team members now certified).

#### **PUBLIC WORKS:**

- Received official Notice of Completion from Washington State Department of Health in response to the September 2014 Water Advisory incident.
- Completed the Freeman Avenue Roadway construction project, including replacement of roadway and stormwater improvements.
- Completed the Booster Chlorination Station design and construction is scheduled for 2019.
- Completed Glenhome Water Main replacement project (replaced over 2,455 lineal feet of water main, 39 water services, and 7 fire hydrants).

- Completed the 81<sup>st</sup> Backyard Sewer Project including the installation of eight new sewer manholes which will provide access for inspection and ongoing maintenance and operations of these segments of City owned pipe.
- Completed the installation of 30 Special Catch Basin plates to protect the sewer Lakeline.
- Completed the Ice-Pigging Water Main cleaning project, a new methodology to Mercer Island for large water main maintenance; successfully cleaned over 6,000 lineal feet of 16" water main.
- Completed construction of SE 40<sup>th</sup> Street roadway including the installation of new curbs, sidewalks and bike lanes on both sides of the roadway (received Transportation Improvement Board grant valued at \$500,000).
- Completed the retaining wall construction near 3600 West Mercer Way (landslide stabilization from previous storm).
- Completed the SE 28<sup>th</sup> Street Trail Improvement project (widened and resurfaced an existing trail).
- Completed new pedestrian signal at Island Crest Way and SE 32<sup>nd</sup> Street – City received a grant from the State's Transportation Improvement Board (\$257,338).
- Completed additional Roadside Shoulder Improvements along the "Mercers" including 7100 to 7800 blocks of East Mercer Way (Phase 10 - SE 71<sup>st</sup> to Clarke Beach).
- Completed ongoing Soil Remediation Project at the City Maintenance and Honeywell facilities.
- Completed the SE 22<sup>nd</sup> Street water main replacement design.
- Completed ROW boundary assessments, including 135 trees identified for ongoing monitoring, 91 trees have had maintenance (pruning, snagging, or removal).
- Responded to over 200 citizen requests.
- Responded to the SE 47<sup>th</sup> Street emergency landslide repair (restored and cleaned the stormwater conveyance system and emergency sewer repair).
- Rehabilitated 5000' of 8" sanitary sewer line with a cast in place structural liner.
- Replaced the generator at sewer Pump Station No. 18.
- Completed design of Pump Station number 18 pump replacement in addition to generator replacement design for stations 13, 17 & 24.
- Cleaned sewer pump stations wet wells utilizing a barge (from the lake due to limited accessibility issues).

#### YOUTH AND FAMILY SERVICES:

- YFS has received the following awards and grants:
  - Children's Advocate Award given to Derek Franklin, Senior Programs Manager and Clinical Supervisor, by Mercer Island PTSA for his dedication to MI students.
  - Aurbach Family Foundation -\$10,000 for rental assistance for low-income Islanders.
  - Rotary Foundation – \$4,000 to purchase a Thrift Shop van.
  - MI Community Fund – \$5,000 for after school care for low-income families.
  - MI Preschool Association - \$8,000 for pre-school scholarships.
  - Youth Marijuana Prevention Education Programs – \$3,000 one-year grant stipend to Derek Franklin to attend the King County Department of Health Youth MJ advisory coalition.
  - Washington Traffic Safety Commission Mini Grants - two \$500 mini-grants for MIHS student prevention group (SAFE Club) to conduct alcohol and other drug prevention activities related to traffic safety (Don't Drive Distracted).
  - MIYFS Foundation contributed:
    - § \$25,000 for a Community Needs Assessment.



§ \$15,000 for Authentic Connections to survey MIHS students for developmental strategies to enhance youth and community resiliency.

- YFS Thrift Shop experienced the biggest day ever, bringing in over \$29,000 in one day.
- YFS launched a Department Facebook page on November 2018; prior to this time the MIYFS Facebook page was the main page for Department activities.
- Published 10 e-Newsletters highlighting Department work and activities
- Conducted first all-city Volunteer Recognition event in April to thank Island residents who volunteered with Parks and Recreation, Emergency Preparedness, Youth and Family Services, the Thrift Shop, Luther Burbank food bank and reception services, and the City's Boards and Commissions.
- Began Community Needs Assessment to develop a community profile for use in service configuration review and planning.
- Partnered with public health research experts out of Montana State's Center for Health and Safety Culture to survey Mercer Island parents for data to inform public health and prevention messaging campaigns.
- Continued ongoing positive community norms messaging in community and schools (middle and high school) to reduce underage substance use and promote mental health.
- Provided community presentations and/or participated on panels for suicide prevention, teen anxiety awareness and parenting for teen experiencing stress.
- Partnered with MI PTA's Parent EDGE to promote community speakers/events.
- Luther Burbank front desk volunteers continued to provide coverage for hours beyond 40/week, which allows YFS to stay open to 7pm three nights a week for evening appointments.

Citywide Work Plan												
Items (Timing is subject to change)	2019				2020				2021			
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
\$1.2 Million Reductions/Revenues Implementation												
Commuter Parking & Mixed-Use Project (Tully's)												
Commuter Parking & Mixed Use Project (Freshy's)												
Fiscal Sustainability Plan												
Organizational Assessments												
ST Transit Interchange												
Critical Areas Code Amendments												
Small Cells Facilities Design Standards												
Proposed Community Facilities Zoning												
Sign Code Amendments												
Urban Growth Capacity/GMA Targets/KC Planning Policies Update												
Various Town Center Private Developments												
Town Center - King Property Development												
Various Private Development (e.g., East Seattle School)												
Aubrey Davis Park Master Plan												
Parks, Recreation and Open Space (PROS) Plan												
P&R Commission Appointments												
King County Sewer Project												
SCADA & Water Meters Projects												
Recology Contract Rollout												
ADA Transition Plan												

StaffCouncilBoard/Commission

 Staff
  Council
  Board/Commission



# MEMORANDUM

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## *2019 City Council Planning Session*

**TO:** City Council

**FROM:** Julie Underwood, City Manager  
Chip Corder, Assistant City Manager/Finance Director  
Ali Spietz, Assistant to the City Manager  
Cindy Goodwin, Youth & Family Services Director

**RE:** Fiscal Sustainability in 2019-2020 and Beyond

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### **COUNCIL DISCUSSION/QUESTIONS PRESENTED:**

1. Does the Council want to make any changes to the \$1.28 million in additional deficit spending reductions proposed by staff?
2. Does the Council support restoring the Deputy Fire Chief position, which was cut in the 2019-2020 adopted budget?
3. Does the Council want to modify the timeline and deliverables for the fiscal sustainability plan (FSP)?
  - a) Would Council like a progress report on March 19? Alternatively, Management Partners (MP) can provide a brief progress report memo.
  - b) Does Council want MP to present the Draft FSP to the community for input? If yes, the timing for this activity would occur the week of May 6.
  - c) Would Council like MP to present the Final FSP to the Council on June 4?
4. Does the Council want to hold its Mini-Planning Session on Saturday, June 22, 2019?

### **BACKGROUND:**

#### **2016 & 2018 Community Survey Results**

To guide the proposal for additional reductions, staff reviewed the key results from the 2016 and 2018 community surveys, which are attached as Exhibit 1. These scientific surveys help the staff determine the community's service priorities. For the 2018 survey, please note the Importance-Satisfaction Assessment Matrix for the following major categories for City services:

- Public safety
- Communication

- Streets and infrastructure
- Parks and recreation
- Utility services
- Code enforcement
- Transportation

The Council and staff will discuss these findings and how they have informed the recommendations.

### **First Draft of Proposed Deficit Spending Reductions to 2019-2020 Adopted Budget**

At its December 4, 2018 meeting, the Council directed staff to reduce the amount of one-time resources used to balance the 2019-2020 General Fund and Youth & Family Services (YFS) Fund adopted budgets by \$1.20 million, following the Guiding Principles for Budget Reductions, which are attached as Exhibit 2. The first draft of staff's proposal, which amounts to \$1.28 million and is organized by fund and then by department, is attached as Exhibit 3. A summary of the proposed deficit spending reductions is presented in the following two tables.

<b>General Fund &amp; YFS Fund</b>	<b>2019</b>	<b>2020</b>	<b>2019-2020</b>
Expenditure reductions	\$355,528	\$964,911	\$1,320,439
Less revenue reductions related to expenditure reductions	-26,900	-335,900	-362,800
<b>Net expenditure reductions</b>	<b>\$328,628</b>	<b>\$629,011</b>	<b>\$957,639</b>
Plus new revenues	+60,000	+260,535	+320,535
<b>Total deficit spending reductions</b>	<b>\$388,628</b>	<b>\$889,546</b>	<b>\$1,278,174</b>

<b>Proposed Staffing Changes</b>	<b>2019-2020</b>
<b>General Fund:</b>	
Eliminate Senior Project Manager in 2020 (City Manager's Office)	-0.58 FTE
Eliminate Helpdesk Technician in 2019 (IGS)	-1.0 FTE
Eliminate MICEC Reservations Specialist in 2019 (Parks & Recreation)	-1.0 FTE
Restore Deputy Fire Chief	+1.0 FTE
<b>YFS Fund:</b>	
Reclassify Administrative Coordinator to Administrative Assistant and reduce to half-time in 2020	-0.50 FTE
<b>Total</b>	<b>-2.08 FTEs</b>

Four things should be noted regarding staff's proposal:

1. Staff exceeded the \$1.20 million target by at least \$78,174 (it will be even more once the cost savings from the Parks & Recreation Department reorganization are finalized).
2. The \$1.28 million includes the restoration of the Deputy Fire Chief position, which was cut in the 2019-2020 adopted budget.
3. The \$1.28 million is in addition to the \$1.37 million in net expenditure reductions, which are included in the 2019-2020 adopted budget (see Exhibit 4). Taken together, total deficit spending reductions for 2019-2020 would amount to \$2.64 million, if the Council approves staff's proposal.
4. The City Manager sent a document to the Council on January 22, 2019 describing the Parks & Recreation Service Level Changes in 2019-2020 (see Exhibit 5).

Staff will briefly review each proposed deficit spending reduction at the Planning Session.

#### **Fiscal Sustainability Plan (FSP) Update**

At its December 18, 2018 meeting, the Council was briefed by Steve Toler, Senior Manager for Management Partners, on the proposed timeline for the FSP. All the information initially requested by Management Partners has been provided by staff, including the updated 6-year forecast. In January-February 2019, Management Partners will: 1) review the updated 6-year forecast and extend it to 10 years; and 2) prepare a matrix of budget balancing strategies. The Activities, Tasks, and Schedule are attached as Exhibit 6.

The fiscal sustainability plan is scheduled to be presented to the Council on April 16, 2019 and finalized by April 30, 2019. Some Councilmembers inquired if the timeline could be modified to include a progress report to Council prior to the April 16 presentation. The overall timeline cannot be shortened, but Management Partners (Steve Toler) could present a progress report at the Council's March 19 Regular Meeting via "GoToMeeting" or provide a brief memo instead.

Likewise, recall that some Councilmembers expressed an interest in hosting a community meeting with Management Partners and inviting public input (at an additional expense). If there is interest in these two additional deliverables, which would be added to their scope of work, the timeline would be amended as follows:

March 19 <b>(NEW)</b>	Present the FSP Progress Report to Council (via "GoToMeeting"); Steve Toler to present remotely at 7:00 pm
April 16	Presentation of the Draft FSP to the Council
Week of May 6 <b>(NEW)</b>	Presentation of the Draft FSP to the community for input
June 4 <b>(NEW)</b>	Presentation of the Final FSP, which would incorporate Council and community input

Finally, staff will engage the Council at its Mini-Planning Session (tentatively scheduled for **Saturday, June 22, 2019**) on implementing the fiscal sustainability plan and identifying which City services to include in the organizational efficiency assessment, which is scheduled to begin in the second half of 2019.

### **MIYFS Stakeholder Coalition Update**

Jody Kris, MIYFS Foundation President, invited community stakeholders to a meeting on December 4, 2018 to explore funding options to maintain YFS Department services following the failure of Proposition 1 on the November 6, 2018 ballot. The meeting invitation was sent to a broad base of community professionals and active citizens including the School District Board of Directors and Superintendent, City Councilmembers, the City Manager, the PTSA, the School District's Foundation, and members of the community who opposed or supported the passage of Proposition 1. The purpose of this meeting was twofold: 1) to explore/determine a short-term funding solution to bridge services until a long-term funding solution can be secured; and 2) to determine an adequate and sustainable long-term funding solution to fund the school-based counselors and geriatric services.

At the first meeting on December 4, 2018, the following was discussed/reviewed: school-based counselor model of providing mental health services, YFS funding model, challenges of bringing the community together, possible long-term funding solutions, other members/groups to involve in the process, and tasks for the next meeting. A detailed summary of the meeting notes is attached as Exhibit 7.

At the second meeting on December 19, 2018, the following was discussed/reviewed: feedback from various constituencies, levy timelines, menu of community safety net services that could be included in a levy lid lift, a single point of web contact for all Q&A's, and tasks for the next meeting.

The third meeting, which is scheduled for January 28, 2019, will focus on establishing working groups to ensure the coalition makes progress on the various issues discussed at prior meetings. The working group options being considered include the following:

- A. Levy Lid Lift to include **mental health counselors in schools and geriatric specialist**
- B. Levy Lid Lift as listed in A, with additional **focus on demand for school safety issues**
- C. Levy Lid Lift as listed in A, with additional **focus on demand for other senior services**
- D. Levy Lid Lift as listed in A, with additional **focus on demand for MIYFS wrap-around community counseling/other services**
- E. Alternative Revenue Models (e.g., direct insurance billing, grants or legislative programs, and discretionary City reserve funds)
- F. Non-taxation based fundraising options (e.g., Island-wide private fundraising drive)
- G. Plan for Community Assessment/Survey of chosen option (from A-F above)
- H. Campaign Team for chosen option (from A-F above)

Mayor Bertlin has attended and MIYFS Director Cindy Goodwin attends as an information resource and staff liaison. The Mayor has made it clear that she cannot speak on behalf of the Council and that the City will not have an active role in this process.

### **Current City Levy Lid Lifts**

The City has two voter approved levy lid lifts, which are noted in the table below.

<b>Levy Lid Lift</b>	<b>Approved by Voters</b>	<b>Final Year of Levy</b>	<b>2019 Levy Amount</b>	<b>2019 Cost (\$1.35M AV Home)</b>
2008 Parks Maintenance & Operations (15 years)	Nov 2008	2023	\$955,079	\$88
2012 Fire Station & Fire Rescue Truck (9 years)	Nov 2012	2021	\$682,059	\$63

The 2008 Parks Maintenance & Operations levy lid lift expires at the end of 2023 and will need to be renewed by November 2023 to maintain the services funded by the levy in 2024 and beyond. The long-term financial forecast for the General Fund assumes that this levy lid lift is renewed in 2023.

The 2012 Fire Station & Fire Rescue Truck levy lid lift expires at the end of 2021. The levy proceeds are being used to pay off the bonds that were issued to fund the construction of the new South Fire Station and the purchase of a Fire Rescue Truck.

### **EXHIBITS:**

1. 2016 & 2018 Community Survey Results
2. Guiding Principles for Budget Reductions
3. First Draft of Proposed Deficit Spending Reductions to 2019-2020 Adopted Budget
4. Council Approved Net Service Reductions (2019-2020 Adopted Budget)
5. Parks & Recreation Service Level Changes (Phases 1-2)
6. Fiscal Sustainability Plan Activities, Tasks, and Schedule
7. MIYFS Stakeholder Coalition December 4, 2018 Meeting Notes





MARKET  
& OPINION  
RESEARCH  
SERVICES

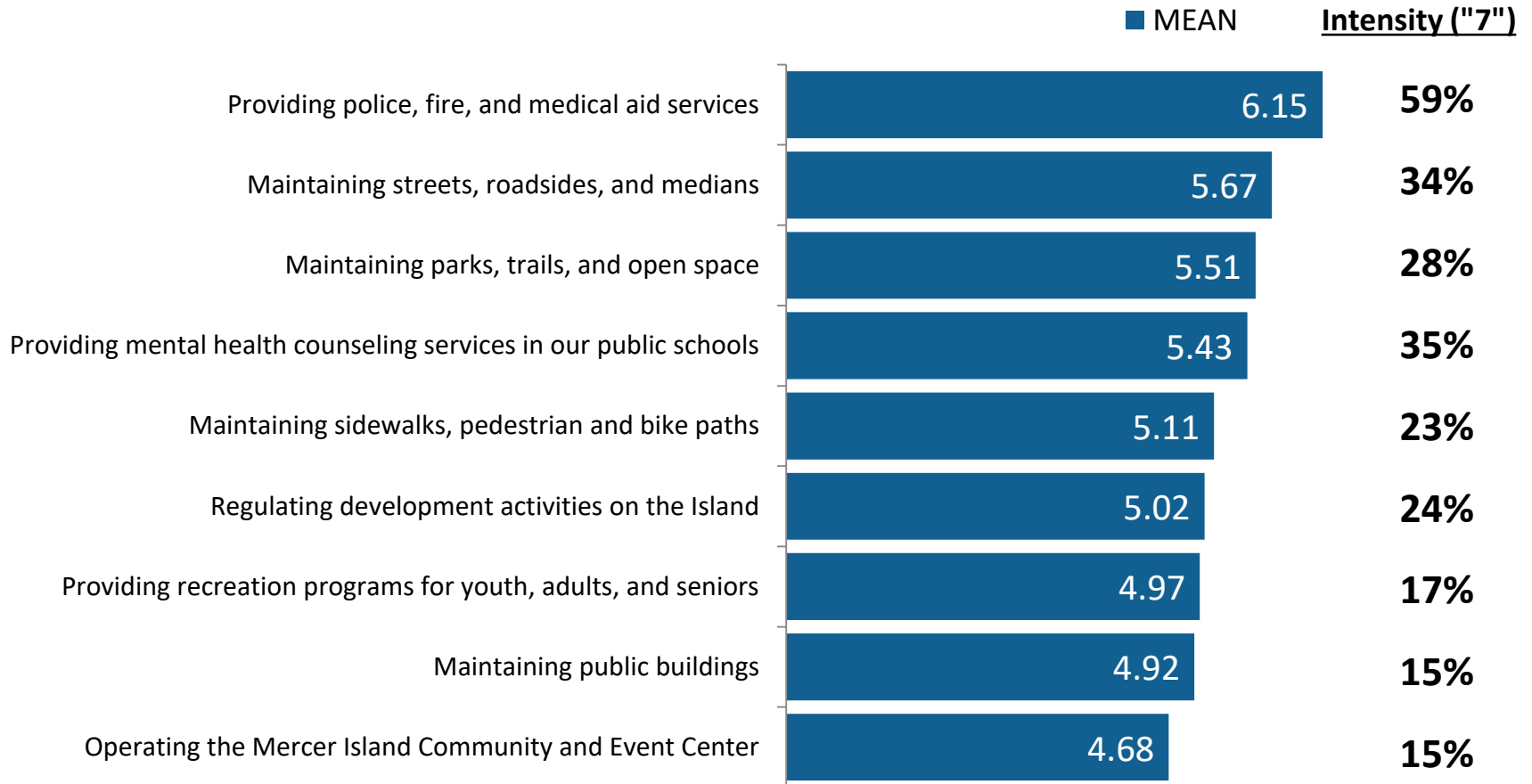
# City of Mercer Island Telephone Survey April 2016



# Funding Priorities

2016 Mercer Island Citizen Survey Results

*Providing police, fire, and medical aid services is the top priority with the greatest intensity, followed by maintaining streets, roadsides, and medians. Maintaining public buildings and operating the Mercer Island Community Center are considered lower priorities for funding.*



Q9-17. I'm going to read you a list of projects that could be funded by the City over the next few years; I'd like you to tell me how high a priority each item is for you. Use a scale of 1 to 7, where 1 means you feel that item should be a very low priority for funding and 7 means that you feel that item should be a very high priority for funding. You can use any number from 1 to 7.

# City of Mercer Island Community Survey

## Importance-Satisfaction Matrix Analysis

*...helping organizations make better decisions since 1982*

2018

**Submitted to the City of Mercer Island, Washington**

**By:**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**January 2019**





# Importance-Satisfaction Matrix Analysis

## Mercer Island, Washington

### Overview

The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axis on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S Matrix should be interpreted as follows:

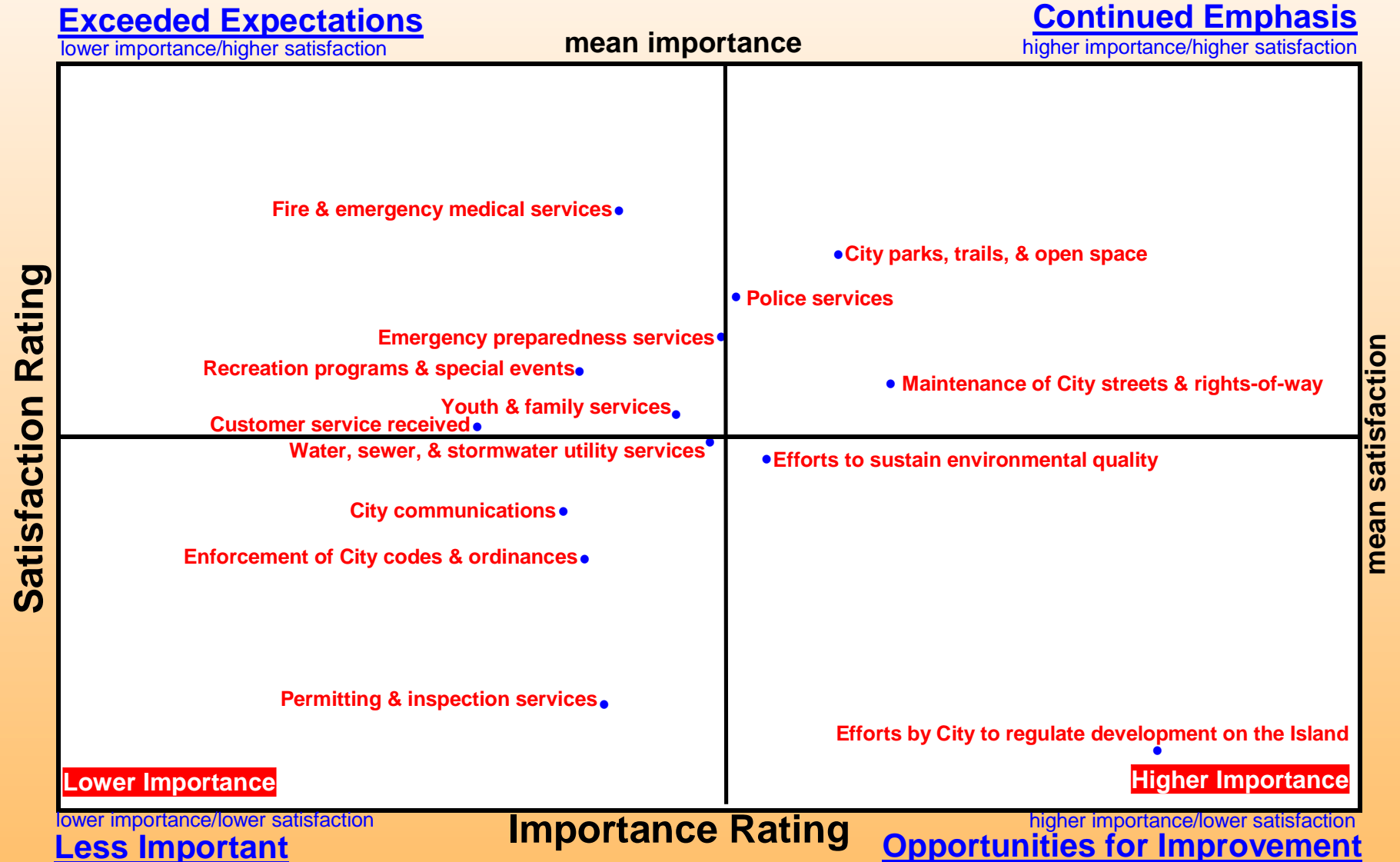
- **Continued Emphasis (above average importance and above average satisfaction).**  
This area shows where the City is meeting expectations. Items in this area have a significant impact on a resident's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).**  
This area shows where the City is performing significantly better than residents expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction with City services. The City should maintain (or slightly decrease) emphasis in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well *relative* to their performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction because the items are less important to residents. The City should maintain current levels of emphasis on items in this area.

Matrices showing the results for Mercer Island are provided on the following pages.

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Major Categories of City Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

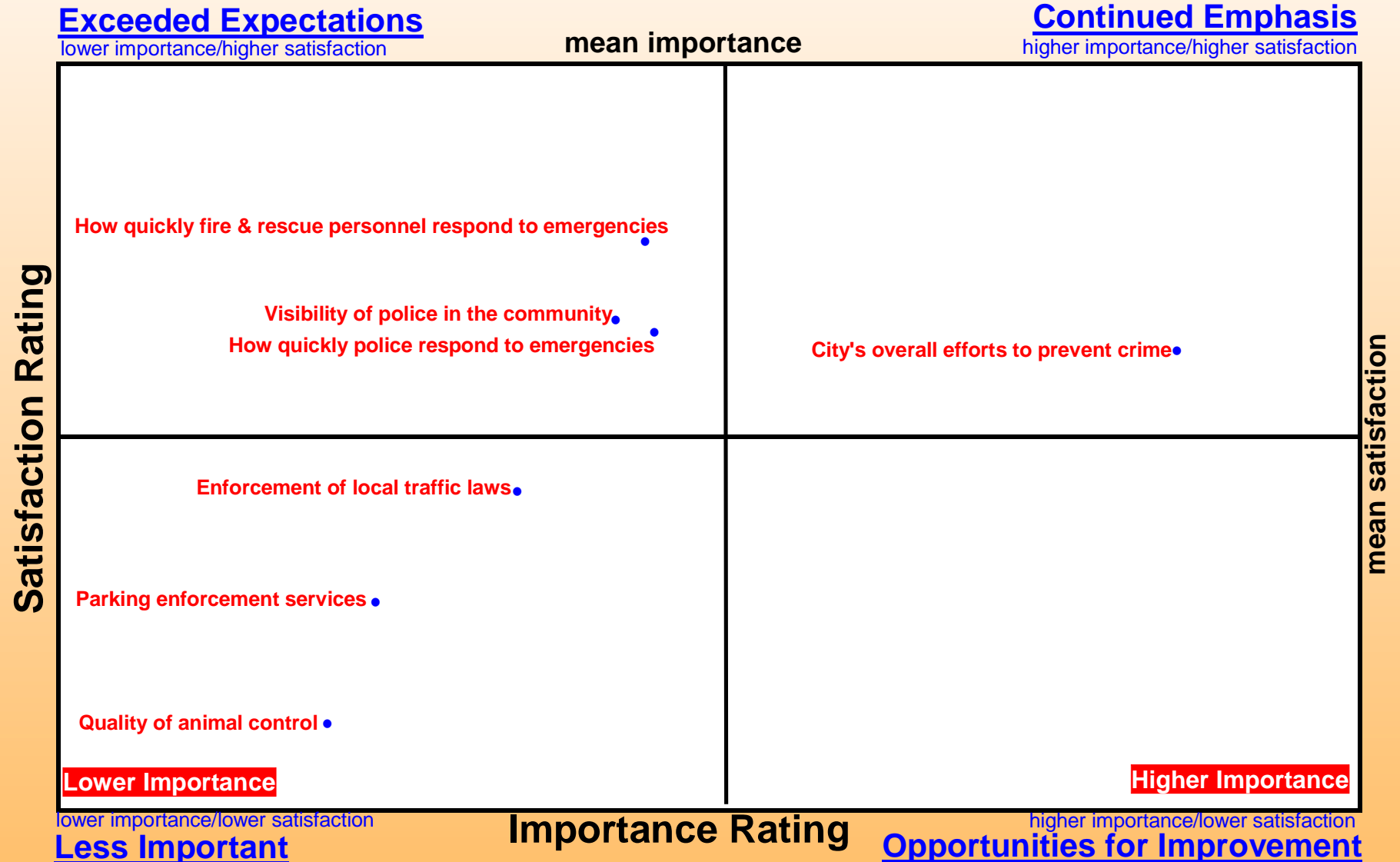


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Public Safety-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

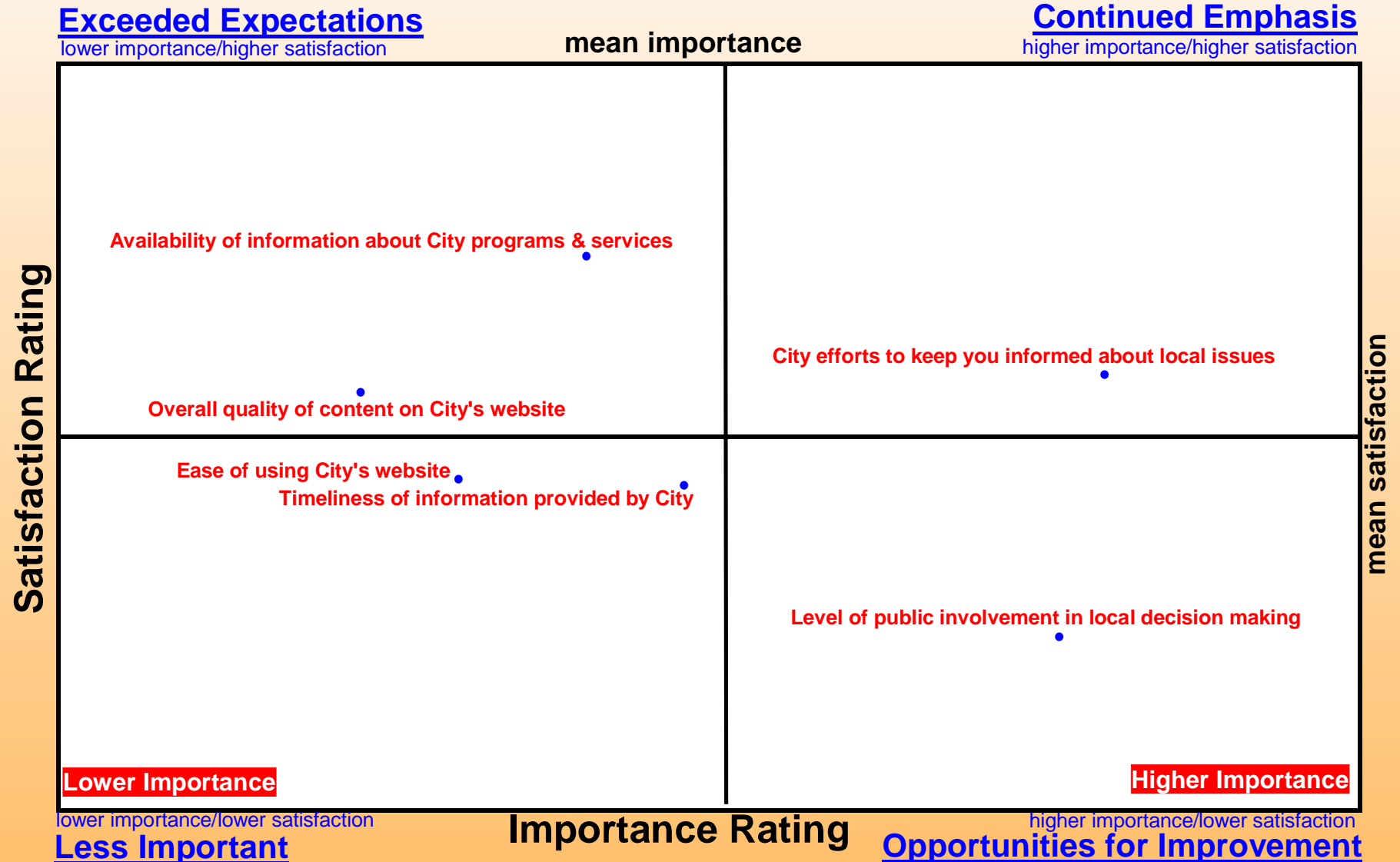


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Communication-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

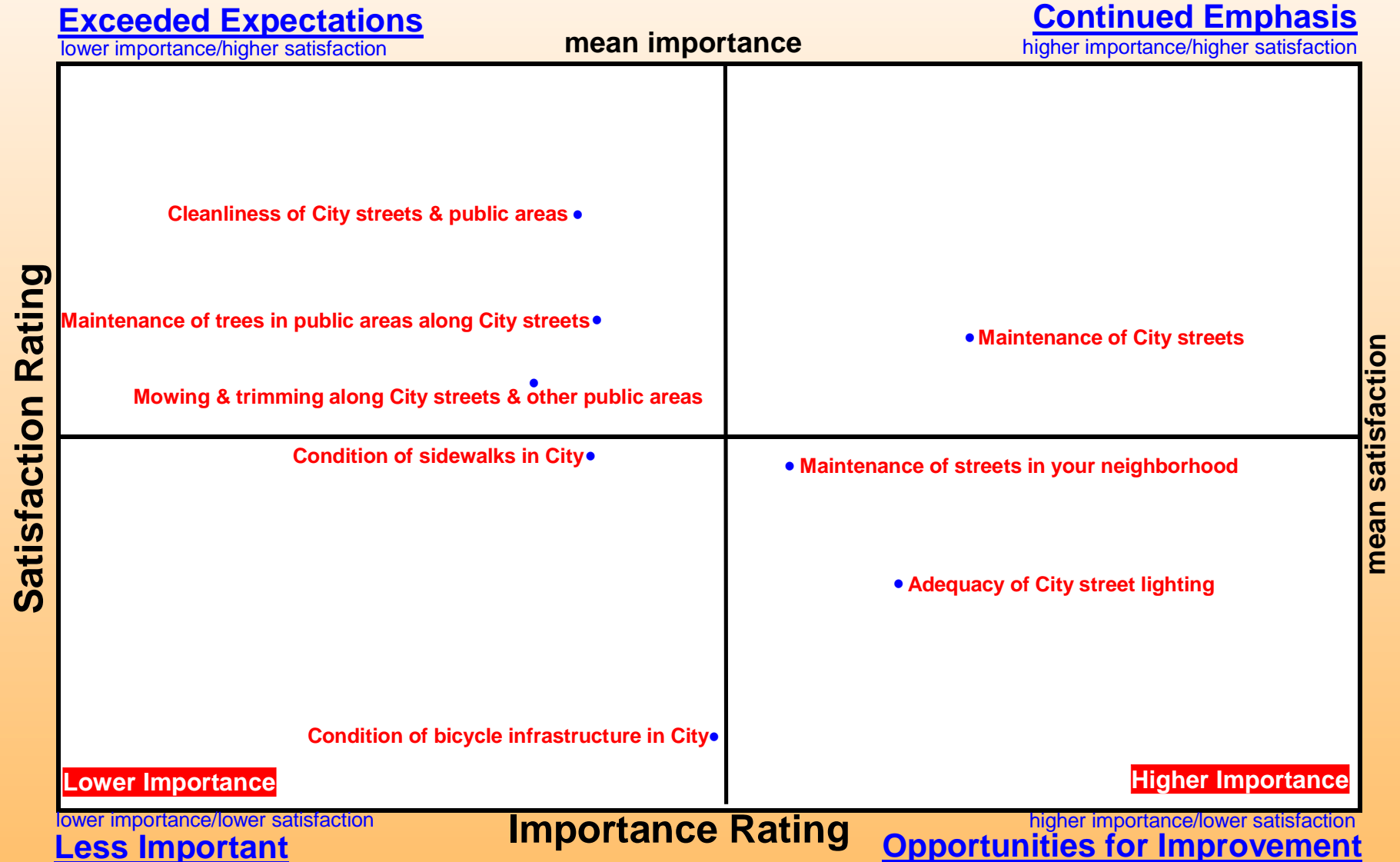


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Streets and Infrastructure-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

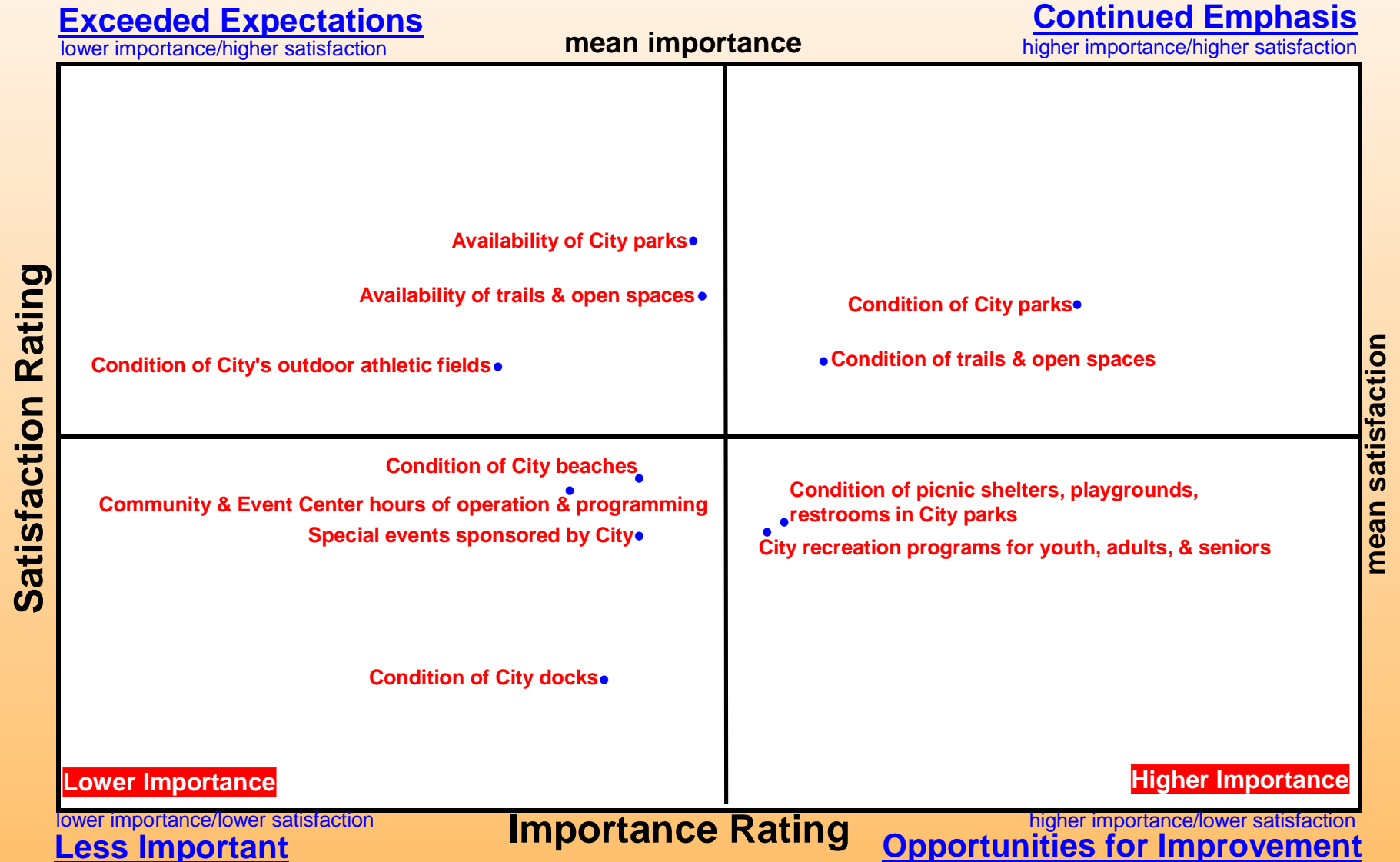


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Parks and Recreation-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



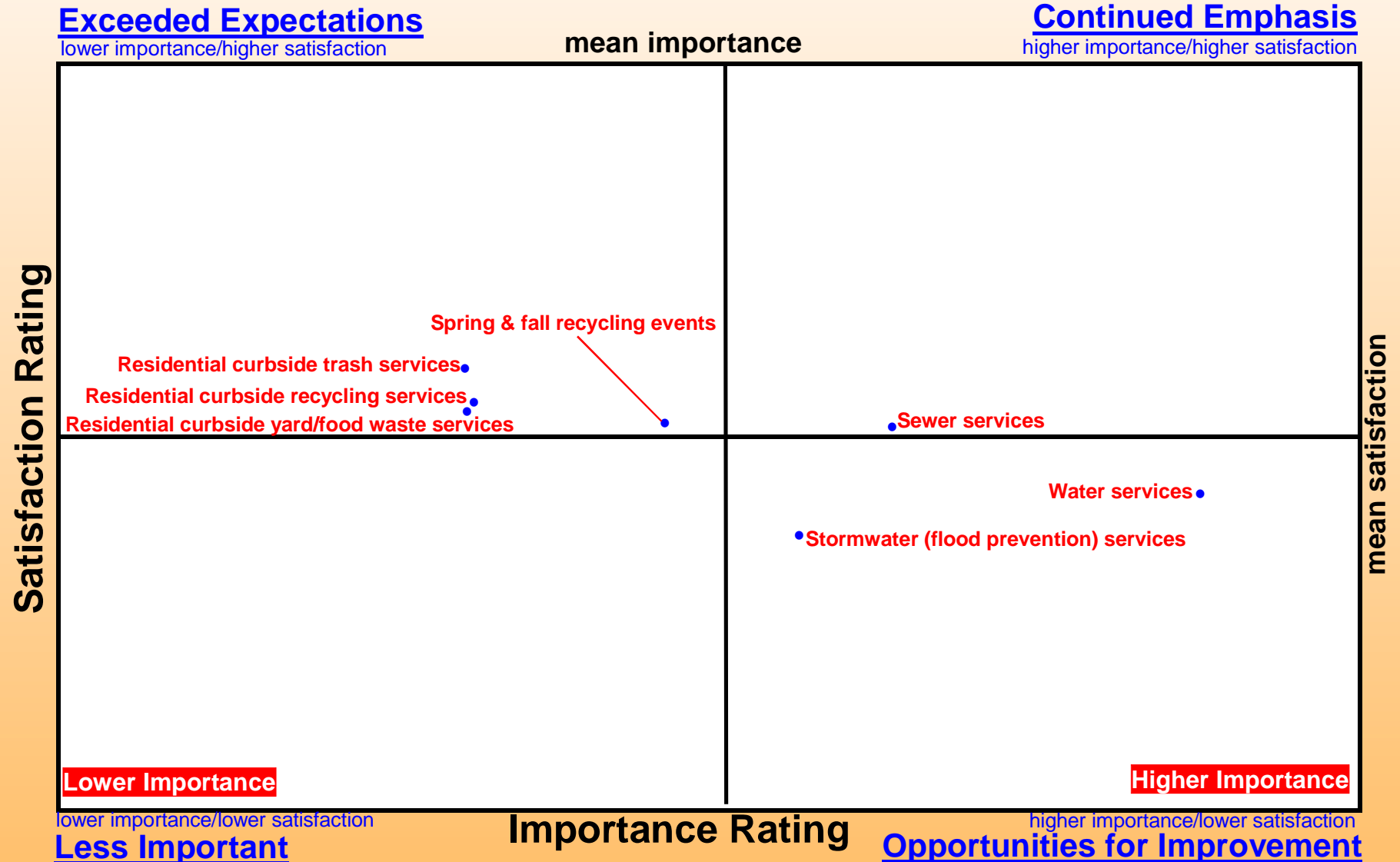
Source: ETC Institute (2019)



# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Utility Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

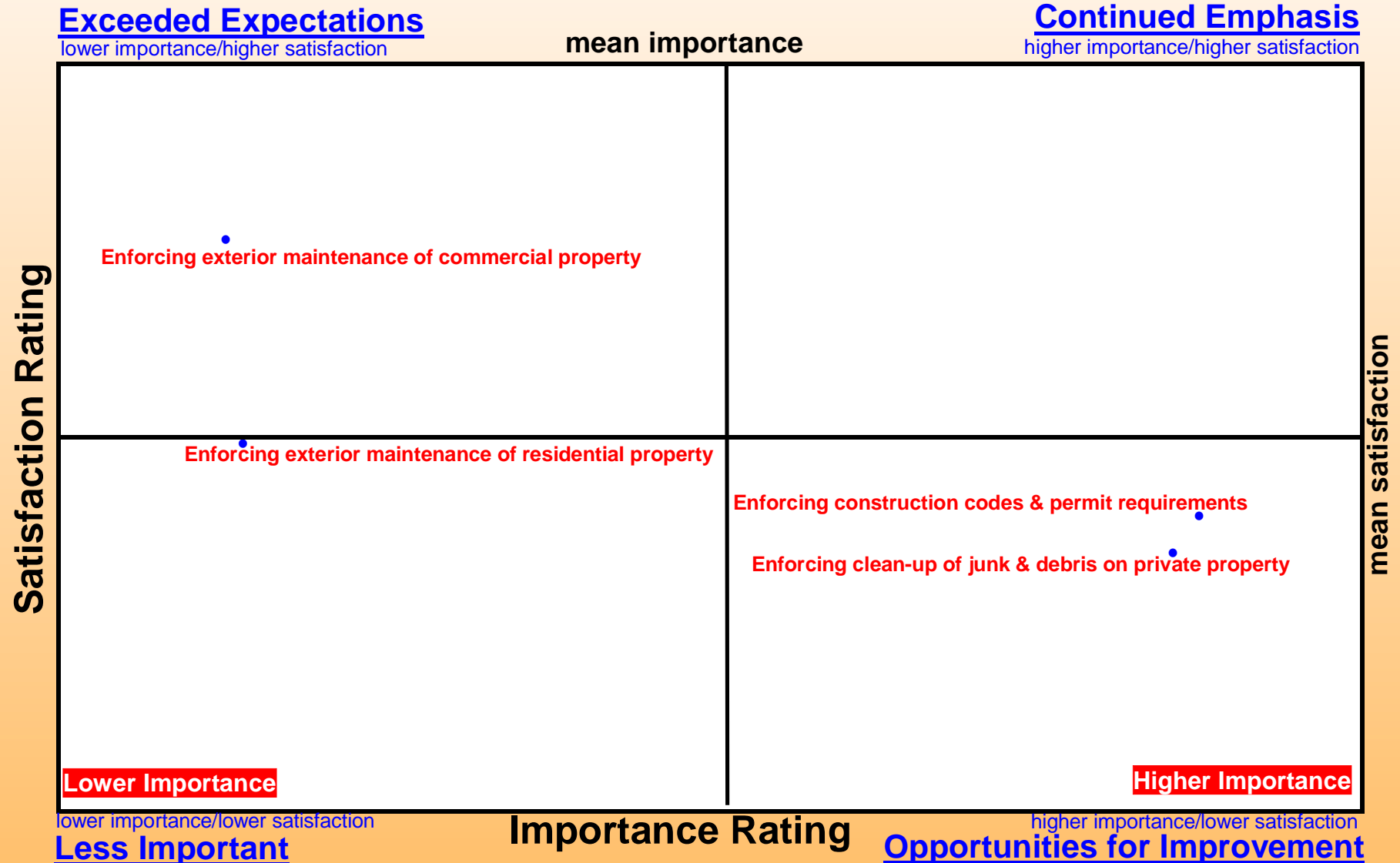


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Code Enforcement-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

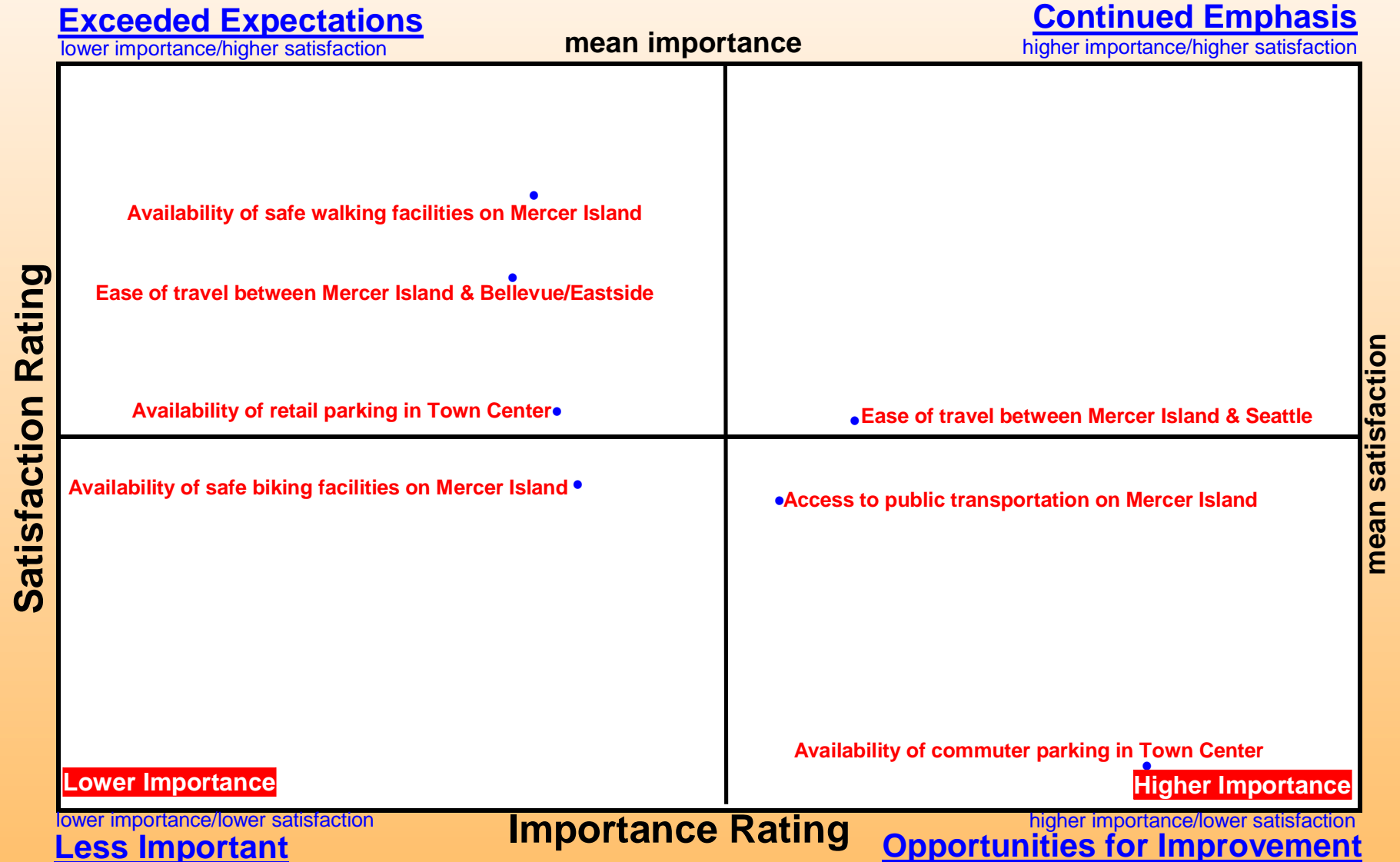


Source: ETC Institute (2019)

# 2018 Mercer Island Community Survey Importance-Satisfaction Assessment Matrix

## -Transportation-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2019)

## **Guiding Principles for Budget Reductions**

1. The provision of operating services should reflect the priorities of the community and the direction of the City Council.
2. Reductions will be strategic and “surgical.” Across-the-board cuts result in spreading scarce resources in broad, unfocused ways.
3. The quality of programs necessary to meet mandatory and essential services should be maintained.
4. Reductions in support and administrative functions should correspond to reductions in operating programs.
5. Manage risk and the ability to meet legal requirements when making reductions.
6. In setting priorities, reductions made to programs may impact some departments more than others.
7. Fee-based cost recovery should be considered for programs that primarily provide individual benefit, as opposed to broad community benefit that is for the “greater good.”
8. Consideration should be given to cost-saving measures such as reduced operating hours and other actions that may preserve funding for essential services.
9. Service reductions or changes must be sustainable.
10. Alternative service delivery options will be explored when feasible.
11. Resources that are not legally constrained should first be used for providing operating services, then for capital needs.
12. Resources will be dedicated to the maintenance of current city assets and infrastructure before adding new assets.
13. Look for opportunities to engage employees in the decision-making process
14. Provide timely and clear information to employees impacted by budget reductions so they may prepare as early as possible to transition out of the organization.
15. When practical, staffing reductions will be made through attrition; every effort will be made to reassign staff responsible for terminated programs/services to other related work duties.
16. Continue to use technology to increase efficiencies.
17. When practical, seek budget neutral ways to utilize volunteers without compromising quality or integrity of services.

# First Draft of Proposed Deficit Spending Reductions to 2019-2020 Adopted Budget

## General Fund

Proposed Deficit Spending Reductions by Department	2019			2020		
	Expenditure Reductions	Revenue Reductions	New Revenues	Expenditure Reductions	Revenue Reductions	New Revenues
<b>City Council/City Manager's Office</b>						
Reduce Sister City Support in 2020				(6,000)		
Eliminate Senior Project Manager in 2020 (0.58 FTE)				(28,732)		
<b>Community Planning &amp; Development</b>						
Adjusted land use fees to 80% cost recovery level in 2019			60,000			60,000
Combine 2 half-time Code Compliance positions into 1.0 FTE	(4,311)			(4,089)		
<b>Finance</b>						
Department reorganization	(12,500)			(25,000)		
Increase parking permit fees to \$30/yr in 2020						18,535
<b>Fire</b>						
Restore Deputy Fire Chief (1.0 FTE) cut in adopted budget				215,030		
<b>Human Resources</b>						
Reduce employee service awards				(3,500)		
<b>Information &amp; Geographic Services</b>						
Eliminate IGS Helpdesk Technician (1.0 FTE)	(86,000)			(86,000)		
<b>Parks &amp; Recreation</b>						
Eliminate Summer Celebration	(93,500)	(25,000)		(93,500)	(25,000)	
Eliminate Parks Maintenance overtime related to SC!	(23,046)			(23,046)		
Eliminate Community Camp Out	(3,325)	(1,900)		(3,325)	(1,900)	
Eliminate Leap for Green	(1,200)			(1,200)		
Eliminate All-Island Track Meet	(2,500)			(2,500)		
Reduce MICEC customer service (casual labor)	(24,668)			(13,719)		
Eliminate MICEC Reservations Specialist (1.0 FTE) & increase casual labor by \$32K/yr	(45,793)			(48,051)		
Department reorganization	TBD			TBD		

# First Draft of Proposed Deficit Spending Reductions to 2019-2020 Adopted Budget

## General Fund (cont'd)

Proposed Deficit Spending Reductions by Department	2019			2020		
	Expenditure Reductions	Revenue Reductions	New Revenues	Expenditure Reductions	Revenue Reductions	New Revenues
<b>Police</b>						
Eliminate special events overtime	(30,000)			(30,000)		
<b>Public Works</b>						
Eliminate ROW Team overtime related to SC!	(1,185)			(1,185)		
Eliminate Christmas tree recycling by ROW Team (now covered by Recology contract)	(5,000)			(5,000)		
Reduce City building repair & maintenance	(10,000)			(10,000)		
<b>Citywide/Non-Departmental</b>						
Eliminate pay-for-performance in 2020				(313,708)		
Eliminate General Fund support of YFS in 2020				(309,000)		
Phase out Chamber of Commerce support beginning 2020				(7,200)		
Eliminate Mountains to Sound Greenway support in 2020				(10,000)		
Reduce miscellaneous professional services	(12,500)			(25,000)		
<b>Total General Fund</b>	<b>(355,528)</b>	<b>(26,900)</b>	<b>60,000</b>	<b>(834,725)</b>	<b>(26,900)</b>	<b>78,535</b>

### Other resource options include:

- 1) Utilize collections for unpaid ambulance transport fees (\$40K/yr).
- 2) Increase annual business license fee from \$30 to \$50 (\$65K/yr).
- 3) Increase B&O tax rate from 0.10% to 0.15% (\$325K/yr).
- 4) Increase utility tax rate on City's utilities (1% tax rate = \$195K/yr).

Total deficit spending reductions in 2019 (388,628)

Total deficit spending reductions in 2020 (886,360)

Total deficit spending reductions in 2019-2020 (1,274,988)

2019-2020 total reduction target per Council (1,200,000)

Total FTE reductions (1.58)

# First Draft of Proposed Deficit Spending Reductions to 2019-2020 Adopted Budget

## Youth & Family Services Fund

Proposed Deficit Spending Reductions by Department	2019			2020		
	Expenditure Reductions	Revenue Reductions	New Revenues	Expenditure Reductions	Revenue Reductions	New Revenues
<b>Youth &amp; Family Services</b>						
Increase community-based counseling fees in 2020						15,000
Institute school counseling fees at IMS & MIHS in 2020						54,000
Institute school counseling fees at elementary schools in 2020						55,000
Use "DMS" codes for insurance billing						8,000
MIYFS Foundation support increase						50,000
Reclassify Administrative Coordinator to Administrative Assistant and reduce from 1.0 FTE to 0.5 FTE				(66,352)		
Eliminate pay-for-performance in 2020				(63,834)		
Eliminate General Fund support of YFS in 2020					(309,000)	
<b>Total Youth &amp; Family Services Fund</b>	-	-	-	<b>(130,186)</b>	<b>(309,000)</b>	<b>182,000</b>

### Other resource options include:

- 1) Use Youth Services Endowment Fund balance as a temporary funding bridge (\$313K).

Total deficit spending reductions in 2019	-
Total deficit spending reductions in 2020	(3,186)
<b>Total deficit spending reductions in 2019-2020</b>	<b>(3,186)</b>
Total FTE reductions	(0.50)

## Council Approved Net Service Reductions by Fund 2019-2020 Final Budget

### Summary

Fund	2019	2020	Total
<b>General Fund:</b>			
Total Service Reductions	-\$459,465	-\$734,042	-\$1,193,507
Plus Police Public Records Support (0.5 FTE)	\$61,572	\$64,058	\$125,630
<b>Youth &amp; Family Services Fund:</b>			
Total Service Reductions	-\$154,005	-\$280,812	-\$434,817
Plus Reduction in Annual Funding from General Fund for YFS Dept	\$46,000	\$91,000	\$137,000
<b>Net Service Reductions</b>	<b>-\$505,898</b>	<b>-\$859,796</b>	<b>-\$1,365,694</b>
<b>2019-2020 Net FTE Reductions</b>	<b>4.33*</b>	<b>1.83</b>	<b>6.16</b>

\* Includes GIS Technician (1.0 contract FTE) which is accounted for in the CIP

### General Fund

Department	2019	2020	Mandatory, Essential or Discretionary
<b>Fire:</b>			
Eliminate Deputy Fire Chief (1.0 FTE)		-\$215,030	Essential
<b>Non-Departmental:</b>			
Reduce ARCH Contributions	-\$46,000	-\$46,000	Discretionary
Reduce Annual Funding for YFS Dept (funding source for restoring Patrol Officer)	-\$46,000	-\$91,000	Discretionary
<b>Parks &amp; Recreation:</b>			
Reduce Luther Burbank Park & Groveland Beach Lifeguards	-\$46,000	-\$46,000	Discretionary
Reduce MICEC Customer Service/Operating Hours (net of MICEC rental fee loss)	-\$34,332	-\$42,350	Discretionary
Reduce Annual Funding for MICEC Technology and Equipment	-\$22,000	-\$22,000	Discretionary
Eliminate Special Events Coordinator (1.0 FTE), Special Events, & Town Center Holiday Lights	-\$133,536	-\$137,705	Discretionary
Eliminate Recreation Specialist (1.0 FTE, funding source for restoring Patrol Officer)	-\$81,597	-\$83,957	Discretionary
<b>Public Works:</b>			
Reduce Town Center Beautification and Farmers Market Support	-\$50,000	-\$50,000	Discretionary
<b>Total Service Reductions</b>	<b>-\$459,465</b>	<b>-\$734,042</b>	
Plus Police Public Records Support (0.5 FTE)	\$61,572	\$64,058	Mandatory
<b>Net Service Reductions</b>	<b>-\$397,893</b>	<b>-\$669,984</b>	

### Youth & Family Services Fund

Department	2019	2020	Mandatory, Essential or Discretionary
<b>Youth &amp; Family Services:</b>			
Reduce Geriatric Specialist by 0.50 FTE (net of Foundation donation reduction)	-\$47,799	-\$49,162	Discretionary
Reduce Administrative Support by 0.50 FTE (net of Foundation donation reduction)	-\$29,628	-\$30,498	Discretionary
Reduce Elementary School Counselors by 0.83 FTE in 9/2019-12/2019 & 0.83 FTE in 9/2020-12/2020 (net of Foundation donation reduction)	-\$30,578	-\$110,152	Discretionary
Reduce Interfund Transfer to Capital Improvement Fund for Thrift Shop Repairs (this was necessary to reduce annual funding for YFS Dept, which is noted above)	-\$46,000	-\$91,000	Discretionary
<b>Total Service Reductions</b>	<b>-\$154,005</b>	<b>-\$280,812</b>	
Plus Reduction in Annual Funding from General Fund for YFS Dept	\$46,000	\$91,000	
<b>Net Service Reductions</b>	<b>-\$108,005</b>	<b>-\$189,812</b>	





## **Parks and Recreation Department Service Level Changes Phase 1 & 2 Summary**

Given the City's projected long-term deficits and the Council's direction to reduce spending by an additional \$1.2 million in the 2019-2020 Biennial Budget, a significant portion of the reductions will come from the Parks & Recreation Department. These reductions are broken into phases. Phase 1 was announced December 18, 2018 and implemented January 1, 2019. Phase 2 is summarized on the following pages and will be implemented over the course of 2019.

### **Summary of Changes**

As compared to the 2018 adopted budget, the Phase 1 and Phase 2 changes reduce the Parks and Recreation overall budget by 9.5%. These changes are almost exclusively in the area of recreation services and events. The recreation budget, which includes the Mercer Island Community and Event Center, will be reduced by 19%. These program and service reductions are a result of the following positions being eliminated or held vacant for further evaluation:

1. Special Events Specialist (Eliminated)
2. Recreation Specialist (Eliminated)
3. Reservations Specialist (Held Vacant)

### **Reductions/Eliminations included in the 2019-2020 Approved Budget:**

- Lifeguard Program
- MICEC Customer Service/Operating Hours
- MICEC Technology and Equipment
- Special Events Specialist (1.0 FTE)
- Special Events: Movies in the Park, Spring Egg Hunt, Tree Lighting and Firehouse Munch
- Town Center Holiday Lights\*
- Recreation Specialist (1.0 FTE)

### **Additional Reductions for 2019-2020:**

- Summer Celebration
- Summer Celebration Overtime\*
- Reservation Specialist (1.0 FTE)
- MICEC Customer Service/Operating Hours
- MICEC Miscellaneous Costs
- Recreation Programs
- Special Events: Community Camp Out, Leap for Green, All Island Track Meet

<b>Reductions/Eliminations in the 2019-2020 Approved Budget</b>	<b>2019</b>	<b>2020</b>
Lifeguard Program	-\$46,000	-\$46,000
MICEC Customer Service/Operating Hours	-\$34,332	-\$42,350
MICEC Technology and Equipment	-\$22,000	-\$22,000
MICEC Miscellaneous Costs	-\$5,000	-\$8,069
Special Events Specialist/Events (1.0 FTE)	-\$104,102	-\$104,102
Town Center Holiday Lights*	-\$29,434	-\$30,905
Recreation Specialist (1.0 FTE)	-\$78,984	-\$81,274
<b>TOTAL</b>	<b>-\$319,852</b>	<b>-\$334,700</b>

<b>Additional Reductions for 2019-2020</b>	<b>2019</b>	<b>2020</b>
Summer Celebration	-\$93,500	-\$93,500
SC Overtime*	-\$23,046	-\$23,046
Reservation Specialist (1.0 FTE)	-\$77,793	-\$80,050
MICEC Customer Service/Operating Hours	-\$24,668	-\$13,719
Special Events	-\$7,025	-\$7,025
<b>TOTAL</b>	<b>-\$226,032</b>	<b>-\$217,340</b>

<b>TOTAL REDUCTIONS</b>	<b>-\$545,884</b>	<b>-\$552,040</b>
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<b>TOTAL 2019-2020 BIENNIUM REDUCTIONS</b>	<b>\$1,097,924</b>
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\*Parks Maintenance Budget

The Parks and Recreation Department, in coordination with the City Manager's Office, is continuing to evaluate operations and identify additional opportunities for efficiencies. This work is part of the long-term fiscal sustainability planning effort and will be ongoing in 2019 and beyond.



**Parks and Recreation Department**  
**Service Level Changes – Phase 1**  
**(Reductions of ~~-\$442,000~~~\$770,443)**  
**Effective January 1, 2019**

The Phase 1 Parks and Recreation budget reductions were included in the adopted 2019-20 biennial budget. The reductions were implemented on January 1, 2019 and are further described below.

**Service Level Changes for the Mercer Island Community & Event Center (MICEC)**

The Parks & Recreation Department originally proposed to reduce operating hours for the MICEC in 2020 through a service reduction proposal. With three (3) vacant FTE positions in the Department and the need to reduce an additional \$1.2 million over the biennium, the reduction in operating hours was implemented on January 1, 2019.

These operating hours reductions were based on:

1. Maximizing facility use,
2. Limiting impacts to recreation programs/rentals utilized by residents, and
3. Increasing current MICEC/Recreation staffing efficiency.

The 2018 operating hours were as follows:

**2018 Operating Hours:**

Mon.-Fri.	7am-9pm
Sat.	8am-9pm
Sun.	11am-5pm

\*Facility rentals have the option to reserve extended hours as late as 12am through an additional fee that must be paid in full prior to the rental date.

The changes and impacts, effective January 1, 2019, are as follows:

**2019-2020 Operating Hours:**

Mon.-Thurs.	8am-7pm	12 less operating hours
Fri.	8am-5pm	5 less operating hours
Sat.	8am-5pm	4 less operating hours
Sun.	Closed	6 less operating hours
TOTAL WEEKLY REDUCTION		27 less operating hours

\*Facility rentals will continue to have the option to reserve extended hours as late as 12am through an additional fee that must be paid in full prior to the rental date.

### Program/Rental/General Patron Impacts:

- Drop-in programming and customer service will follow the new operating hours.
  - Drop-in programs affected include: Fitness Room (daily), Badminton (Fri/Sat), Indoor Playground (Sun), Pickleball (Sun)
  - Day/Time change accommodation for Badminton and Pickleball will be evaluated.
- Current advertised recreation programming will continue as scheduled (in Recreation Guide) through March 2019.
- Recreation programming scheduled after April 1 will take place during the new operating hours.
  - Instructors requesting to host programs or classes outside of MICEC operating hours will be subject to an hourly staffing fee.
- Customer service support will only be available during operating hours.
  - Rentals taking place outside of operating hours will only have access to the space(s) reserved and the associated common areas.
  - Patrons that are not part of a rental group will not be permitted in the facility during private rental events.
- Rentals rates will be honored for rental reservations made prior to January 1, 2019.
- Rental reservations booked after January 1, 2019 will be subject to the extended hours fee.
- Tenants of the Annex Building will continue to have access to the MICEC main building Monday thru Friday beginning at 7am. This is necessary to meet ADA access requirements for the Annex building. MICEC custodial and/or administrative staff will coordinate this access.

### Service Impacts:

- Reduced staff availability to meet customer service related needs.
- Reduction of MICEC non-revenue generating programming: Indoor Playground, Community Coffee Hour, First Fridays with Friends, and community appreciation event(s).
- Potential for increased customer service wait times.
- Customer service priorities will be for rentals and registration-based programming.

### Financial Impacts:

- Expenditures reduction: Casual labor salaries/benefits savings of ~~\$40,000~~ \$59,000 in 2019, and ~~\$54,000~~ \$56,069 in 2020 for a total reduction of ~~\$94,000~~ \$115,069.
  - Casual labor flexibility will be prioritized to meet facility rental needs.
  - Three (3) Parks & Recreation full-time staff have relocated their workspace locations from the Luther Burbank Park Administration Building to the MICEC in order to provide facility and program coverage as a result of staff reductions.
    - § Full-time staff will continue to use flexible scheduling to meet the needs of program and rental groups.
- Expenditure reduction: MICEC Technology and Equipment Funds (Sinking Fund)  
This fund is utilized by the MICEC for CIP technology and equipment purchases such as furniture, media, and amenity upgrades utilized by patrons and facility rental groups. The General Fund's annual property tax contribution to this fund can be reduced from \$40,000 to \$18,000 beginning in 2019 with little impact to planned replacements equating to a \$44,000 reduction realized in the 2019-2020 biennium.

- [Expenditure Reduction: MICEC Miscellaneous Costs](#)  
[This reduction reflects an expenditure savings of \\$13,069. This savings is realized through efficiencies in advertising, operating supply purchasing, and a reduction to the MICEC employee training budget as a result of staffing level changes.](#)
- Revenue: As budgeted in 2018
  - Recreation instructor contracts will be restructured.
  - Rental reservations may minimally decrease, however “peak season” usage and Corporate Rate bookings will result in a revenue increase through extended hours fees and pricing, this it is anticipated the rental revenue goals will be met. Residents will continue to receive discounted rental rates.

## Service Level Changes to Senior Health Services Programs

Due to the vacant positions in the Parks & Recreation (P&R) Department, all programs, activities, and events are undergoing a performance evaluation. The Youth and Family Services (YFS) Department participated in the evaluation of the health service programs provided for senior adults. As a result of this process, the following program changes will be made:

- **Foot Care Clinic**  
 This service will no longer be offered at the MICEC or as a program of the P&R Department after February 2019. This clinic was previously offered three Tuesdays a month and was in a room that is now an office. The Clinic cannot afford the rental rate for Room 104 (the only other room in which it could be located).
  - **Action:** Staff will provide the Clinic staff with information about retirement homes and podiatrists on Mercer Island who may want to provide this service at their location. Participants will be notified immediately that the service will no longer be offered.
  - **Service Impact:** 30 clients will need to seek alternative options for this health care service.
- **Dental Hygiene Clinic**  
 This service will no longer be offered at the MICEC or as a program of the P&R Department. Only one person used this service in 2018.
  - **Action:** This program was previously eliminated in 2018 and will not be reinstated.
  - **Service Impact:** One client will need to seek alternative dental care and has been notified.
- **Meals on Wheels**  
 Sound Generations in Seattle will be taking over operation of this program. Meals will no longer be delivered to MICEC and staff will not be responsible for coordinating volunteer drivers.
  - **Action:** Staff will work with Meals on Wheels and Sound Generations to notify participants and volunteer drivers of the change.

- **Service Impact:** Participants will still receive meals; however, meals will likely be delivered on a different schedule.
- **Senior Transportation**  
The ongoing challenge related to the senior transportation program is a lack of reliable and available volunteer drivers. Staff are often pulled away from their work to drive the bus to transport participants when a volunteer is not available or needs to cancel.
- Senior Social Transportation: Approximately 6 to 8 participants are transported to MICEC every Tuesday and Thursday for the Senior Social Program. Transportation is not provided for the Wednesday sessions of Senior Social.
  - **Action:** Staff will continue to provide transportation for the Senior Social Program while evaluating alternative and more cost-effective service delivery options.
  - **Service Impact:** None, participants will still receive transportation.
- Grocery Shopping Transportation: Participants are transported to the grocery store and are assisted by volunteers with shopping and unloading groceries when they return home.
  - **Action:** This transportation service will no longer be offered by the City. Participants will be notified and made aware of KC Metro/Access transportation options.
  - **Service Impact:** Approximately five participants will need to seek alternative transportation for grocery shopping.
- Bridge Transportation: Participants are transported to MICEC every Wednesday to play bridge.
  - **Action:** This transportation service will no longer be offered by the City. Participants will be notified.
  - **Service Impact:** Approximately three participants will need to seek alternative transportation options, which will hopefully be address by carpooling amongst the bridge players.
- **Caregivers Support**  
YFS staff will coordinate this program, which services approximately four to six participants. The support group will continue to be held in the MICEC Board Room. YFS staff will be the contact for participants.
  - **Action:** YFS will assume program coordination.
  - **Service Impact:** None
- **Parkinson's Disease Support**  
YFS staff will coordinate this program with community volunteer Debbie Hanson. The program, which serves a range of anywhere from one to six participants, will continue to be held at the MICEC in a meeting room once a month. YFS will coordinate this transition with P&R staff. The community volunteer will serve as the contact for participants.

- **Action:** YFS will assume program coordination. P&R will waive the room rental, set-up, and take down fees and YFS will seek donations and funding to support this program.
- **Service Impact:** None

#### Financial Impacts:

- Expenditure reductions: Includes staff salaries and benefits for three full-time staff positions, that are not being filled at a savings of ~~\$255,819~~ \$250,879 in 2019 and \$255,426 in 2020.

## Service Level Changes to Lifeguard Program

This service reduction will eliminate lifeguards at Luther Burbank Park and Groveland Beach beginning with the 2019 summer season. The removal of lifeguards will significantly impact residents (and non-residents) that use Luther Burbank Park during the summer months, since this is currently the only outdoor public beach on Mercer Island with lifeguards on duty. The City's insurer, WCIA, requires that staff prepare for this change with adequate notification and signage.

#### Service Impacts:

For many parents/guardians, this will eliminate an open water swimming option for their families, particularly families with young children or people caring for special needs individuals. This will also eliminate a swimming option for the City of Mercer Island hosted summer camps, which are revenue generating programs. Due to liability, campers cannot swim in unguarded areas. The outdoor swimming option for the summer camps has been a popular program draw.

The lifeguards at Luther Burbank serve a key secondary role of beach/park managers, which helps with crowd control and overall park safety during the summer months. Without staff on duty, park complaints and user conflicts will likely increase. Although Groveland Beach was traditionally staffed with lifeguards during the summer, this beach has been without guards since 2015. The permanent loss of lifeguards at this facility will impact Mercer Island residents, as they are the primary users of this facility. Due to the competitive hiring market, however, staff anticipated some challenges attracting enough qualified candidates to staff both beaches in 2019.

#### Financial Impacts:

- Expenditure reductions: Casual labor salaries/benefits savings of \$46,000 in 2019, and \$46,000 in 2020 for a total savings of \$92,000.



## **Parks and Recreation Department Service Level Changes – Phase 2 (Reductions of ~\$327,481) Effective January 16, 2019**

The Phase 2 Parks and Recreation budget reductions are a result of the council directive to reduce the 2019-20 budget by an additional \$1.2 million. These reductions will be implemented in 2019.

### **Service Level Changes to Special Events**

A number of additional special event reductions are required to meet the \$1.2 million additional budget reduction. These reductions are further summarized below and are based on the following:

1. The elimination of event coordinating staff;
2. The need to reduce operating costs; and
3. Prioritizing Department resources to serve the greatest number of people, sustaining ongoing programs (as opposed to one-time events), and continued maintenance of parks and open space infrastructure.

### **Special Event Reductions and Eliminations**

#### **Summer Celebration (SC!)**

This annual festival which includes craft vendors, food trucks, amusement rides, musical performances, a parade, and a fireworks show is coordinated by the Special Event Specialist (vacant) and the Recreation Specialist (vacant), with significant support from the entire Parks and Recreation Department as well as all other City departments. Over 1,400 hours of City staff time is required for the event weekend, at a labor cost of approximately \$42,000 annually. This does not take into account the number of staff hours that go into planning the event, which is significant and occurs over the course of an entire year.

- **Action:** Eliminate Summer Celebration from the 2019-20 event offerings; immediately inform vendors, contractors, volunteers, staff and the general public. Cancellation of this event will allow other functions to take place on this weekend (field rentals, MICEC rentals, and recreation program fees), many of which will result in additional revenue to the Department.
- **User Impact:** For many residents Summer Celebration has been an annual tradition that has brought the community together. Many will be very disappointed by this reduction.
- **P&R Only - Biennium Financial Impact:** \$233,092 Expenditure / \$50,000 Revenue, which is not reflective of all of the staff time required to produce this event.

#### **Town Center Holiday Lights and Tree Lighting/Firehouse Munch:**

Traditionally, the City hires a contractor to install holiday lights at the Community Center, in Town Center, at the Luther Burbank Pergola, and in Mercerdale Park. The Tree Lighting/Firehouse Munch event is coordinated by the Recreation Specialist (vacant) and hosted by the local International



Association of Firefighters (IAFF), serving primarily Mercer Island families. Patrons gather for the tree lighting at Mercerdale Park, then proceed to the firehouse for snacks and a visit from Santa. Attendance has historically been approximately 500 people, dependent on weather.

- **Action:** Eliminate Town Center Holiday Lights installation and Tree Lighting/Firehouse Munch coordination. The Parks & Recreation Department will pursue transition of this event to interested community groups.
- **User Impact:** Minimal impact to residents if the event is transferred to a community group. Should this occur, the Parks & Recreation Department will provide limited staff support. If the event is not transferred, the event will be eliminated.
- **Biennium Financial Impact:**
  - § **Tree Lighting/Firehouse Munch:** \$1,840 expenditure / \$0 Revenue
  - § **Town Center Holiday Lights:** \$60,339 expenditure / \$0 Revenue

### **Movies in the Park**

This event is coordinated by the Special Event Specialist (vacant) and serves all audiences. Approximately 300 to 400 people attend each film hosted in Mercerdale Park. Due to previous budget challenges this event was eliminated in 2011-2014 and then reinstated.

- **Action:** Eliminate “Movies in the Park” from the 2019-20 event offerings.
- **User Impact:** Reduced opportunity for family recreational opportunities on Mercer Island.
- **Biennium Financial Impact:** \$12,300 Expenditure / \$0 Revenue

### **Community Camp Out**

This event is coordinated by the Special Events Specialist (vacant) and Recreation Specialist (vacant), with a large amount of support from the Recreation Superintendent and two (2) Recreation Coordinators. This overnight event takes place in Luther Burbank Park, where registered families and individuals camp out overnight, take part in swimming, kayaking, arts & crafts, and other outdoor activities. Registration numbers have ranged from 50 to 90 participants.

- **Action:** Eliminate “Community Camp Out” from the 2019-20 event offerings.
- **User Impact:** Reduced opportunity for family recreational opportunities on Mercer Island.
- **Biennium Financial Impact:** \$6,650 Expenditure / \$3,800 Revenue

### **Spring Egg Hunts:**

This event is coordinated by the Special Event Specialist (vacant) and the Recreation Specialist (vacant), serving both resident and non-resident youth from the Puget Sound region. Approximately 1,500 to 2,000 youth ages 1-12 years old take part in the Spring Egg Hunts.

- **Action:** Eliminate “Spring Egg Hunt” coordination. The Parks & Recreation Department will pursue transition of this event to interested community groups.
- **User Impact:** Minimal impact to residents if the event is transferred to a community group. Should this occur, the Parks & Recreation Department will provide limited staff support. If the event is not transferred, the event will be eliminated.
- **Biennium Financial Impact:** \$5,860 Expenditure / Up to \$1,500 Revenue (donations)

### All Island Track Meet

This event is coordinated by the Recreation Specialist (vacant), serving Mercer Island School District 4th and 5th graders. Teachers from each elementary school compile team rosters. Parks & Recreation Department and City staff coordinate, implement, and officiate the event. Over 30 City staff members, across numerous departments each dedicate three (3+) hours annually to working this event.

- **Action:** The Parks & Recreation Department will pursue transition of this event to interested community groups and/or the School District.
- **User Impact:** Minimal impact to residents if the event is transferred to a community group or the School District. Should this occur, the Parks & Recreation Department will provide limited staff support. If the event is not transferred, the event will be eliminated.
- **Biennium Financial Impact:** \$5,000 expenditure / \$0 Revenue

### Leap for Green

This annual event is coordinated by the Special Event Specialist (vacant) and the Sustainability & Communications Manager, with assistance from the Recreation Specialist (vacant) and MICEC staff (reduced). Leap for Green is a free event that began in 2008 to celebrate Earth Day by promoting environmental practices and activities for kids and adults; with a primary purpose of raising awareness of local sustainability resources.

- **Action:** Eliminate Leap for Green event from 2019-20 event offerings; inform contractors, allow for MICEC facility rentals on this date.
- **User Impact:** Elimination will affect families who attend the event and reduce education and outreach in the area of green practices and sustainability.
- **Biennium Financial Impact:** \$2,400 Expenditure / \$0 Revenue



## City of Mercer Island, WA Fiscal Sustainability Plan

### Timeline Summary:

Activity	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
Activity 1: Start Project and conduct kick-off meeting					
Activity 2 – Gather Information					
Activity 3 – Update Long-Range Forecast					
Activity 4 – Prepare Matrix of Strategies					
Activity 5 – Prepare Fiscal Stabilization Plan					
Activity 6 – Community Engagement Workshops					
Activity 7 – Support Implementation					

### Activities, Tasks and Schedule

Activity - Tasks	Deliverables	Tentative Schedule
<i>Activity 1: Start Project and conduct kick-off meeting</i>  a) Prepare project plan and schedule b) Conduct project launch meeting c) Prepare document request d) Interview Mayor and Vice-Mayor	<ul style="list-style-type: none"> <li>Project launch meeting agenda</li> <li>Work plan</li> <li>Document request</li> </ul>	<b>Early to Mid-December 2018</b>  <i>Project Launch Meeting – December 12, 2018, 2:00pm to 3:00pm</i>  <i>Interview Mayor and Vice-Mayor – December 18, 2018</i>
<i>Activity 2 – Gather Information</i>  a) Gather and review financial data b) Interview department heads and other staff c) Interview external stakeholders d) Attend City Council study session		<b>Mid-December 2018 to Early January 2019</b>  <i>Interviews: December 18, 2018</i>
<i>Activity 3 – Update Long-Range Forecast</i>  a) Review latest 6-year forecast b) Meet with finance staff to gather updated data c) Extend long-range forecast to 10 years	<ul style="list-style-type: none"> <li>Updated 10-year financial forecast</li> </ul>	<b>Mid-December 2018 to Late January 2019</b>

Activity - Tasks	Deliverables	Tentative Schedule
<b>Activity 4 – Prepare Matrix of Strategies</b>  a) Identify budget strategies and sort into categories b) Identify applicable practices in other cities c) Prepare initial matrix of strategies d) Present initial matrix to City leadership team	<ul style="list-style-type: none"> <li>Matrix of strategies (draft)</li> </ul>	<b>Mid-January to Late February 2019</b>  <i>Meeting to review matrix with project leadership team: TBD (tentative week of February 18)</i>
<b>Activity 5 – Prepare Fiscal Stabilization Plan</b>  a) Develop draft memorandum b) Present draft memorandum to city leadership team c) Revise draft based on feedback d) Meet with employee groups e) Present draft fiscal sustainability plan to City Council f) Finalize fiscal sustainability plan	<ul style="list-style-type: none"> <li>Draft memorandum</li> <li>Draft fiscal sustainability plan</li> <li>Final presentation</li> <li>Final fiscal sustainability plan</li> </ul>	<b>Late February to Late April 2019</b>  <i>Meeting to review memorandum with staff: TBD (tentative week of March 11)</i> <i>Deliver slide deck for City Council meeting: TBD (week of April 8)</i> <i>Presentation to City Council: TBD (tentative April 16, 2019)</i> <i>Deliver final fiscal sustainability plan: April 30, 2019</i>
<b>Activity 6 – Community Engagement Workshops*</b>  a) Prepare workshop materials b) Conduct community workshop (2) c) Summarize results from community workshop	<ul style="list-style-type: none"> <li>Workshop materials</li> <li>Slide deck presentation</li> <li>Common themes and feedback from community workshop</li> </ul>	<b>Mid-March to Early April 2019</b>  <i>Community workshops: TBD (tentative week of March 25)</i>
<b>Activity 7 – Support Implementation</b>  a) Prepare draft implementation action plan for fiscal sustainability plan b) Present implementation action plan to City leadership team c) Finalize implementation action plan	<ul style="list-style-type: none"> <li>Draft implementation action plan</li> </ul>	<b>Mid- to Late April 2019</b>  <i>Draft IAP: TBD</i> <i>Meeting to review draft IAP with staff: TBD (tentative week of April 25)</i>

\*Activities 5 (Prepare Fiscal Sustainability Plan) and 6 (Community Engagement Workshops) will be carried out concurrently.



## List of Project Deliverables and Projected Delivery Dates

<b>Project Deliverables</b>	<b>Tentative Delivery Date</b>
<b>Project Launch Meeting Agenda</b>	December 12, 2018
<b>Project Work Plan</b>	December 12, 2018
<b>Document Request</b>	December 12, 2018
<b>Updated/extended 10-year financial forecast</b>	February 1, 2019
<b>Initial Matrix of Strategies</b>	February 18, 2019
<b>Draft Memorandum</b>	March 8, 2019
<b>Draft Fiscal Sustainability Plan</b>	March 23, 2019
<b>Community Engagement workshop materials and slide deck</b>	March 21, 2019
<b>Community Engagement Workshop</b>	Week of March 25, 2019
<b>Common themes and feedback from Community Engagement Workshop</b>	April 5, 2019
<b>Slide deck for City Council Presentation</b>	April 10, 2019
<b>Presentation to City Council</b>	April 16, 2019
<b>Draft Implementation Action Plan</b>	April 22, 2019
<b>Final Fiscal Sustainability Plan</b>	April 30, 2019



**Mental Health Funding Summit | Collaborative Stakeholder Meeting Notes**  
**December 4, 2018**

**Participants:**

Donna Colosky, MISD Superintendent; Fred Rundle, MISD Assistant Superintendent; Ralph Jorgenson, MISD School Board; Tracy Drinkwater, MISD School Board; Penny Yantis MISF Director; Fatema Burkey, MISF Co-President; Melissa Nehar, PTA Advocacy; Kathy McDonald, Citizen; Tom Acker, Citizen; Bharat Shyam, Citizen; Debbie Bertlin, Mayor, City Council; Chip Corder, City of Mercer Island, Finance Director; Cindy Goodwin, MIYFS Director; Jody Kris, MIYFS Foundation President; Pam Hinnen, MIYFS Foundation Immediate Past President; Sari Weiss, MIYFS Development Officer

**Welcome: Jody Kris**

Stated goal of meeting is to build a coalition to discuss potential short term “stop gap” and long-term sustainable funding options/ideas to reinstate reduced MIYFS services (ie MIYFS School Based and Geriatric Counselors). The MIYFS Foundation hopes to use this collective body to gather information and propose solutions based on broad community input as well as leverage messaging opportunities to educate the community about the service and financing needs at MIYFS to enable continuity of services the community values.

**Background concerning MIYFS school counselors: Cindy Goodwin**

- Explained service delivery model and best practices for School Based Counselors. Youth are 21 times more likely to seek help when counselors are in the schools.
- Explained historical funding partnership of school-based counselors with MISD, leading to a flat \$60,000 contribution from MISD beginning in 2009 and thereafter; the MIYFS budget revenue funds the remaining school counselor costs – including all inflationary growth – using combined revenue from the City General Fund; Thrift Shop profits and MIYFS Foundation donations.
- Explained the funding and revenue streams to support MIYFS. City General Fund portion directly paying for YFS programs (apart from Thrift Shop) fluctuated between 13-28% of the budget between 2014-17. In 2018, it provided 34% of the program budget, almost half of its contribution covered by surplus funds that are no longer available. Going forward, without additional taxpayer funding, its contribution will fall below the \$400,000 it committed at a flat rate starting in 2015.
- Current trend: MIYFS Foundation and Thrift Shop have experienced growth in contributions; MIYFS Dept continually builds partnerships to seek funding (grants) opportunities where and when possible.

**MIYFS 2018 budgeted Funding Streams - prepared summer 2018 (actuals at year end may be revised)**

\$743,886 from City of MI (34%)

\$857,876 from Thrift Shop proceeds (39%)

\$373,836 from MIYFS Foundation/private donations directly to City (17%)

\$98,000 from Grants (4%)

\$132,000 from Fee for Service, including VOICE/SVP (6%)

**School-Based Counselor Model Discussion:**

Access:

Melissa Nehar: Commented that school counselors are a critical point of entry/access for seeking help, and recognized that not all children have parents or families supportive or positioned to seek or assist in care. Tom Acker supported this model and added that affluence doesn't protect from suicide, depression, etc.

## Education Campaign

Need to educate community that MIYFS mental health resources are a community asset, not just a resource in schools. To do so, need a broad campaign to explain services, evidence based support for services and community reach; how they are funded, what limitations on funding exist (i.e. McLeary), why healthy kids are important to everyone in the community, and what other MIYFS health services support all Islanders, regardless of age, that may be less visible but are critical supports to the success of the school counselor program in ensuring a healthy family environment. This campaign should be consistent and shared across the stakeholder groups to avoid factual errors or mixed messaging.

## Insurance Direct Billing/Reimbursement:

Cindy Goodwin: MIYFS school-based counselors do not diagnose developmental and situational mental health issues; and delivery model in schools is based principally on a healthy environment model not on a one on one clinical counseling model. Youth usually outgrow situational depression/anxiety and other disorders and could be limited in opportunities later in life if disclosure of past medical conditions is required.

Reimbursement is an option for those seeing outpatient counselors in Luther Burbank, though MIYFS does not provide itemized invoicing to clients, but will provide billing codes if requested to seek out of pocket reimbursement. MIYFS is open to studying the cost and feasibility of undertaking direct medical billing, emphasizing that they do not have current administrative time or expertise to do so, and that clinicians will also have to budget time to support the billing process. This group proposed studying cost and time necessary to add this service and its impact on delivery of core counseling services.

Ralph Jorgenson: Appreciated Cindy's remarks and requested a unified public response to the question of why MIYFS cannot/should not bill insurance for school-based services.

## **Grant/Other Funding Sources:**

Ralph Jorgenson: suggested that any funding provided through a public levy should be premised on commitments built into the levy itself for the MIYFS Department to seek or assist in seeking public funding through grants, particularly the Best Starts for Kids program. His conversations and others reported to him suggest that BSK is a viable funding source for at least a portion of counselor services and should be tapped. General consensus that this should be explored by MIYFS and MISD jointly.

Bharat Shyam: suggested MIYFS work with large employers (Amazon) to ask them to provide medical reimbursement for mental health services.

Melissa Nehar: raised parental accessibility issue. Bharat Shyam echoed this sentiment.

## **Eastside Equity: Debbie Bertlin**

Look at efficiencies/model today; position ourselves today to capture state level legislative wins that could bring funding for mental health services to the island in the long run. State legislative initiatives ongoing – not likely to bear fruit for 6-10 years. Need better planning and coordination between King County and state legislative efforts to avoid lost opportunities for King County to receive statewide benefits (i.e. KC funding mailed ballots before state funded mailed ballots)

## **BRAINSTORM – All Funding Option Ideas on the Table:**

- Ralph Jorgenson: Six Plus One Levy- Stand Alone School Based Counselors PLUS Geriatric Services. This is targeted, renewable and respects the taxpayer. If grants come through or state (like McCleary) gives more – City would credit back taxpayers. This would pass. Could raise \$800,000
- Tom Acker: Itemize Community Values/Priorities; seniors/students (Ralph’s idea) would pass
- Jody Kris: Prefers entire MIYFS Health Service Levy to replace general fund contribution, because the mix and urgency of needed services can change over time. To respond to the most urgent needs requires flexibility in funding. Lack of funding for non-school or non-senior based programs will reduce baseline family services for adult health or family dynamic issues that might be generating problems for the kids and that likely cannot be adequately addressed only through school counseling. Moreover, if School Counselors are funded by a public levy, Foundation fundraising growth will possibly stall or regress as the plea to fund less visible services and the administration needed to deliver those services is a harder sell.
- Debbie Bertlin: Stressed that she and the Council are not advocating any position but taking cues from the community to listen to what sort of levy the community wants and is willing to fund. Council is releasing its reinforced values based on 2004 Priorities and Funding Requirements. Failure of Prop 1 means that City funding levels are going down dramatically; nothing is sacred (school counselors, SRO, police, emergency planning (active shooter), field maintenance, pool operations)
- Bharat Shyam: Keep Levy closer to MIYFS to ensure passage. If the public has the appetite after hearing their post-Prop 1 views, he would appreciate adding a bit more to counselor funding to address youth safety issues (e.g. School Resource Officer, and initiatives to address mental health of post-high school graduates at risk)
- Tracy Drinkwater: Proposed an all-Island short-term funding initiative asking every person on the island to donate \$25 to school counselors at year end; school district has limitations to funding but MIYFS foundation could do this with access to City’s all Island address records.
- Penny Yantis: Spring Schools Foundation Fundraiser could partner with MIYFS on Stop Gap funding for school-based counselors. As a 501(c)(3), it is not subject to the same narrow restrictions as the School District and could help raise funds for these services as they are provided in schools and enhance the academic mission. It is not sustainable, but as Stop Gap it might work until a funding levy could pass. Pam Hinnen mentioned both Foundations would work together to support/assist with a coordinated message.

## **PTA Advocacy Inquiry: Melissa Nehar**

1. New Levy Inquiry
  - Cost - Debbie Bertlin stated it costs \$30-50K
  - Timing – see Data Gathering below
  - What is the scope how micro/macro? These group discussions will help shape that decision, need to bring additional people to the table
2. Who is best to put this forward – grassroots energy to initiate and take to City Council  
MISD – what is the MISD Budget and where are opportunities to support MIHS counselor initiative; need better across all platforms explaining legal and practical funding restrictions faced by the District. Also need better messaging to public to explain who funds and supervises counselor in schools’ program.
3. Follow the Social Emotional Learning at the State Level (State Legislature/PTA Priority)
4. What cuts remain possible in the City Budget?
  - a. Tom Acker: Level of Risk 1.2M became 2.4 M
  - b. Debbie Bertlin: Public iterative process begins with consultant December-March/April
  - c. 12/4 City Council may approve 2019-20 budget without additional cut details outlined



### **Building a Grass Roots Coalition:**

- Debbie Bertlin: 2<sup>nd</sup> oldest community in WA State, seniors care & vote; prevailing wage has HUGE impact on City Budget; no one on City Council want to cut counselors. Need long term sustainable solution built from community/grassroots driven effort supported by a factually scrupulous campaign
- Ralph Jorgenson: Goal is to craft levy that will obtain overwhelming consensus support, including 7-0 (or 6-1) Council Support at a minimum. Community loves MIYFS geriatric counselor; MIYFS Director should “walk back” public opposition to Counselor Only/YFS Only Levy. Cindy Goodwin countered that she does not currently oppose a targeted YFS levy, but during the Prop 1 process advocated that the success of MIYFS services depends in large part on collaboration with other City Departments – SRO, police, fire, parks – and seemed the preferable option to her at the time
- Jody Kris: A permanent solution is one that can step into the shoes of the two funding streams for MIYFS that have stalled or regressed – the General Fund contribution and a decline in the large, nonrenewable drug prevention-based grants that funded the massive decline in teen drinking. Growth in MIYFS funding has recently come through Thrift Shop proceeds and Foundation donations and will likely be the two that would shoulder the burden absent a new levy passage. Robust grant acquisition is a possible third source, albeit one potentially limited where grants are restricted based on economic demographic thresholds. Coordinated advocacy for statewide support of mental health funding is another promising, albeit distant, potential source.
- Fred Rundle: Mercer Island is a **united** City and benefits from its institutions and citizens working together.
- Tom Acker: Collectively identify and define the Roadmap (Big Hits) to taxpayers – Parks Levy, three School Levies, what levies are sunseting, which are renewing – need total landscape. Other will “spin” any message, must be articulate.
- Kathy McDonald: 30,000 ft view of why people voted No on Prop 1
  - a. Sentiment - I donate and shop at Thrift Shop, I donate to Breakfast – why is the City cutting MIYFS services?
  - b. Save Our Counselors – 600 signatures in 5 days on Change.org
  - c. Do you Agree or Disagree with City cuts decisions -166 people responded in 4 days (16% agree/84% disagree)
  - d. It’s not over yet – stressed advocacy to the City Council to rearrange priorities to preserve counselors in short term before long term solution passes. Asked council to listen to the “No Vote” side of discussion, respect the 58% and look at all long- and short-term options

### **Next Steps**

Agreed by All:

- Define the timeline to move this process forward
- Data Gathering – see attached
- Add to group – seniors; and more “No on Prop 1” (Kathy McDonald to help provide these names)
- Hold Open Meetings – Public Announcement of Meetings; allow public observation and input (CC/MISD model)
- Develop Mission
- Get consensus
- Execute



# MEMORANDUM

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*2019 City Council Planning Session*

**TO:** City Council

**FROM:** Kirsten Taylor, Senior Project Manager  
Ross Freeman, Sustainability Manager

**RE:** First/Last-Mile Review and Future Prospects

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## **COUNCIL DISCUSSION/QUESTIONS PRESENTED:**

1. What changes would need to be made for future programs?
2. What opportunities are possible in the near future? Are there other possible pilot projects the City should explore?

## **BACKGROUND:**

At the Mercer Island Park & Ride, all 447 stalls fill by 7:00am on weekdays. This results in many resident commuters who wish to use regional bus transit having to reluctantly choose Single Occupant Vehicle (SOV) travel instead. In the spring of 2018, the City set out to leverage ST Settlement Funds to improve options for access to transit, and to enhance general mobility options for residents.

After extensive research, the City identified two near-term pilot projects, funded entirely by the \$10.05 million Sound Transit [Settlement Agreement](#), which could:

- Be launched quickly and be assessed for their ability to reduce SOV usage in general,
- Demonstrate alternative transportation options,
- Free-up parking stalls,
- Improve congestion on the Island,
- Reduce rush-hour pressure on I-90, and
- Lower local greenhouse gas emissions.

## **PILOT ASSESSMENT:**

### **Sponsored Rideshare Pilot with Lyft and Uber**

The City's six-month [Rideshare Pilot](#) program wrapped up on October 31, 2018, using \$20,000 in ST funds, matched by \$20,000 from the rideshare vendors. For the first three months, rides

to and from the Mercer Island Park and Ride were offered for a subsidized fare of \$2, while in the second half of the pilot shared rides were incentivized with a cheaper fare (\$2) than solo rides (\$5) in order to help remove vehicles from the road.

The pilot delivered **5,859 rides total**, and approximately **245** users tried the service at least once with Lyft, and **686** users with Uber. See Exhibit 1 for the Rideshare Pilot Program Report.

The Pilot Project was rolled out on Earth Day 2018. The community immediately embraced the pilot, with many positive communications sent to the City expressing thanks for being innovative and testing this approach to first/last-mile solutions. There were some bumps in the rollout: Uber's geofencing needed adjustment to credit riders with starting or ending at the MI Park & Ride, while Lyft users had to enter a code (one time only) to be credited with a qualifying ride. Both issues were resolved within the first few weeks of the pilot.

Both Lyft and Uber agreed to help the City promote the pilot project at Leap For Green, Summer Celebration, and the MI Farmers Market. Flyers were posted around the City at community gathering places, and information pushed out through social media and other City communications channels. The community quickly picked up the information with over 900 unique riders between Uber and Lyft. There may have been some overlap of users who tried both rideshare companies, but many residents who shared information with staff indicated they were loyal to just one company.

#### Observations on the Rideshare Pilot:

- While some users tried both Lyft and Uber, more reported that they had a favored rideshare company that they consistently used.
- The number of rides per month varied from 843 to a high of 1,092, with an average of just under 1,000 rides per month.
- Lyft had 245 unique users and Uber had 686.
- Uber started the six-month pilot providing 70-75% of the monthly rides which was expected due to greater name recognition. However, by the end of the pilot project, Uber and Lyft were closer to 50% each on monthly rides.
- Once the flat fee increased from \$2 to \$5 for a solo ride, but remained at \$5 for a shared ride, 70% of riders (Lyft data) shifted to requesting a shared ride. Anecdotally, many of the "shared" rides ended up being solo rides.
- Anecdotal information indicated that a small, dedicated group of riders were using a high percentage of the monthly rides.
- Non-commuters enjoyed the service along with commuters. Several reported they benefited from the service but would only use rideshare occasionally.
- As anticipated, the peak usage periods were between 8am-10am and 4pm-6pm over the length of the pilot project.

As the Rideshare Pilot wrapped up, the City surveyed users on their experience with the program. Forty-three (43) respondents provided feedback (see Exhibit 2). Most respondents

were satisfied with Lyft/Uber's customer service, and over 80% had no problem getting a completed ride. When asked to consider a future subsidized rideshare program, most respondents would be willing to pay \$2-4 for a ride.

### Next Steps

Both Rideshare companies were strong partners in the Pilot Project. The steep subsidies they contributed during this time meant that they took a loss on every ride. While each company was interested in providing ongoing rideshare services to Mercer Island, neither was able to continue at the subsidized pilot rate.

Staff continues to seek partnerships for further mobility projects to get Mercer Island residents to transit without the use of single occupancy vehicles (SOVs).

### **Bikeshare Pilot with LimeBike**

The City negotiated with LimeBike to operate and maintain a fleet of 25 electric-assist rental bicycles for public use, for a 3-month [Bikeshare Pilot](#) which ended mid-October, 2018. In order to ensure some level of predictability for potential users, eight hubs were designated for daily restocking with several bicycles each. Since this market was the first time LimeBike had committed to operating in a low-density, suburban community in the region, it was unclear if the pilot would be profitable; therefore, the City agreed to share the cost of program administration and maintenance 50/50 with Limebike, using \$4,875 in Sounds Transit funds.

Over the 3-month pilot period, the program logged some notable usage, confirming community interest in this novel service. Midway through the City's pilot, a 12-month LimeBike pilot was also launched by the City of Bellevue, further enhancing the regional flow of bikes, and adding to the 4,500 units already operated by LimeBike in Seattle.

Limited access to LimeBike's backend data portal allowed staff to observe anonymized usage, and note patterns based on geography, time, day of the week, and other factors; this information should help inform future City investment in bicycle safety, signage, and infrastructure. As expected, the median ride time and distance were both quite short, underscoring that for many users, this transportation mode served a valuable first/last-mile service.

Total Number of Rides	<b>4,155</b>
Total Number of Unique Riders	<b>1,260</b>
Total Distance	<b>3,886 miles</b>
Total Ride Time	<b>71,138 mins (i.e. 1,185 hrs)</b>
Median Distance per Trip	<b>0.4 mile</b>
Median Time per Trip	<b>9 minutes</b>

The restocking hubs were placed based on anticipated patronage, user convenience, and suitable host property, and usage tended to be heaviest around these locations. However,

other less anticipated patterns also emerged: for example, bikes were frequently ridden along West Mercer Way, and even the length of Island Crest Way, but not East Mercer Way.

Other early observations from the data include the following:

- a) The number of rides peaked on sunny weekends (at 80+/day), otherwise it averaged about 35-50/weekday.
- b) The number of unique riders per day averaged about 30.
- c) The number of E-bikes on the Island ranged from about 26 to 41 per day, and almost never dropped below the 25 bikes stipulated in the City's contract.
- d) Rides per e-bike per day ranged from 1 to 2.5; this is a key measure that LimeBike uses to assess profitability (but they have not revealed their desired threshold number).
- e) About 30% of riders really made use of the program by taking at least 5 trips over the 3-month period.
- f) No injuries or accidents were reported to City staff overseeing the program or to LimeBike.

During the research phase, staff gathered lessons learned from Seattle's and Bothell's early experience with free-floating bikeshare and kept in close contact with the vendor during the pilot. This resulted in very few complaints received by the City, other than from some residents who simply did not like the idea of bikeshare or the vivid color of the bikes. There were about 15 calls or Emails to the City regarding improperly parked bikes, or bikes parked too long – these were generally removed within the expected time period by vendor crews. LimeBike tracks all service issues, mechanical problems, and complaints received via its app, email and phonebank, and reported less than three parking complaints of any kind. LimeBike considered the Mercer Island pilot a very smooth rollout and noted many friendly interactions out in the field. The City also received a number of informal phone calls expressing appreciation for trying something different.

The City conducted a post-pilot survey (see Exhibit 3) in which 50% of respondents wished to see bikeshare continue, with another 12% were undecided. Of the most common complaints, blocked driveways, or bikes left on private property, seemed to rank the highest. It should be noted that when some complaints were more thoroughly investigated, it was apparent that some residents believed the ROW shoulder in front of their house, garden, or hedge to be their own private property, when in fact it is typically public and therefore acceptable bike parking.

### Next Steps

In summary, staff consider the three-month pilot on Mercer Island a success, and believe many users were introduced to a new and convenient mode of active transportation. Based on survey results and trackable data, significant numbers of users rode bikes to and from the Park & Ride as intended, but many other destinations also became apparent, such as: errands, access to beaches and parks, and transport to school or work (including off-Island). This program aligns very well with Council's ongoing desire and stated commitment towards reducing local carbon emissions, 49% of which are due to vehicle tailpipe pollution.

LimeBike continues to operate on the Island under a City business license, and the City maintains close contact with the vendor's representatives; no complaints have been received by staff in the past few months. While the vendor has repeatedly requested permission to operate brief electric scooter pop-up events or trials, the City wishes to carefully consider its suitability for Mercer Island. Staff believes it is prudent to have Seattle or Bellevue serve as early-adopters. See Exhibit 4 for a New York Times article about the Portland, Oregon successful four-month pilot scooter program.

Recently, LimeBike's brief monopoly on regional bikeshare came to an end with approval of a second dockless E-bike pilot in Seattle operated by JUMP (owned by Uber). Staff are already in contact with JUMP to explore possible operations on Mercer Island and discuss potential best practices. To read an article regarding the benefits of making access to bikes easy and predictable, please see Outside Magazine article, Exhibit 5.

## **OTHER MOBILITY UPDATES**

**Metro Route 630 Shuttle** from Mercer Island to Seattle continues to be a popular service, exceeding King County Metro ridership goals. Currently the City supports this service with \$40,000 per year from Transportation Benefit District Funds/Street Fund, with the City of Seattle also contributing \$40,000 and Metro funding through their Innovative Mobility Program. This innovative mobility service will be considered for transfer to regular Metro service in the next year.

**Metro Route 201** service will be discontinued at the March 22, 2019 service change. These service hours will be re-assigned to provide **new Saturday service to the Metro Route 204**

**A Short-Term Parking Pilot** is being investigated for the Tully's parking lot as a temporary commuter parking site. Staff is working with Sound Transit to pursue options for managed parking at this site, including testing new parking permit technology. This would be funded with ST Settlement funds.

Sound Transit is moving forward with **Paid Permit Parking at highly-utilized ST Park & Rides**. This program is being rolled out in phases, with the Mercer Island Park & Ride being considered for Fall 2019. The program would allow no more than 50% of the stalls to be reserved between 5am-9am for permit holders, and then would be open to any user. See Exhibit 6 for program details.

Staff is reviewing the City's existing **Town Center Permit Parking Program** and will return to Council to consider extending the area requiring a permit and revisiting the very modest fee currently charged for a 2-year permit.

## **FUTURE MOBILITY PILOTS**

The City is seeking further partnerships to leverage ST settlement funds intended to provide first-last mile solutions for the community.

King County Metro staff provided a January 2018 innovative mobility update to City Council, and staff has frequent check-ins to pursue partnerships. Metro has been testing a last-mile solution provided by Chariot (a Ford company) in the Eastgate area. Unfortunately, Ford is shutting down Chariot, which will delay exploration of partnerships for a similar service with King County Metro.

## **EXHIBITS:**

1. Uber/Lyft Rideshare Pilot Data Report
2. City Survey on Rideshare Pilot (November 2018)
3. City Survey on Bikeshare Pilot (November 2018)
4. New York Times article on Portland, Oregon Scooter Pilot Project (Jan 15, 2019)
5. Outside Magazine article on New York City Bike Share Program (August 2018)
6. Sound Transit Permit Parking Program FAQ (August 2018)

# City of Mercer Island Rideshare Pilot Program Final Report

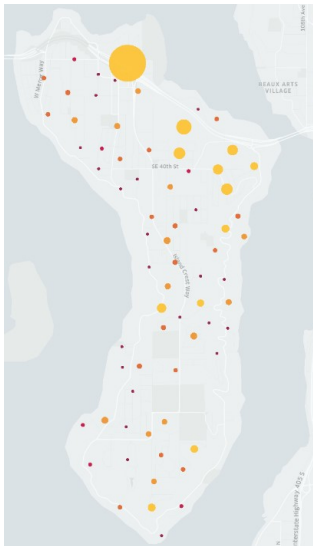
Apr—Oct 2018



## THE PROGRAM

On April 23, 2018, the City launched a pilot program to help commuters access the Mercer Island Park & Ride (8000 North Mercer Way) without the need for a personal vehicle.

For six months, the City and rideshare providers Lyft and Uber offered a highly discounted, on-demand ride for any journey starting or ending at the Mercer Island Park & Ride. The program was available 24 hours/day, Monday through Friday; rides were not allowed to leave Mercer Island. Providers Lyft and Uber offered identical promotions: the first 3 months, riders paid a flat fee of \$2 per ride and during the final 3 months riders paid a flat fee of \$2 per shared ride and \$5 per solo ride.



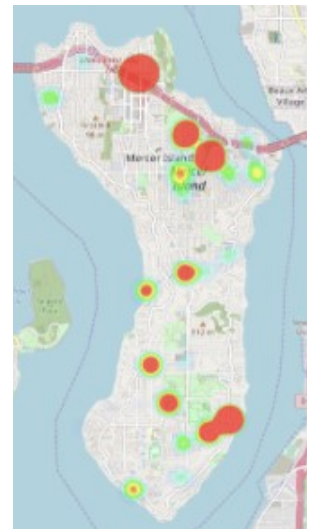
Uber drop-off map for April & May.

## THE RESULTS

Total Trips Taken:	5,859
Total Number of Unique Riders:	Lyft—245, Uber—686
Average Travel Time:	6 minutes, 22 seconds
Average Price Charged to Riders:	\$2.22*
Average Discount Amount:	\$8.12*
Portion Charged to City Per Ride:	\$4.06*

*\*Information provided by Uber only.*

Lyft and Uber provided a variety of data. Uber included the average prices charged to riders, while Lyft provided information on the shared ride portion of the program. Both included results related to the total number of trips, number of unique riders, and average travel time.



Lyft rider usage map for October.

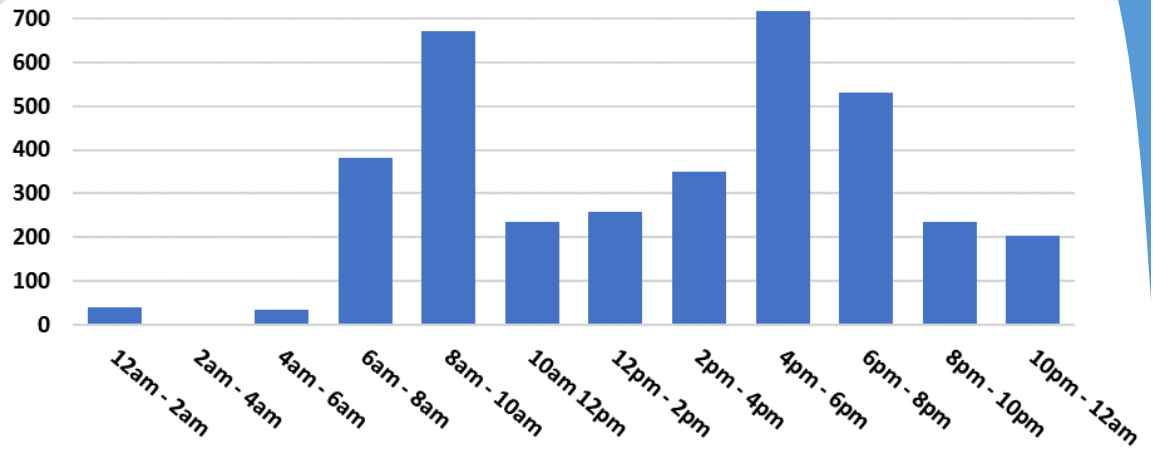


In partnership with



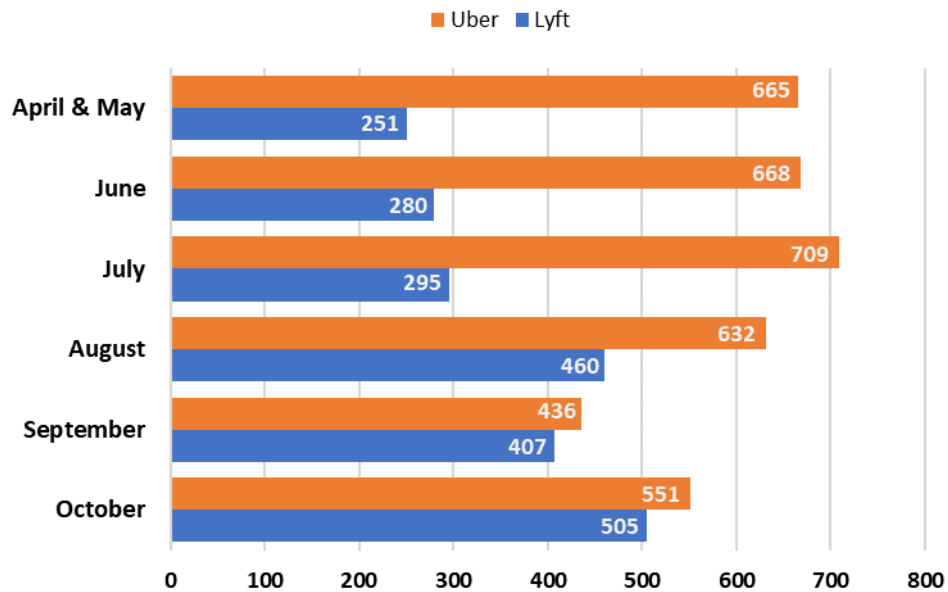


### Total Rides By Hour



Information provided by Uber only.

### Completed Rides



### Shared Rides

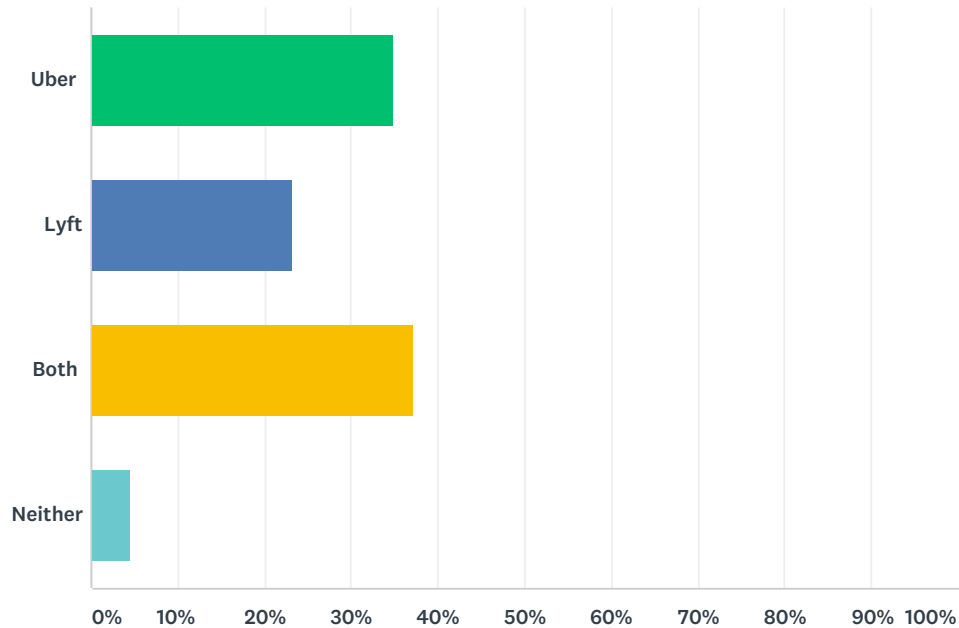
August - October

	Unique Users	Completed Rides	Travel Time
August	78	328	6.86
September	62	286	6.24
October	63	331	5.83
Total	203	945	6.24

Information provided by Lyft only.

## Q1 During the six-month pilot program (April 23-October 31) did you use:

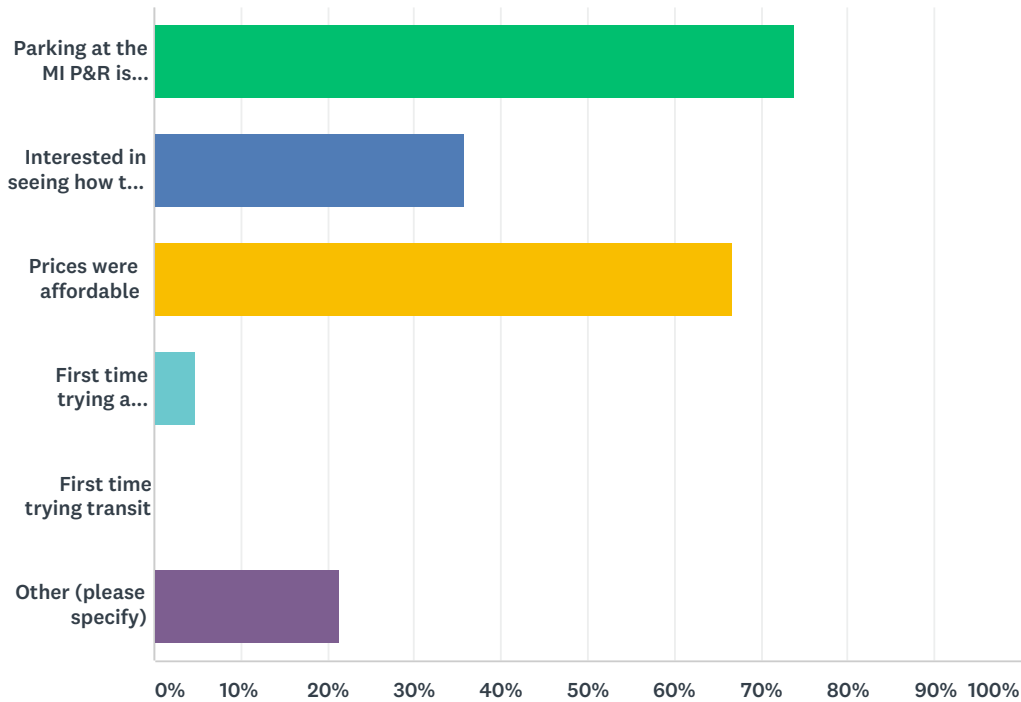
Answered: 43 Skipped: 0



ANSWER CHOICES	RESPONSES	
Uber	34.88%	15
Lyft	23.26%	10
Both	37.21%	16
Neither	4.65%	2
TOTAL		43

## Q2 Why did you participate in the rideshare pilot? (Check all that apply.)

Answered: 42 Skipped: 1

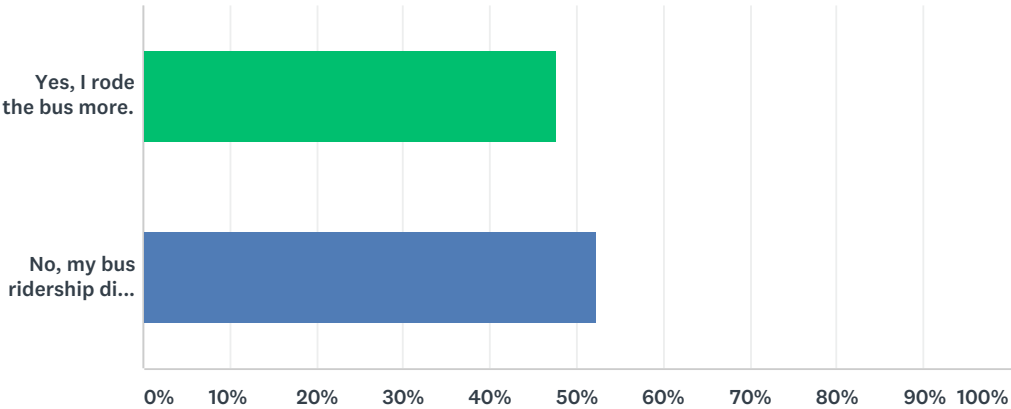


ANSWER CHOICES	RESPONSES	
Parking at the MI P&R is limited	73.81%	31
Interested in seeing how the program would work	35.71%	15
Prices were affordable	66.67%	28
First time trying a rideshare service	4.76%	2
First time trying transit	0.00%	0
Other (please specify)	21.43%	9
Total Respondents: 42		

#	OTHER (PLEASE SPECIFY)	DATE
1	Gave a car to our nanny; need to get to P&R	11/6/2018 10:24 PM
2	Was going to use it anyway	11/6/2018 8:22 PM
3	Local buses (204/630) weren't available at a convenient time.	11/6/2018 7:17 PM
4	Excellent solution to come home fro SeaTac taking public transportation	11/6/2018 5:34 PM
5	There is very limited bus service on Mercer island. This filled a real need	11/6/2018 5:19 PM
6	I did not participate	11/1/2018 7:13 AM
7	Local bus service has limited hours this allows me to work late and still take the bus. I also use for getting bags to bus stop when going to airport.	11/1/2018 5:45 AM
8	Times where my wife could not pick me up or drop me off from the P&R	10/31/2018 8:08 PM
9	stuck at MIP&R when car was locked downtown@10pm	10/31/2018 7:54 PM

Q3 Did this rideshare pilot program change your transit use?

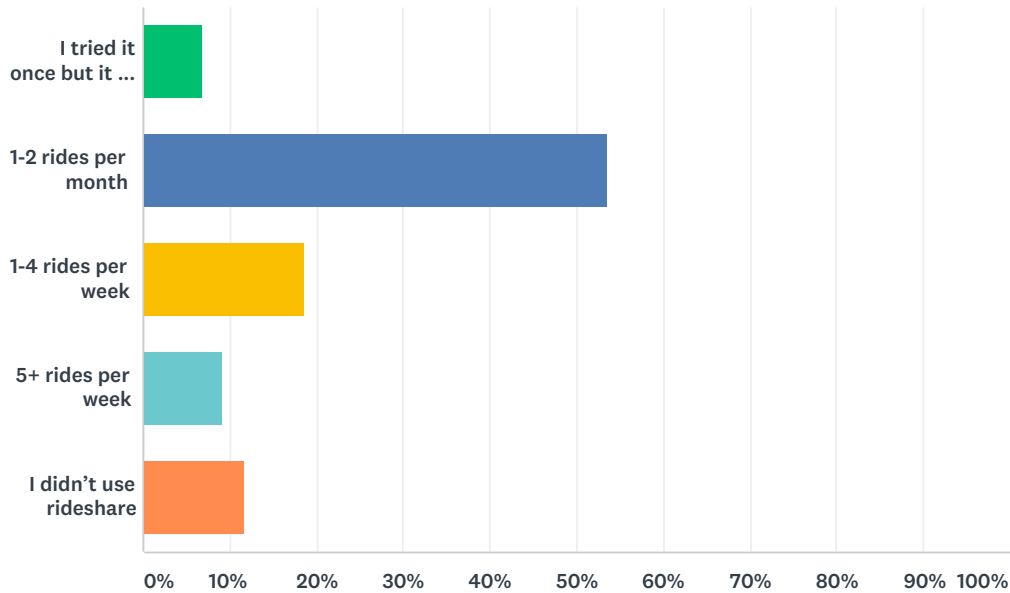
Answered: 42   Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes, I rode the bus more.	47.62%	20
No, my bus ridership did not change during this time period.	52.38%	22
TOTAL		42

## Q4 How often did you use rideshare with either Lyft/Uber?

Answered: 43 Skipped: 0

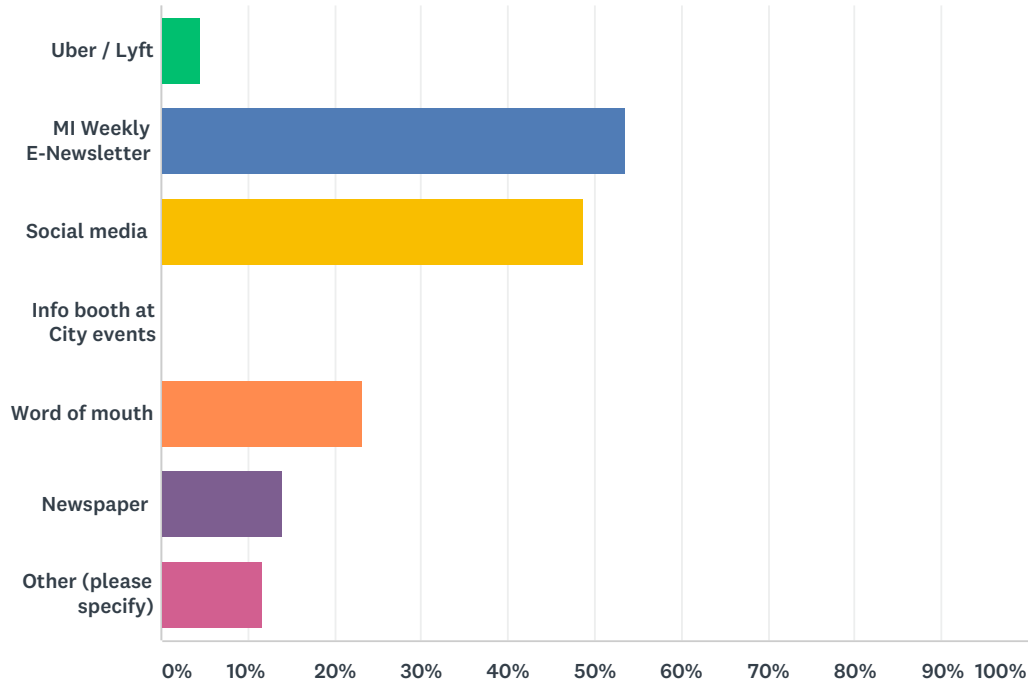


ANSWER CHOICES	RESPONSES	
I tried it once but it did not meet my needs*	6.98%	3
1-2 rides per month	53.49%	23
1-4 rides per week	18.60%	8
5+ rides per week	9.30%	4
I didn't use rideshare	11.63%	5
<b>TOTAL</b>		<b>43</b>

#	*IF YOU TRIED RIDESHARE ONCE, BUT DID NOT CONTINUE, PLEASE TELL US WHY.	DATE
1	Took too long. I definitely liked the bus much better it was cheap and more efficient	11/6/2018 11:14 PM
2	Car wouldn't start one day, asked for an Uber, and by the time it came, etc. I probably should have just walked to the local bus stop; having to pay full fare, one would probably need to give up their car if going to use daily (and apparently many do in more urban areas).	11/6/2018 8:48 PM
3	Used it twice in maybe 4 months. You don't have that category.	11/6/2018 8:22 PM
4	The prices got too expensive for SOV rides for the value, given a desire to connect to transit. SOV rides are not a problem on Mercer Island! Don't increase those rates.	11/6/2018 8:11 PM
5	Usually spouse drops off. The morning after my parking lock-in disaster, I took the bus up the island.	10/31/2018 7:54 PM
6	We used Lyft RT twice over the test period. Mid-morning and mid-afternoon to catch the 550/554 to Seattle. As retirees we don't make a lot of transit trips but loved this program for the times we could make it work.	10/31/2018 6:20 PM

## Q5 How did you learn about the pilot program?

Answered: 43 Skipped: 0

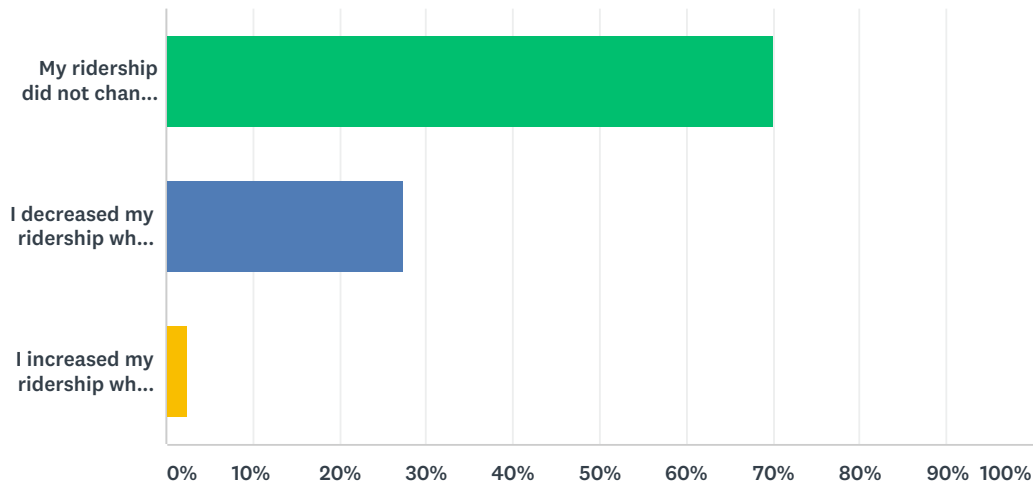


ANSWER CHOICES	RESPONSES
Uber / Lyft	4.65% 2
MI Weekly E-Newsletter	53.49% 23
Social media	48.84% 21
Info booth at City events	0.00% 0
Word of mouth	23.26% 10
Newspaper	13.95% 6
Other (please specify)	11.63% 5
Total Respondents: 43	

#	OTHER (PLEASE SPECIFY)	DATE
1	H	11/15/2018 9:25 PM
2	MI City website	11/7/2018 8:30 AM
3	City posts on ND	11/6/2018 10:24 PM
4	Next Door	11/6/2018 8:22 PM
5	MISD	11/6/2018 4:30 PM

Q6 The pilot program was designed to heavily subsidize rider use for the first three months with \$2 rides to/from the MI P&R. The second phase of the program continued the subsidy for riders willing to share a ride with UberPool or Lyft Line at \$2 per ride. Solo riders paid \$5 per ride. Did your rider patterns change from the first phase (April 22-July 31, \$2 ride) to the second phase (August 1 – October 31, \$2 shared rides, \$5 solo ride)?

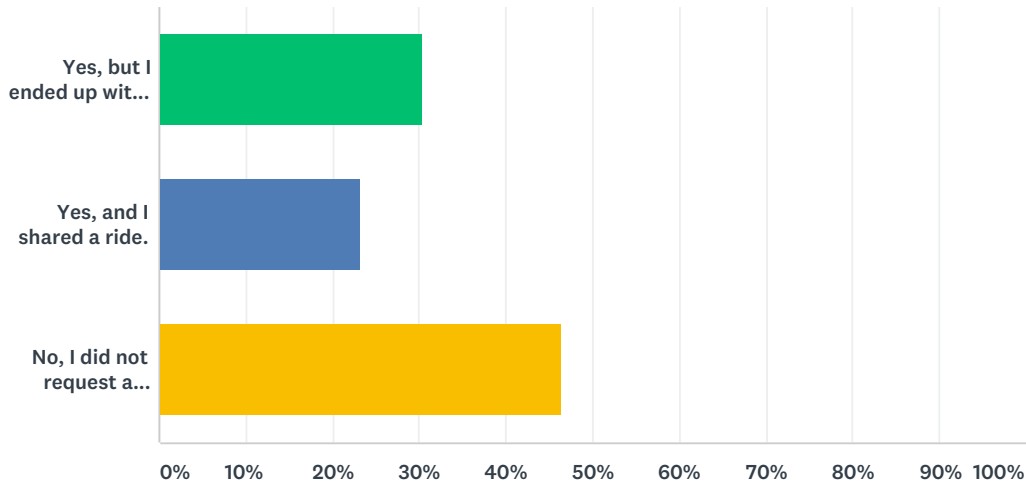
Answered: 40 Skipped: 3



ANSWER CHOICES	RESPONSES	
My ridership did not change when the subsidized fare increased for solo rides.	70.00%	28
I decreased my ridership when the subsidized fare increased for solo rides.	27.50%	11
I increased my ridership when the subsidized fare increased for solo rides.	2.50%	1
TOTAL		40

## Q7 Did you ever request a shared ride from Lyft (Lyft Line) or Uber (Uber Pool)?

Answered: 43 Skipped: 0

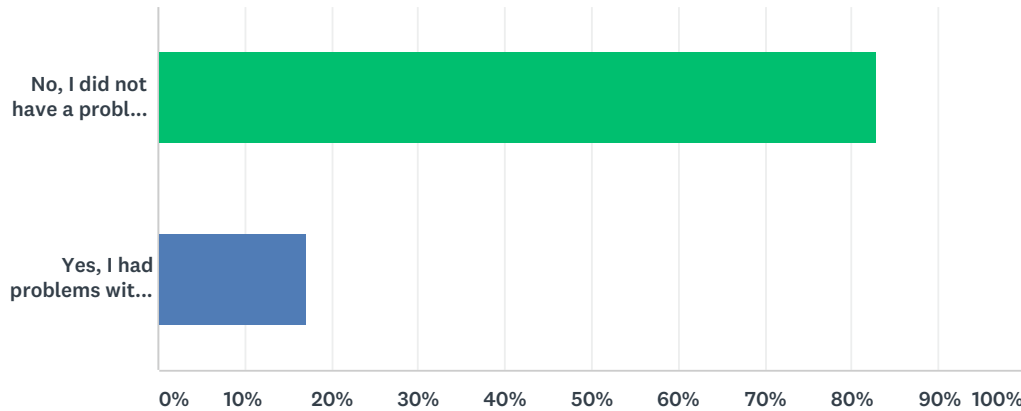


ANSWER CHOICES	RESPONSES	
Yes, but I ended up with a solo ride.	30.23%	13
Yes, and I shared a ride.	23.26%	10
No, I did not request a shared ride.	46.51%	20
TOTAL		43



## Q8 Did you have problems getting a completed ride? If yes, in what part of the Island do you live?

Answered: 41 Skipped: 2

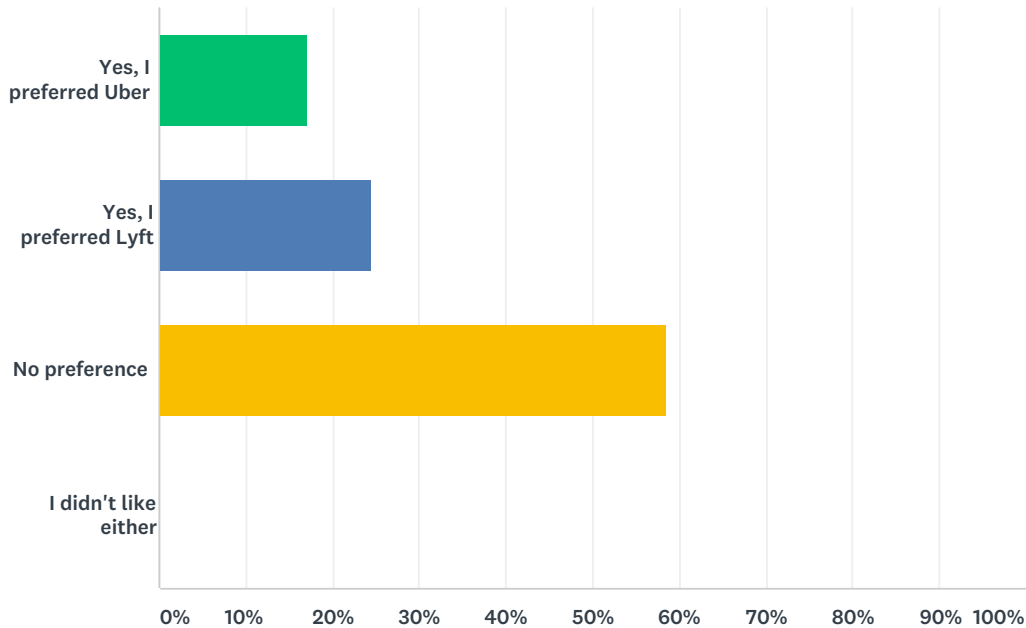


ANSWER CHOICES	RESPONSES	
No, I did not have a problem getting rides.	82.93%	34
Yes, I had problems with cancelled rides.	17.07%	7
TOTAL		41

#	IF YOU HAD PROBLEMS WITH CANCELLED RIDES, PLEASE SPECIFY IN WHAT PART OF THE ISLAND YOU LIVE.	DATE
1	it's very hard to get car services here on the south end. It takes 30 minutes in many cases.	11/7/2018 4:04 PM
2	South	11/7/2018 11:20 AM
3	North End	11/6/2018 11:14 PM
4	Not enough available drivers on or near the island, esp early in the morning.	11/6/2018 10:24 PM
5	South end	11/6/2018 9:49 PM
6	South end, west of Middle School	11/6/2018 8:11 PM
7	I didn't have problems with cancelled rides, but I could not get Uber rides after 8:30 am about 5 times when I needed one.	11/2/2018 10:32 PM
8	There is some confusion on where to get picked up. I saw my car on the other side of road but they did not acknowledge my waving or calling.	11/1/2018 5:45 AM

## Q9 Did you prefer one service company over the other?

Answered: 41   Skipped: 2

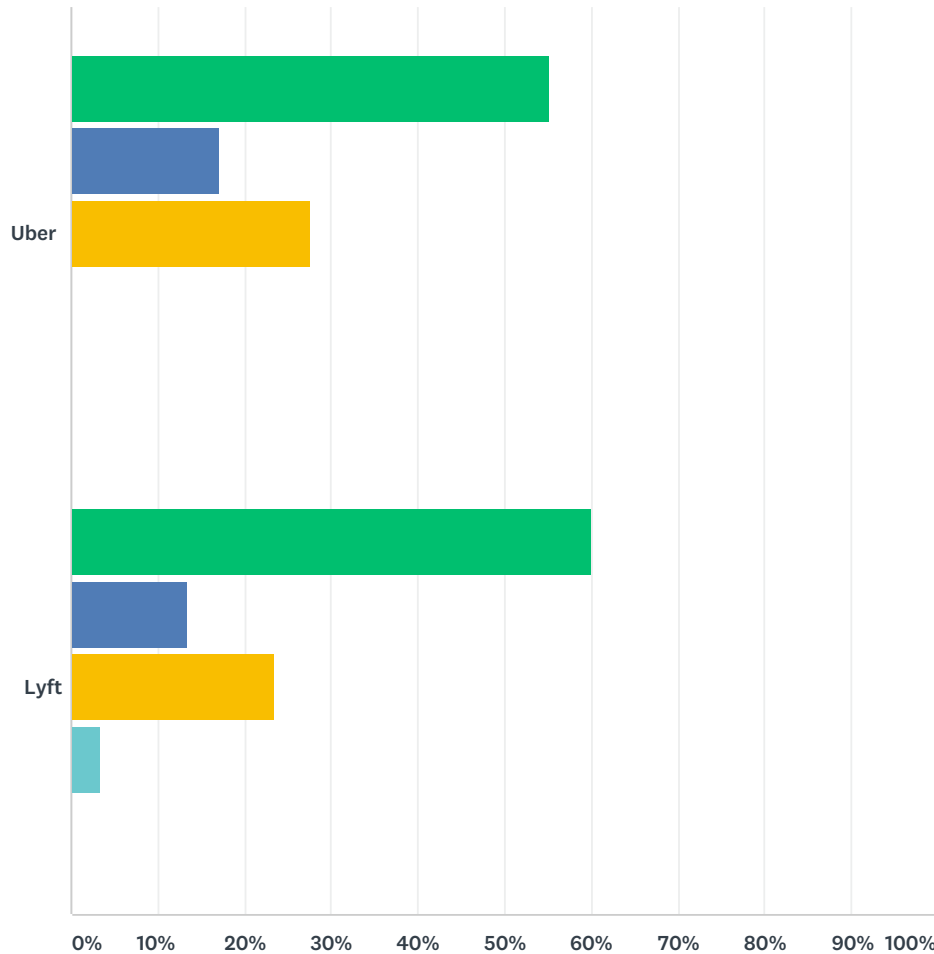


ANSWER CHOICES	RESPONSES	
Yes, I preferred Uber	17.07%	7
Yes, I preferred Lyft	24.39%	10
No preference	58.54%	24
I didn't like either	0.00%	0
TOTAL		41

#	PLEASE TELL US WHY.	DATE
1	Lyft drivers are more professional and many only drive for Lyft	11/6/2018 10:24 PM
2	I already had used Uber previously	11/6/2018 7:17 PM
3	Better company	11/6/2018 4:30 PM
4	I had the Uber app installed.	11/2/2018 10:32 PM
5	Lyft requires a special code. Was easier to use Uber with no code.	11/2/2018 11:26 AM
6	I would choose which service had the soonest available driver.	11/2/2018 4:24 AM
7	Uber has some reputation issues	11/1/2018 5:45 AM
8	Only used Lyft-based on other's preference and recommendation. Uber seems to have a PR problem and reportedly less driver satisfaction	10/31/2018 6:20 PM

## Q10 How would you rate your satisfaction with Uber/Lyft's customer service?

Answered: 38 Skipped: 5



■ Very satisfied 
 ■ Somewhat satisfied 
 ■ Neutral 
 ■ Somewhat dissatisfied 
 ■ Very dissatisfied

	VERY SATISFIED	SOMEWHAT SATISFIED	NEUTRAL	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	TOTAL
Uber	55.17% 16	17.24% 5	27.59% 8	0.00% 0	0.00% 0	29
Lyft	60.00% 18	13.33% 4	23.33% 7	3.33% 1	0.00% 0	30

## Q11 If the City were to consider future subsidized rideshare programs, what dollar range would you be willing to pay to use the service?

Answered: 39 Skipped: 4

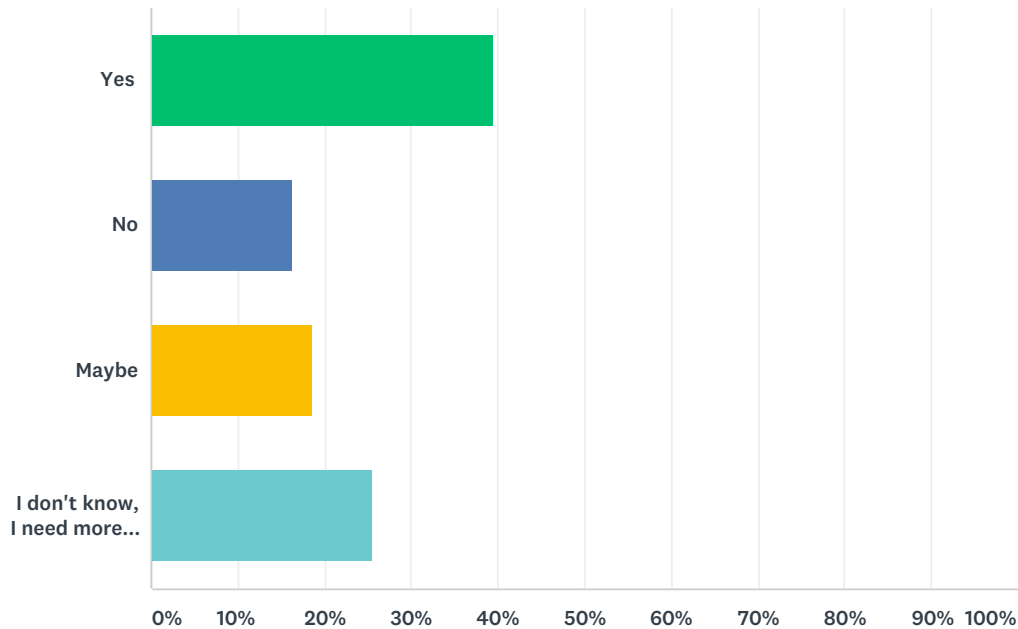
#	RESPONSES	DATE
1	\$3-4	11/17/2018 1:30 PM
2	The same as it was offered	11/15/2018 9:25 PM
3	\$5 per ride	11/11/2018 4:58 PM
4	3	11/8/2018 8:43 AM
5	None	11/7/2018 4:04 PM
6	Max \$5	11/7/2018 2:46 PM
7	2-3	11/7/2018 11:20 AM
8	\$2-\$3, otherwise combined with the bus fare, it's cheaper to drive	11/7/2018 8:30 AM
9	No more then \$4	11/6/2018 11:14 PM
10	2-5	11/6/2018 10:24 PM
11	3-4\$	11/6/2018 9:49 PM
12	Up to \$3 per ride	11/6/2018 9:43 PM
13	\$1-2	11/6/2018 8:48 PM
14	\$2, certainly no more than a transit fare!	11/6/2018 8:11 PM
15	2-5	11/6/2018 7:52 PM
16	\$2-4	11/6/2018 7:45 PM
17	I don't want the city spending money on this solution.	11/6/2018 7:17 PM
18	2 dollars max	11/6/2018 7:14 PM
19	\$5	11/6/2018 5:51 PM
20	2	11/6/2018 5:41 PM
21	Under \$5	11/6/2018 5:34 PM
22	0	11/6/2018 5:22 PM
23	Up to \$5 for a solo ride.	11/6/2018 4:50 PM
24	\$2-\$3	11/6/2018 4:38 PM
25	yes	11/6/2018 4:30 PM
26	\$2-\$5	11/5/2018 10:54 PM
27	3	11/5/2018 10:14 PM
28	0	11/5/2018 9:14 AM
29	\$2	11/2/2018 10:32 PM
30	Up to \$5 for an occasional trip. If needed it for daily use I would want it to be considered as a transfer (no charge) to/from the bus.	11/2/2018 11:26 AM
31	\$3	11/2/2018 4:24 AM
32	While I loved the \$2 price point, I am willing to pay \$5. I am an hourly wage worker so the subsidy program really helped.	11/1/2018 8:02 PM

## City Survey on Rideshare Pilot

33	0	11/1/2018 7:13 AM
34	3-5	11/1/2018 5:45 AM
35	NO CITY FUNDS!	10/31/2018 8:53 PM
36	\$5 to \$10, but only because use infrequently.	10/31/2018 8:08 PM
37	like the subsidized rideshare option; \$5 is an upper limit	10/31/2018 7:54 PM
38	the \$2 solo or shared was very reasonable.	10/31/2018 6:20 PM
39	\$3	10/31/2018 5:12 PM

**Q12 One alternative service the rideshare companies are considering is a ride hail service that takes 15 minutes or less to get to the MI P&R. Ride hail service is a shared ride picking up passengers in a small geographic area then going directly to the Park & Ride. Would you be interested in this service?**

Answered: 43 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	39.53%	17
No	16.28%	7
Maybe	18.60%	8
I don't know, I need more information	25.58%	11
TOTAL		43

#	PLEASE SHARE WHAT INFORMATION WOULD BE HELPFUL AS YOU CONSIDER USING A RIDE HAIL SERVICE.	DATE
1	I care most about reliability and quickly getting to the P&R.	11/6/2018 10:24 PM
2	Requesting a ride should be simple and easy.	11/6/2018 9:49 PM
3	What would be the maximum wait and cost	11/6/2018 8:48 PM
4	Depends what the geographic areas are. I'd likely have to walk up a big, long hill just to start and then who knows how far after, and wouldn't want to do that every day.	11/6/2018 8:22 PM
5	Where would the riders meet? Is there parking available at that origination spot? How much would this cost? How is this different than catching a local (204/630) bus?	11/6/2018 7:17 PM
6	I live in the South end. We are too far and downhill from the South end P&R , also which does not enough parking stalls as it is now. D	11/6/2018 5:34 PM

## City Survey on Rideshare Pilot

7	How long it takes to come and how consistent the timing is. My commute is currently 40 mins (driving 6 mins to park, walking 6 mins to park and ride, waiting up to 5 mins for the bus and a 12 min bus ride downtown). Adding another 15 mins waiting for a ride significantly affects the length of my commute.	11/6/2018 4:38 PM
8	hassle-factor	11/5/2018 9:14 AM
9	Would be important to have this available for midday as well as peak hour trips.	11/2/2018 11:26 AM
10	I saw the Eastside P&R Metro Chariot Shuttle - that looks like a great service.	11/2/2018 4:24 AM
11	Too complicated on a already complicated day	10/31/2018 8:53 PM
12	How far in advance do you have to plan.	10/31/2018 8:08 PM
13	express from the southend? sounds really smart. available round the clock (for when i work late downtown)	10/31/2018 7:54 PM
14	Would be nice to use the ORCA pass at a subsidized fare for a ride hail service and seamlessly transfer between modes of transit.	10/31/2018 6:20 PM

## Q13 Is there any other feedback you'd like to give us?

Answered: 18 Skipped: 25

#	RESPONSES	DATE
1	this is a great program. I hope it continues to be available.	11/11/2018 4:58 PM
2	Pay through Orca King county has a program for Eastgate that looks really good	11/7/2018 11:20 AM
3	There s/b more permit parking closer to the P&R for MI residence. There is inadequate bus service to the P&R, and it's not right that other city residence are allowed to use ALL of our commute parking.	11/7/2018 8:30 AM
4	Keep the bikes	11/6/2018 11:14 PM
5	Even \$2 rides aren't cost effective for daily commuting. Bus costs \$5.50 per day, so another \$4 + tip doubles it. I'd rather just keep getting to the park and ride at 6:30am. I only used the rideshare for non-commuting purposes.	11/6/2018 8:22 PM
6	Encourage ridership by providing a discount for rides that follow with transit buses and/or light rail.	11/6/2018 8:11 PM
7	Please get more going to get us to the bus and eventually light rail. Very challenging from southend	11/6/2018 5:51 PM
8	It was a short duration program, and the subsidized ride	11/6/2018 5:34 PM
9	More parking at the P&R. Everything else is too much work.	11/6/2018 5:22 PM
10	I think this program would be great if it could leave from both the Park and ride AND from one more location in downtown Mercer Island, allowing people to access the downtown and then complete their ride home. The Park & Ride and the downtown area of Mercer Island are quite far apart - hard to walk especially in the cooler months.	11/6/2018 5:19 PM
11	just too much trouble to use uber,lyft - easier to just get to p&r early	11/5/2018 9:14 AM
12	Appreciate the city looking at alternatives to get to the P&R. Is a Ride2 program like Metro has at Eastgate possible? That could replace bus service, especially on the southend of the island that is losing the Route 201.	11/2/2018 11:26 AM
13	This was a great trial. Please find a similar service. Thank you.	11/2/2018 4:24 AM
14	Thanks for looking at these options.	11/1/2018 8:02 PM
15	One of the Uber drives went really fast well past speed limit	11/1/2018 5:45 AM
16	Just more parking. No time for this other nonsense.	10/31/2018 8:53 PM
17	thx for creativity	10/31/2018 7:54 PM
18	For us retired seniors, this service was extremely helpful to us for transit use mid-day. It's not just daily am/pm commuters that need/appreciate this last mile access to the P & R. Cost is certainly a consideration. The subsidized rate is probably not sustainable but it sure was a great price point at \$2 solo or shared. It would be great if the 204 ran much more frequently (e.g., 3-4 xs/hour rather than once) and co-ordinated arrival/departure at the P & R with the 550/554. Many times I have seen the 204 pull out ahead of the 550's arrival thereby making it impossible to make a timely connection for the down island trip.	10/31/2018 6:20 PM



## Q14 Would you be willing to share your contact information so we may discuss this pilot with you?

Answered: 17   Skipped: 26

ANSWER CHOICES	RESPONSES	
Name	88.24%	15
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	94.12%	16
Phone Number	70.59%	12

#	NAME	DATE
1	Karina Bickel	11/17/2018 1:30 PM
2	Tracie Simpson	11/7/2018 8:30 AM
3	SCOTT O KUZNICKI	11/6/2018 8:11 PM
4	Maria Santulli	11/6/2018 7:17 PM
5	Kapil	11/6/2018 7:14 PM
6	Priyank Mundra	11/6/2018 5:41 PM
7	Veronika Feher	11/6/2018 5:34 PM
8	Nika Klinghoffer	11/6/2018 5:19 PM
9	Rick	11/6/2018 4:38 PM
10	KAREN ROSENZWEIG	11/2/2018 11:26 AM
11	Arvid Hokanson	11/2/2018 4:24 AM
12	Christine Meyers	11/1/2018 8:02 PM
13	Dan Fleming	11/1/2018 5:45 AM
14	Andy Willett	10/31/2018 8:08 PM
15	Geraldine Poor	10/31/2018 7:54 PM

#	COMPANY	DATE
	There are no responses.	

#	ADDRESS	DATE
	There are no responses.	

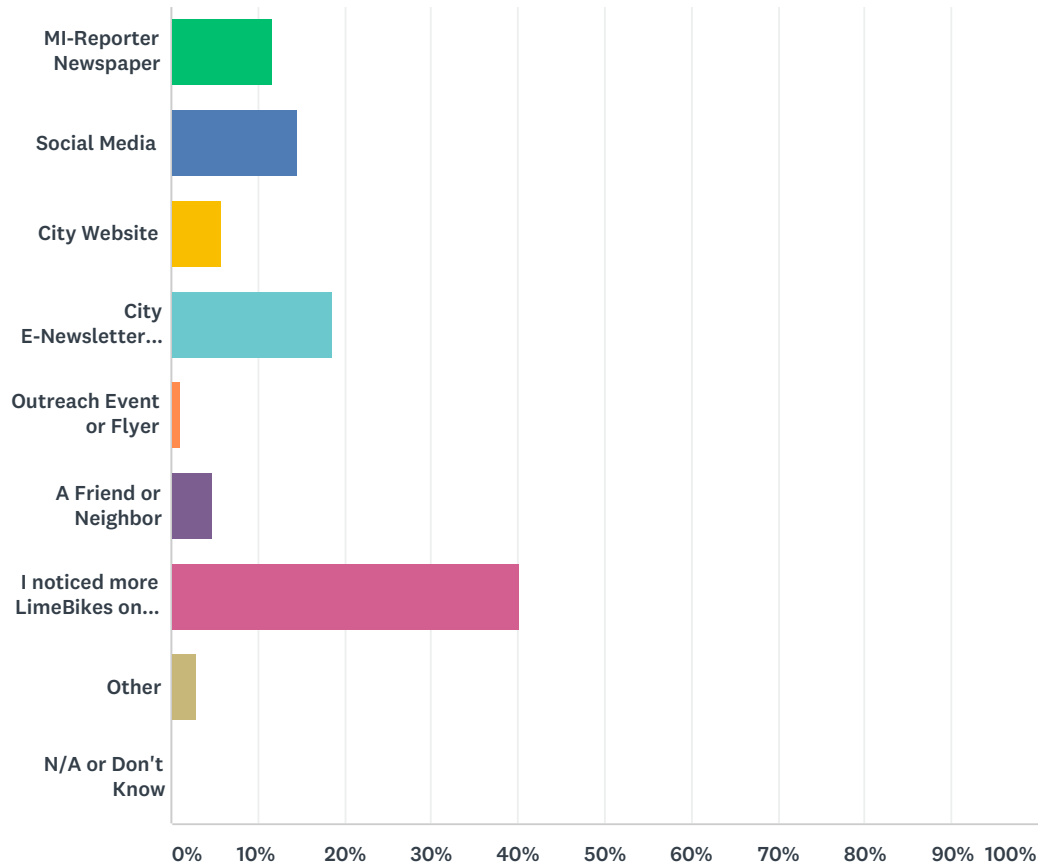
#	ADDRESS 2	DATE
	There are no responses.	

## City Survey on Rideshare Pilot

#	CITY/TOWN	DATE
	There are no responses.	
#	STATE/PROVINCE	DATE
	There are no responses.	
#	ZIP/POSTAL CODE	DATE
	There are no responses.	
#	COUNTRY	DATE
	There are no responses.	

## Q1 How did you learn about the City's Bikeshare pilot program? (Pick one)

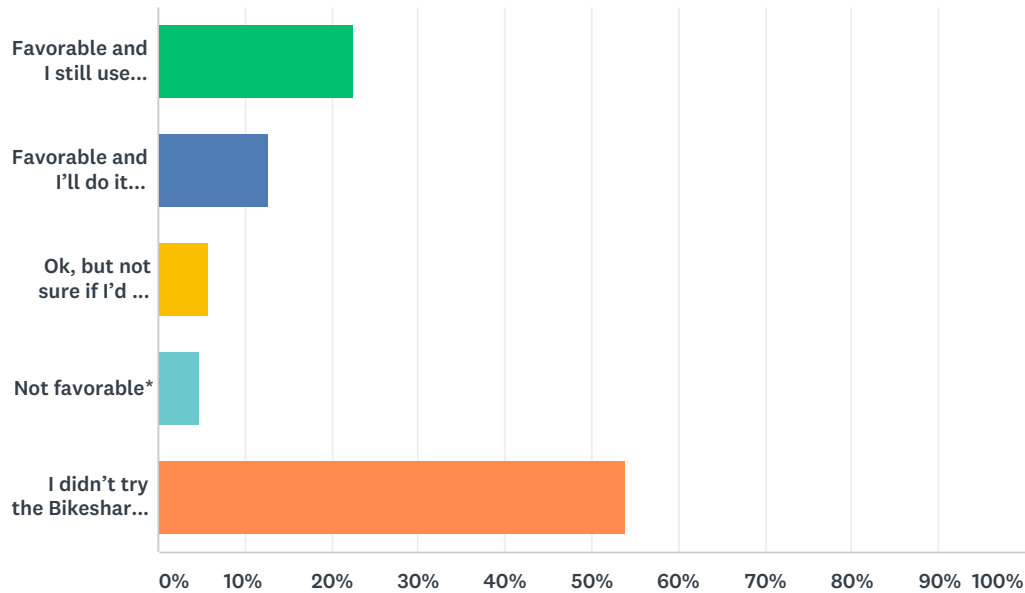
Answered: 102 Skipped: 0



ANSWER CHOICES	RESPONSES	
MI-Reporter Newspaper	11.76%	12
Social Media	14.71%	15
City Website	5.88%	6
City E-Newsletter (MI-Weekly)	18.63%	19
Outreach Event or Flyer	0.98%	1
A Friend or Neighbor	4.90%	5
I noticed more LimeBikes on the Island	40.20%	41
Other	2.94%	3
N/A or Don't Know	0.00%	0
<b>TOTAL</b>		<b>102</b>

## Q2 If you tried the Bikeshare, how was your experience?

Answered: 102 Skipped: 0



ANSWER CHOICES	RESPONSES	
Favorable and I still use them	22.55%	23
Favorable and I'll do it again someday	12.75%	13
Ok, but not sure if I'd do it again	5.88%	6
Not favorable*	4.90%	5
I didn't try the Bikeshare program	53.92%	55
<b>TOTAL</b>		<b>102</b>

#	*IF YOU ANSWERED "NOT FAVORABLE," PLEASE TELL US WHY.	DATE
1	I have my own bike I ride around the island for groceries and the like, it's nice to have more bikes out there motorists seem more aware.	11/30/2018 7:27 PM
2	I borrowed one bike for a short test ride. I found the brakes on the bike to be dangerously weak. It gave me the impression that the equipment is not safe.	11/29/2018 1:15 PM
3	Couldn't use my cc on more than 1 bike to ride with my child	11/22/2018 12:51 AM
4	I did not try it or allow my kids to try it because there are no helmets provided. This is crazy and negligent!	11/10/2018 3:00 PM
5	They are NOT properly recovered... As such, they constitute an eyesore and road / path hazard... They should NOT have been funded by public monies without a vote...	11/7/2018 10:49 PM
6	I had to move a discarded bike blocking a driveway	11/7/2018 6:04 PM
7	My 14 year old son loves them	11/7/2018 8:02 AM
8	Most of the island is too hilly and the streets too bumpy and lighting is poor	11/6/2018 4:18 PM
9	I mainly used them to get from my apartment to the bus stop quicker when I was running a bit late. I lived only .5 miles from the bus stop and did not ride the bike for longer than a couple minutes.	11/1/2018 2:10 PM
10	i'm a regular downtown, but haven't used them on MI.	10/31/2018 7:57 PM

## City Survey on Bikeshare Pilot

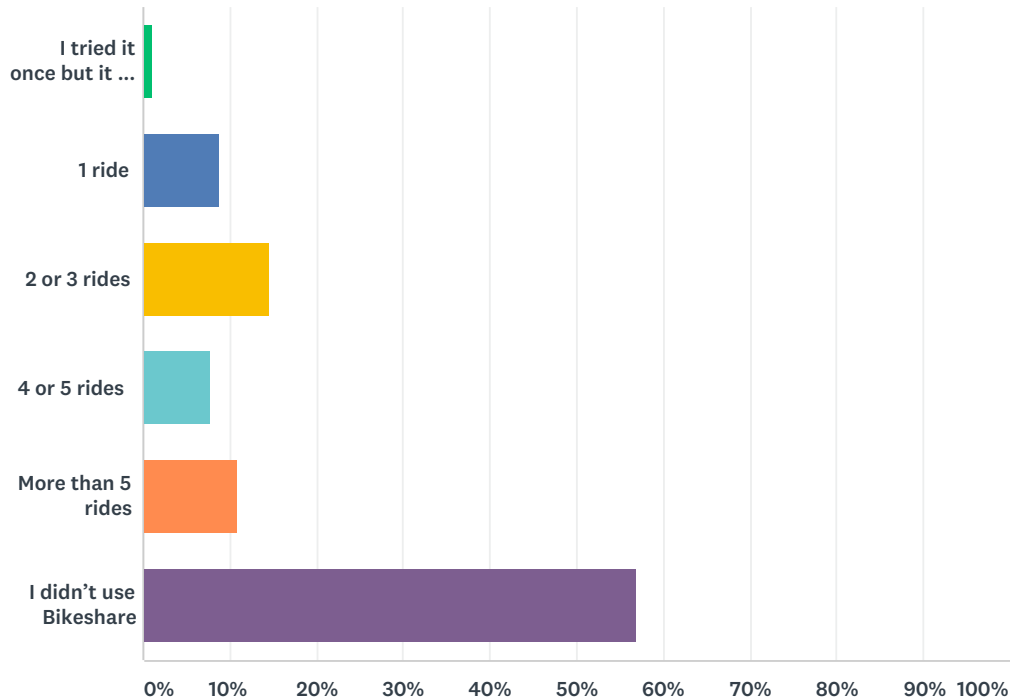
11

Too heavy. Not convenient to find.

10/31/2018 6:03 PM

### Q3 If you tried the Bikeshare Pilot, how often did you use it over the 3-month pilot period (mid-July through mid-October)?

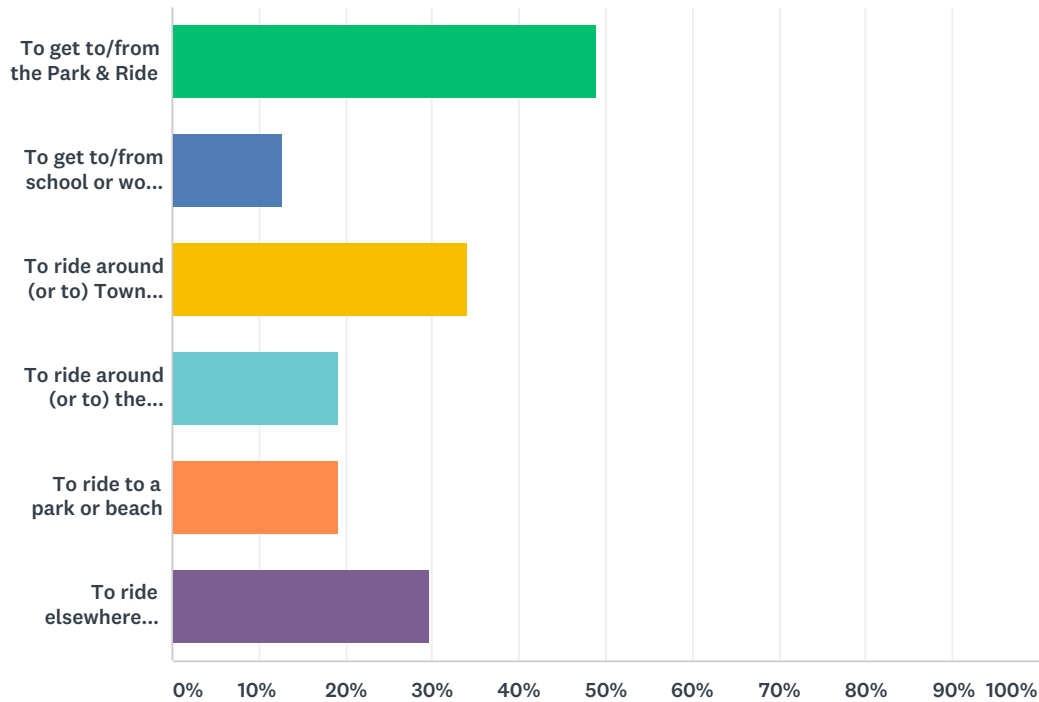
Answered: 102 Skipped: 0



ANSWER CHOICES	RESPONSES	
I tried it once but it did not meet my needs	0.98%	1
1 ride	8.82%	9
2 or 3 rides	14.71%	15
4 or 5 rides	7.84%	8
More than 5 rides	10.78%	11
I didn't use Bikeshare	56.86%	58
TOTAL		102

## Q4 If you tried Bikeshare, why did you try it? (Check all that apply)

Answered: 47 Skipped: 55



ANSWER CHOICES	RESPONSES	
To get to/from the Park & Ride	48.94%	23
To get to/from school or work (including rides that went off-Island)	12.77%	6
To ride around (or to) Town Center	34.04%	16
To ride around (or to) the South End Shopping area	19.15%	9
To ride to a park or beach	19.15%	9
To ride elsewhere (please specify below)	29.79%	14
Total Respondents: 47		

#	TO RIDE ELSEWHERE (PLEASE SPECIFY BELOW)	DATE
1	I used bike share near my office in Capitol Hill, but not yet on M.I., as I have my own road bike(s) that I ride. But, my family would use Lime Bikes in the future.	11/29/2018 4:35 PM
2	Just tried for a mile- not a viable commute option	11/22/2018 12:51 AM
3	to go around the Island. it was great	11/12/2018 4:29 PM
4	pleasure ride / commute to Seattle	11/9/2018 10:47 AM
5	Across the bridge into Bellevue and Seattle	11/8/2018 12:33 PM
6	MICC	11/7/2018 7:41 PM
7	To move the errant bike off of private property	11/7/2018 6:04 PM
8	For fun	11/7/2018 3:54 PM
9	To ride anywhere and get fun excersize	11/7/2018 10:57 AM

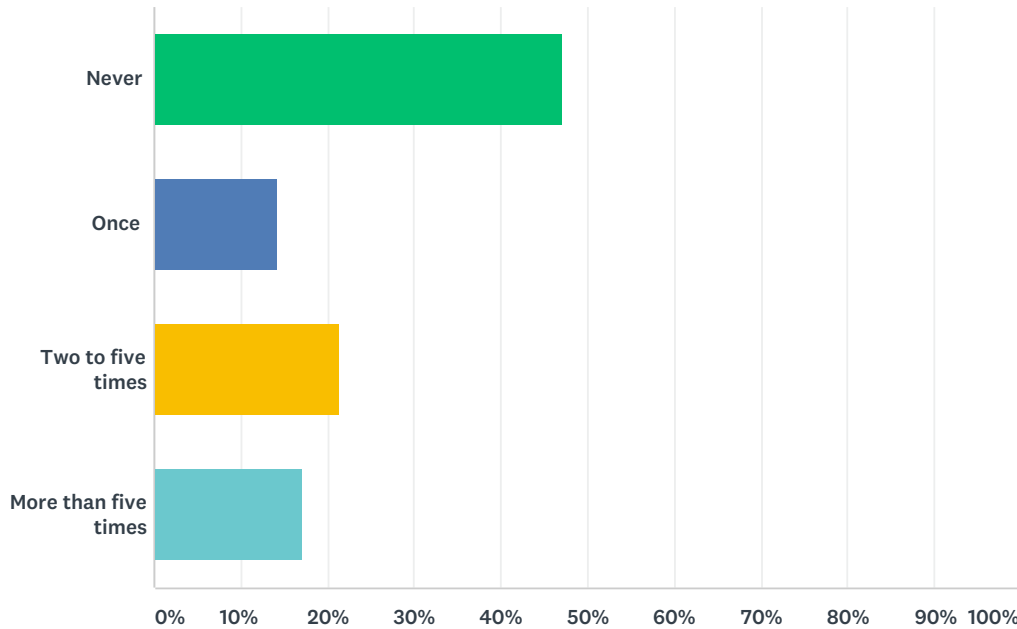
### City Survey on Bikeshare Pilot

10	To my house from friends house after riding there from park n ride	11/7/2018 5:24 AM
11	I have used LimeBike in the last 3 months, just not here.	11/6/2018 7:20 PM
12	To get home from the Roanoke	11/1/2018 2:58 PM
13	Library	11/1/2018 5:48 AM
14	to ride to friends' homes around island	10/31/2018 7:54 PM



## Q5 Please estimate how many times a Bikeshare journey replaced a journey you would have made with a car

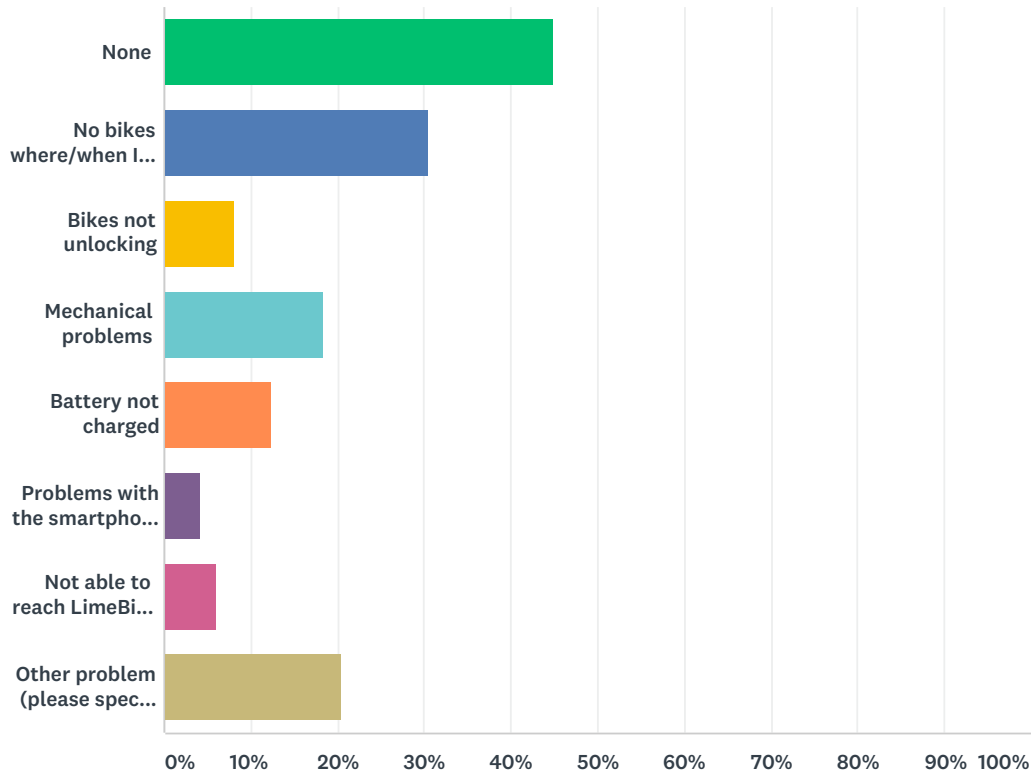
Answered: 70 Skipped: 32



ANSWER CHOICES	RESPONSES	
Never	47.14%	33
Once	14.29%	10
Two to five times	21.43%	15
More than five times	17.14%	12
TOTAL		70

## Q6 As a RIDER: what problems did you encounter using Bikeshare? (Check all that apply)

Answered: 49    Skipped: 53



ANSWER CHOICES	RESPONSES	
None	44.90%	22
No bikes where/when I needed them	30.61%	15
Bikes not unlocking	8.16%	4
Mechanical problems	18.37%	9
Battery not charged	12.24%	6
Problems with the smartphone app	4.08%	2
Not able to reach LimeBike Support	6.12%	3
Other problem (please specify below)	20.41%	10
Total Respondents: 49		

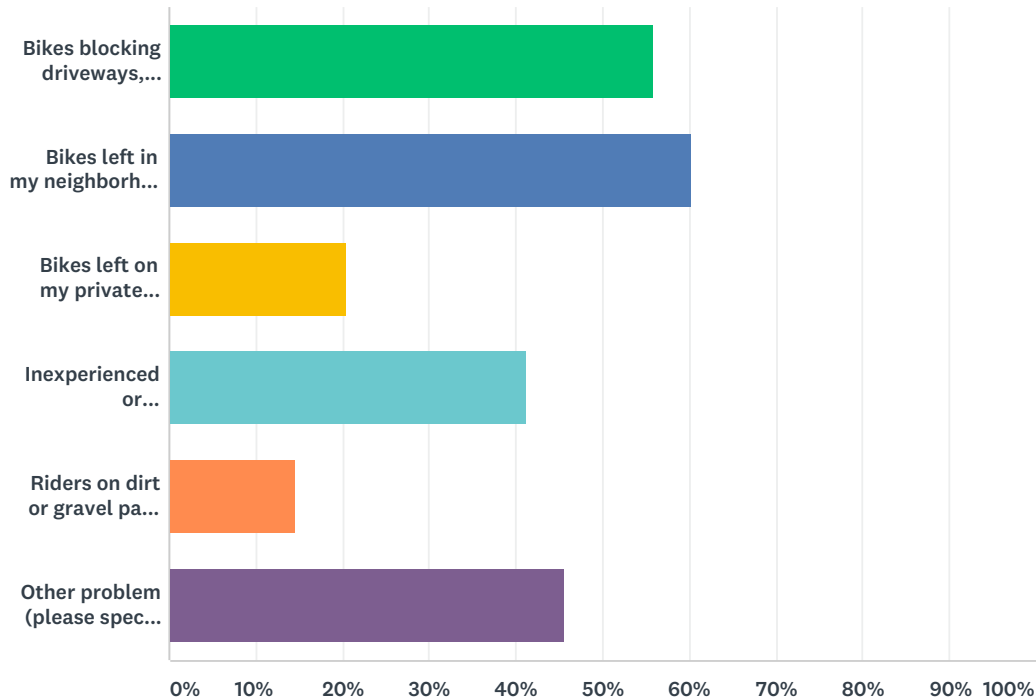
#	OTHER PROBLEM (PLEASE SPECIFY BELOW)	DATE
1	Brakes poorly maintained.	11/29/2018 1:15 PM
2	Forgetting to lock	11/29/2018 12:35 PM
3	First bike used had poor braking and handlebars were crooked	11/7/2018 8:47 PM
4	Battery low; harder than expected to go uphill; heavy bike ; more difficult to turn around corner than thought; would take more times to be safe rider	11/7/2018 6:29 PM

## City Survey on Bikeshare Pilot

5	This bikeshare idea is absurd for a community like MI, with the climate we have, and terrain, and population characteristics. Plus NO bikes should ever even be allowed on ICW, EMW, or WMW at night, or in bad weather, or in big groups. Our roads are utterly UNSAFE for bikes outside of typical residential neighborhoods.	11/7/2018 6:04 PM
6	too expensive	11/7/2018 1:32 PM
7	They litter the island - send them back	11/6/2018 4:18 PM
8	Someone taking my bike	11/5/2018 10:01 AM
9	The bikes were not being reset every night but more like ever other night. This meant there weren't bikes where I expected them to be waiting a couple of times.	11/1/2018 2:10 PM
10	I think some people kept their bikes in their gagarges or the gps indication was inaccurate	11/1/2018 5:48 AM

## Q7 As a RESIDENT: what problems did you see with Bikeshare? (Check all that apply)

Answered: 68 Skipped: 34



ANSWER CHOICES	RESPONSES	
Bikes blocking driveways, crosswalks, bus stops, etc.	55.88%	38
Bikes left in my neighborhood for more than 3 days	60.29%	41
Bikes left on my private property (bike parking is allowed on City Right-of-way and other public land)	20.59%	14
Inexperienced or unpredictable riders	41.18%	28
Riders on dirt or gravel park trails	14.71%	10
Other problem (please specify below)	45.59%	31
Total Respondents: 68		

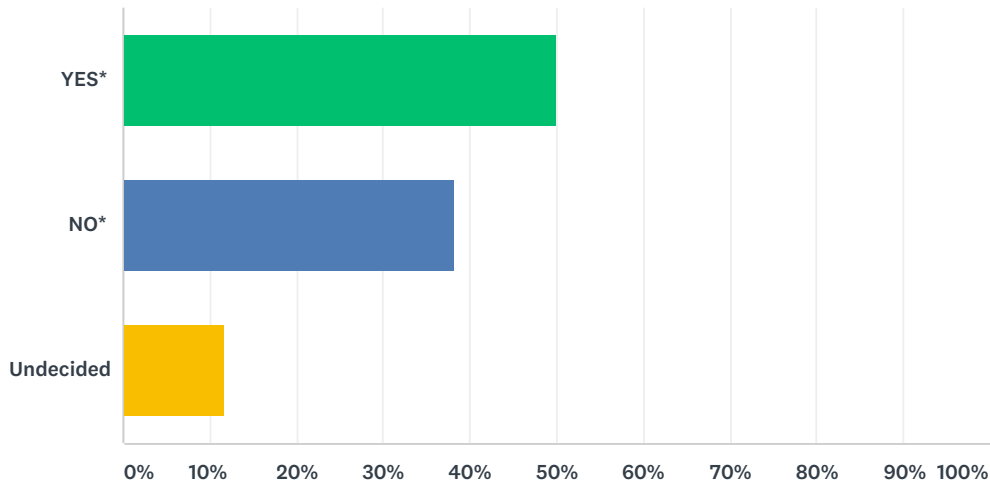
#	OTHER PROBLEM (PLEASE SPECIFY BELOW)	DATE
1	Not really any problems.	11/29/2018 4:43 PM
2	Left everywhere-not picked up in front of my house when someone left them there for 7 days (three times) until I called to complain-they are an eyesore and only kids use them	11/22/2018 12:51 AM
3	Bikes left all over makes the Island look trashy. Also, they are left on road shoulders and often fall into the road.	11/14/2018 1:45 PM
4	none	11/12/2018 4:29 PM
5	Kids (and adults) riding in streets and on sidewalks without helmets!	11/10/2018 4:47 PM
6	NO HELMETS available. Kids from IMS are riding them with no helmets, which is dangerous and negligent...	11/10/2018 3:00 PM

## City Survey on Bikeshare Pilot

7	Blocking of sidewalk. Unable to get around parked bike in my wheelchair. I had to go to a wheelchair ramp and use the roadway to get past the obstruction. NOT SAFE	11/8/2018 4:11 PM
8	No problems	11/8/2018 1:01 PM
9	I am cornered that many riders are not wearing helmets ; relatively expensive if going into several stores or if ride around for hour or so	11/7/2018 6:29 PM
10	The bikes were an eyesore everywhere. It was as if litter was piling up.	11/7/2018 4:06 PM
11	Most of the riders I saw using them on the south end were under 18 (usually around the middle school) and in violation of the terms and conditions.	11/7/2018 4:05 PM
12	None	11/7/2018 10:57 AM
13	Riders not wearing helmets. I think there is a state law requiring helmets?	11/7/2018 10:01 AM
14	Maintenance of bikes. Some feel a lot more worn down	11/7/2018 5:24 AM
15	Would like to see more bikes	11/6/2018 9:54 PM
16	Riders without bike helmets and most concerning: youth riding without helmets	11/6/2018 6:58 PM
17	No helmets - isn't this the law?	11/6/2018 6:12 PM
18	Lots of teens using the program but I never saw one helmet. Even if the city is not liable if there is a teen hurt/killed, why would we as adults encourage this? They will not carry a helmet around all day.	11/6/2018 5:25 PM
19	Observed bikes blocking disabled people using crutches. Observed people using the bikes without helmets which is a violation of county law.	11/6/2018 4:52 PM
20	Someone taking my bike while I was stopped at a store.	11/5/2018 10:01 AM
21	Someone left a bike in the bushes and it was difficult to see. I pulled it out so it could be picked up.	11/1/2018 8:06 PM
22	This program does not address the critical shortage of commuter parking on the north end.	11/1/2018 7:12 PM
23	Parked blocking sidewalks, or in a way it looked like littering and disorderly	11/1/2018 2:58 PM
24	Riders on the sidewalk when a bike lane is right there.	11/1/2018 1:00 PM
25	I noticed several young bike riders not wearing a helmet. This can be dangerous on some of the busy streets on mercer Island.	11/1/2018 8:02 AM
26	Left on private street. Blocked services (FedEx, garbage pickup, etc). Was at bottom of steep hill...no way would someone ride back FROM that location	11/1/2018 5:45 AM
27	Bicyclists not wearing helmets	11/1/2018 4:37 AM
28	Never saw a rider with a helmet. So many teens and no helmets. Such a problem. Why are we promoting this???	10/31/2018 8:55 PM
29	no problems - funny to see a bike by a house, but they did go away after 3 days. i prefer the NON-e-bikes.	10/31/2018 7:57 PM
30	Parked wherever and unsightly	10/31/2018 6:37 PM
31	Extreme Visual Pollution!!	10/31/2018 5:04 PM

## Q8 Would you like to see Bikeshare continue on Mercer Island in the future? (Note: there are currently year-long bikeshare pilots underway in both Seattle and Bellevue using the same green LimeBikes)

Answered: 102 Skipped: 0



ANSWER CHOICES	RESPONSES	
YES*	50.00%	51
NO*	38.24%	39
Undecided	11.76%	12
TOTAL		102

#	* IF YOU ANSWERED "YES" OR "NO" PLEASE EXPLAIN YOUR ANSWER BELOW	DATE
1	The more people riding the better. See above but I ride my bike around MI quite a bit for runs to the store etc. IT would be great to see more bike lane or at least bike markers on the road so motorists know bicycles belong there too.	11/30/2018 7:27 PM
2	Yes it's a great option. Much of the pilot fell in declining weather for biking. I would like to see bikes in more satellite locations as they seemed over allocated in just a few spots on the island, like the south end shopping center	11/29/2018 7:15 PM
3	It's a valuable service for those that don't have a bike or want to use an ebike for a short trip and/or to commute to the PNR	11/29/2018 4:43 PM
4	Existing habits are hard to change (cars) and better habits (riding bikes) are hard to learn. Give it some more time, please.	11/29/2018 4:35 PM
5	It's a sensible solution, but riders need to follow the rules about where to leave them.	11/29/2018 1:15 PM
6	Definitely: It is important to have options and that would allow to use less cars.	11/27/2018 2:28 PM
7	Lime bike does not maintain them and pick them up every night ( or even every few days) as committees	11/22/2018 12:51 AM
8	There need to be multiple options for reaching the park and ride. Also, I see many teenagers using them to get around the island and I think it's good to give them more transportation options.	11/19/2018 3:28 PM
9	Yes this is a win-win for residents and Lime Bike	11/17/2018 1:28 PM
10	How soon until the bikes are removed?	11/14/2018 8:46 PM

## City Survey on Bikeshare Pilot

11	There is no major need as most people already have bikes that want to use them to get around, and they look trashy left all over the Island	11/14/2018 1:45 PM
12	great option	11/12/2018 4:29 PM
13	Not a last mile solution. Dangerous hazard and created eyesores all around the island.	11/10/2018 4:47 PM
14	Again, the primary people I see riding these are kids. There is peer pressure to use them at the middle school, as they are convenient near the QFC. NO ONE is using a helmet, and arguably, Limebikes are encouraging the use of these kids without helmets as they are not being provided. I saw a group of kids on West Mercer Way on Limebikes without helmets, and thought this is potentially a huge liability for the city if one of them is hit by a car and not riding a helmet...	11/10/2018 3:00 PM
15	only if the impact on the city budget is minimal, then i would support it. ideally, usage would pay for the service and we'd have enough usage for Lime to provide the service without subsidy from the city	11/9/2018 10:47 AM
16	It is not your responsibility to provide public transportation vehicles for the city. That is why we fund Metro transit to use the roads that you are responsible to maintain. Bikeshare should operate as a private concern not a subsidized government program especially when the city faces consequential deficits. Even if evaluating a program only during the best climate is sincere, you are responsible for operating the city for a full 12 months a year.	11/8/2018 4:11 PM
17	I don't think bikeshare is suited to less dense residential areas outside of the downtown core. And downtown core is too small for it to add value.	11/8/2018 1:16 PM
18	Having alternative means is handy. I would think this would be particularly useful during the summer with SeaFair and other activities as another means to get around the island quickly.	11/8/2018 12:33 PM
19	brings nothing but problems to Mercer Island, solves nothing	11/8/2018 11:44 AM
20	Never once saw anyone riding them as anything other than a novelty.	11/8/2018 10:05 AM
21	See answers to #7...	11/7/2018 10:49 PM
22	Gives me another option for getting to/from the park and ride. While I don't often drive, when I do, I take a Honda scooter. If the Lime Bikes stick around, I might sell the scooter.	11/7/2018 8:47 PM
23	This was so handy! I could drop my car off at the shop and bike home. I could go for a walk and bike home. Very much appreciated this program.	11/7/2018 7:41 PM
24	Too expensive and heavy to use for fun— to park or run errands	11/7/2018 6:29 PM
25	This foolish bikeshare idea has no place whatsoever on MI. It is perhaps marginally OK for SOME big cities such as Shanghai, Copenhagen, or even some flat California college town where the sun shines 95% of the time, but NOT for here.	11/7/2018 6:04 PM
26	Please see above. They're an eyesore.	11/7/2018 4:06 PM
27	Lime bike, in addition to a clean and fast way or transport, Is also a fun way for people to get excersize more. It's even better then having your own bike, because you get excersize walking to get to the bike	11/7/2018 10:57 AM
28	I am OK with the bikeshare as long as the tax payers on Mercer Island taxes are not used to support this project. During the pilot the city paid a fee per bike for the right to have a for profit company put their bikes here. City should be collecting a fee from Limebike not paying them. Other cities collect fees why don't we? If Limebike doesn't want to pay a fee tell them to pick up their bikes now!	11/7/2018 10:01 AM
29	why wouldnt you?	11/7/2018 7:27 AM
30	It's a great service, great for guests, reduces dependence on cars, improves bike safety by increasing bikers and awareness of bikes on the road.	11/6/2018 9:54 PM
31	I prefer to travel by bike and generally use my own but like to have the option to use a bikeshare when needed - and really like them to be available so that other people who would otherwise not travel by bike will consider it instead of using cars.	11/6/2018 7:21 PM
32	I love the concept and would use bikeshare more if I didn't own my own bike already. In fact, when mine dies maybe I will not buy a new one if bikeshare is available.	11/6/2018 7:20 PM
33	I would want this continued only if MI gets a cut PER bike ride from the rideshare companies. Also what about the helmet laws? What other laws should we just look the other way on?	11/6/2018 6:12 PM

## City Survey on Bikeshare Pilot

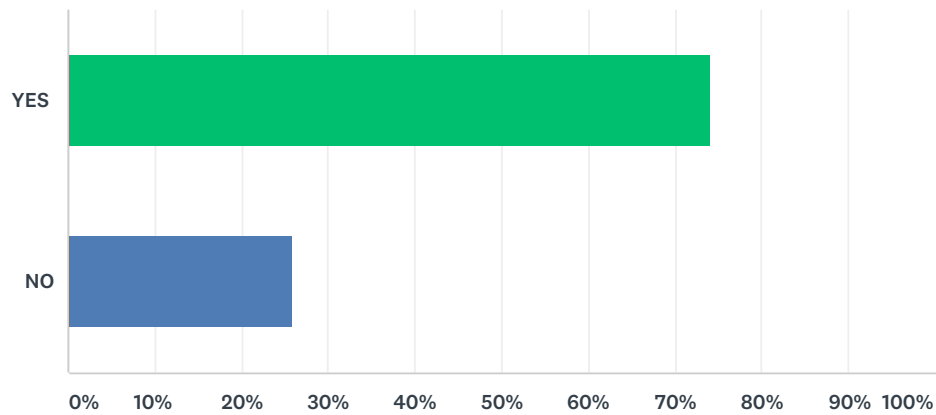
34	Lime needs to do a better job managing their bikes and not letting them look like trash littering the island	11/6/2018 5:57 PM
35	Absolutely not. Someone is going to get hurt.	11/6/2018 5:25 PM
36	Bikeshare provides a relatively low cost option for getting around Mercer Island. I didn't observe the problems some people claimed were caused by Bikeshare, and believe the benefits far out weigh any problems.	11/6/2018 5:21 PM
37	I think it's hard to determine how much such a program would be used year-round, based on a pilot conducted during the months of good weather. I'm sure some people ride in the rain, but probably not nearly as many. Many of the summer riders may have been out for pleasure or to see what ebikes are like, rather than using them for last mile commuting. I'm also concerned about the cost of the program.	11/6/2018 4:57 PM
38	It encourages breaking the law, it obscures sidewalks and harms disabled people.	11/6/2018 4:52 PM
39	Good option	11/6/2018 4:43 PM
40	Bikes are left everywhere and make the city look like a shithole.	11/2/2018 12:56 PM
41	Lime Bike needs give better support to the rider. My husband couldn't unlock his bike after multiple attempts so we abandoned our ride. It would have been helpful to talk to someone in real time to get the problem solved.	11/2/2018 5:17 AM
42	Many residents cannot tide bikes for various reasons and need to park their cars in order to take public transit but the Park & Ride is usually full before 7am. Additionally, buses do not run frequently enough (or late enough or on the weekends) from the south end	11/1/2018 7:12 PM
43	Very convenient and promotes not using your vehicle.	11/1/2018 3:21 PM
44	It's a great way to make a positive impact on the environment, a great "small town" benefit, a fun thing to do alone, with friends or family. I didn't see anyone on a line bike that wasn't smiling!	11/1/2018 2:40 PM
45	The visual clutter that everyone has to experience is not worth the convenience that it provides a few people.	11/1/2018 2:10 PM
46	They are in the way everywhere. Unsafe without helmets.	11/1/2018 1:00 PM
47	It is a very convenient alternative to walking or driving. Wish there were bikes in our neighborhood, so we could start our errands in the bike. We now walk to town, shop, then bike home. We love having the options.	11/1/2018 10:48 AM
48	It made it much more possible for me to use public transportation and reduce using my car.	11/1/2018 7:00 AM
49	Great fun and seems popular. Better than cars parked on street	11/1/2018 5:48 AM
50	Only if required to leave bikes at designated locations. So discover most used destinations, set up stands there. Fines if not returned to those spots	11/1/2018 5:45 AM
51	If even a marginal number of people found it useful, I don't see why it shouldn't be continued.	11/1/2018 4:37 AM
52	Trashy look to the island. No helmet usage - disaster waiting to happen. What if a teen driver kills a teen on a bike? This community will be devastated.	10/31/2018 8:55 PM
53	Hate seeing bikes littered everywhere	10/31/2018 8:32 PM
54	Although I did not try Limebike on Mercer Island, I found the bikes an incredible back up at the P&R if I missed my connection bus or couldn't have access to the car. One of the best ways to get around Seattle is by LimeBike, and I am incredibly glad that this useful service was brought to my residential community. I use the 550 every day, and look forward to one day (when the weather cooperates) riding one home. I used to bike every day to the P&R but stopped after the hill started making me too tired. Now with the electric bike I feel that I can bike again if need be. No need to be dependent on a car! I would be very disappointment if this community resource were to be kicked off the island.	10/31/2018 8:04 PM
55	How many women used this program. It isn't going to work for most women with hair concerns. Also, weather is not conducive to biking for women. Not happen when bikes are slowing traffic on island crest way. Since the 'road diet' traffic is so much worse and ICW.	10/31/2018 6:37 PM
56	They clutter	10/31/2018 6:01 PM
57	If Seattle & Bellevue have it, seems like a no-brainer for MI to have it too - they'll likely be left here regardless if it's official.	10/31/2018 5:31 PM



58	Why use valuable funds on a little used source of visual pollution?	10/31/2018 5:04 PM
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Q9 Did you know that the City also ran a Rideshare pilot program with Lyft and Uber this summer, offering highly-discounted car rides to or from the MI Park & Ride, to improve access to transit?

Answered: 100 Skipped: 2



ANSWER CHOICES	RESPONSES	
YES	74.00%	74
NO	26.00%	26
TOTAL		100

## Q10 Is there any other Bikeshare feedback you'd like to give us?

Answered: 38 Skipped: 64

#	RESPONSES	DATE
1	Could this be used to mitigate some of the commuter parking issues with the current and future needs. I would be happy to to park a little further away if I knew I could hope on a bike or scooter to get the last mile or two covered and not have a parking hassle. Keep up the good work of trying new things, keep changing and adapting!	11/29/2018 7:15 PM
2	Uber was a waste of \$ too-stop spending money on this and get dedicated parking spots secured so people can use mass transit	11/22/2018 12:51 AM
3	Seems odd that it's OK to leave the bike in a remote residential part of the island, where it's unlikely someone will want to pick it up. Maybe drop off locations should be limited to frequently traveled areas?	11/17/2018 1:28 PM
4	I am strongly against this program, as I see the primary users/audience is kids, who are not wearing helmets. It is reasonably foreseeable that kids will not use these with helmets, so I would argue there is a liability concern here for the city. We should not be encouraging this or make them provide helmets for use.	11/10/2018 3:00 PM
5	The Rideshare program with Uber and Lyft were not able to address my disability. If you really believe in a "Last Mile" solution, why not think a little bigger. If the demand is there and you still desire to provide a public commuting solution, why not lease a van or contract with either Covenant Shores, the MISD and offer those tools to the community.	11/8/2018 4:11 PM
6	I use bikeshare in other cities when I visit, but I never used it in my home city. I'm happy to have them in MI if they make financial sense, but I'm surprised if they do.	11/8/2018 1:16 PM
7	a complete negative for most residents	11/8/2018 11:44 AM
8	The things are UGLY. I understand they was to promote their brand but if you do this fulltime please get black bikes.	11/8/2018 10:05 AM
9	It was very useful during summer months for pre-driving teens. My 14-year old son was able to transport himself to or from the community center to mid-island easily after working volunteer hours, or spending a day with friends in town center without his own bike.	11/8/2018 7:09 AM
10	Could they bestored somewhege not leaving the man anwaxiihrr	11/7/2018 9:47 PM
11	Please continue the program!	11/7/2018 7:41 PM
12	Na	11/7/2018 6:29 PM
13	NO MORE Bikeshare TRIALS, or scooter trials. Period. The answer for the last mile is: 1. Preserving ICW HOV/SOV access 2. Encouraging and crediting efficient electric vehicles... like the new \$1500 Smart Cars in China, and 3. Solving our highway lane capacity as in China by double-decking freeways, for extra SOV/HOV access and 4. Dumping any further ST3 expansion, and Gov. Inslees foolish \$42B train.	11/7/2018 6:04 PM
14	You can't depend on limebikes for commuting. End of story, end of need. Stop wasting city funds on these projects.	11/7/2018 1:23 PM
15	Use no tax payer dollars to support. Car share same thing. If people want to use Rideshare they should pay. No reason to use City tax dollars to subsidize others. With the financial issues of the City we need to eliminate all unnecessary expenses. Both of these are nice to have but not needed or critical to the well being of ALL in our city.	11/7/2018 10:01 AM
16	I as an adult never used the Bikeshare however my 14 yr old and his friends have and they really liked them and so did the parents.	11/7/2018 8:02 AM
17	It might not be such a cheap alternative when you factor in the costs of the ORCA card, as well as the cost of the bike.	11/7/2018 12:20 AM
18	Please continue the programs and don't spend millions on more parking to bring more cars into the center.	11/6/2018 7:21 PM

## City Survey on Bikeshare Pilot

19	Thank you for supporting/trying innovative and new transportation solutions, even if they are not perfect.	11/6/2018 7:20 PM
20	Stop this program. Stop car service. Create more parking or bus service.	11/6/2018 5:25 PM
21	I support continuing Bikeshare on MI and believe that much of the criticism is exaggerated.	11/6/2018 5:21 PM
22	Please get rid of this.	11/2/2018 12:56 PM
23	It was great, would love to see even more bikes on the Island!	11/2/2018 9:37 AM
24	If this program continues on MI it needs to be completely self-sustaining, ie function without MI taxpayer funding or other local subsidy.	11/2/2018 7:03 AM
25	Thank you for experimenting with these programs.	11/1/2018 8:06 PM
26	The Lyft, Uber, and LimeShare subsidies fail to address the key issue of a lack of accessibility to the North End for South End commuters. While bikeshare is an acceptable solution for the summer months, the volume of commuters is much lower during this time, so the parking pressure on the North End is minimal. Now that summer is over, riding a bike becomes a far less appealing option, just as parking becomes critical. The Lyft and Uber subsidies were difficult to use (those I know who tried ended up paying full price), and so were no replacement for reliable bus transportation. If the city could work with the rideshares in order to make the discount *automatic*, this might be a different story.	11/1/2018 7:25 PM
27	Great program. Need more supply of electric bikes at the park and ride. The non electric ones are terrible on hills. Riders need better guidance and obedience on appropriate parking locations and manners.	11/1/2018 2:58 PM
28	Thank you for being willing to explore new opportunities for our communities	11/1/2018 2:40 PM
29	I don't believe our city should be investing in any Bikeshare programs.	11/1/2018 12:01 PM
30	lime e-scooters might be a nice compliment as well.	11/1/2018 6:09 AM
31	I wish there were more bikes at park and ride.	11/1/2018 5:48 AM
32	Unless you can mandate helmets - stop!!!	10/31/2018 8:55 PM
33	Please keep the bike share program. Without islandwide bus service, these are a lifesaver for commuters and bikers alike!	10/31/2018 8:04 PM
34	Please continue and expand the Bikeshare program.	10/31/2018 7:54 PM
35	Don't do it. Don't waste money on a few people.	10/31/2018 6:37 PM
36	Do not fund it	10/31/2018 6:03 PM
37	None favorable	10/31/2018 6:01 PM
38	Question #1: I found out through more than one source (won't let me check more than one answer)	10/31/2018 5:31 PM

## Q11 Would you be willing to share your contact information so we may discuss this pilot with you?

Answered: 33    Skipped: 69

ANSWER CHOICES	RESPONSES	
Name	100.00%	33
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	33
Phone Number	0.00%	0

#	NAME	DATE
1	Erik Solberg	11/30/2018 7:27 PM
2	Brian Shiers	11/29/2018 7:15 PM
3	kirk griffin	11/29/2018 4:43 PM
4	Kevin Hockley	11/29/2018 4:35 PM
5	Karina Bickel	11/17/2018 1:28 PM
6	Jerry	11/14/2018 1:45 PM
7	Melissa	11/13/2018 6:34 PM
8	Dana	11/12/2018 4:29 PM
9	Maria Alberto	11/10/2018 3:00 PM
10	Gregory G Daquila	11/8/2018 4:11 PM
11	Thomas Kurt	11/8/2018 1:16 PM
12	Marco Speer	11/7/2018 10:49 PM
13	Greg J Strange	11/7/2018 8:47 PM
14	Eric Jaecks	11/7/2018 7:41 PM
15	Thomas Imrich	11/7/2018 6:04 PM
16	Dean Pollock	11/7/2018 10:01 AM
17	Bryce Morsello	11/7/2018 9:06 AM
18	Steve Rizika	11/7/2018 7:27 AM
19	Nate Larson	11/6/2018 7:20 PM
20	Eric	11/6/2018 5:21 PM
21	Morrene Jacobson	11/6/2018 4:57 PM

## City Survey on Bikeshare Pilot

22	Loran	11/2/2018 9:37 AM
23	Karyl Moonka	11/2/2018 5:17 AM
24	Christine Meyers	11/1/2018 8:06 PM
25	Brian Hildebrandt	11/1/2018 7:25 PM
26	Matthew Hesse	11/1/2018 3:21 PM
27	Jayme Witman	11/1/2018 2:40 PM
28	Josiah Keen	11/1/2018 2:10 PM
29	Allen Scott	11/1/2018 10:48 AM
30	Scott Galloway	11/1/2018 7:00 AM
31	Joelle Erickson	10/31/2018 8:04 PM
32	Lori	10/31/2018 6:37 PM
33	John Nylander	10/31/2018 5:04 PM
#	COMPANY	DATE

There are no responses.

#	ADDRESS	DATE
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There are no responses.

#	ADDRESS 2	DATE
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There are no responses.

#	CITY/TOWN	DATE
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There are no responses.

#	STATE/PROVINCE	DATE
---	----------------	------

There are no responses.

#	ZIP/POSTAL CODE	DATE
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There are no responses.

#	COUNTRY	DATE
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There are no responses.



# In Portland, Scooter Start-Ups Played Nice. Regulators Took Note.

*By Kate Conger, NYT, Jan 15, 2019*

SAN FRANCISCO — The e-scooter boom began in Santa Monica, Calif., about 16 months ago. Electric scooters, owned by start-ups looking to mimic the success of ride-hailing companies like Uber, appeared around town. The idea was simple: Use a smartphone app to rent a scooter and then leave it at the end of the ride for the next person.



Soon, people in cities from San Francisco to Paris were complaining that the scooters were all over sidewalks — usually without [the approval of local officials](#).

In Portland, Ore., city officials worried that they would soon get their own flock of uninvited scooters. So they established a four-month pilot program in July with a limit on scooters and a requirement that companies share detailed data about trips and injuries with city officials.

That [data, released Tuesday](#) by the city's Bureau of Transportation, offers the most detailed analysis of the impact of e-scooters on a city. Scooters often replaced short car trips in Portland, offering some support for one of the biggest selling points the companies have made to communities: They can help reduce congestion and pollution. And the scooters did not lead to as many injuries as some had feared.

But it is not yet clear if scooter companies can comply with different cities' tight and varying limits and still run profitable local operations. The programs often cap the number of scooters and dictate which neighborhoods they ought to be in.

"That is not letting the market determine how many scooters should be anywhere," said Gabriel Scheer, Lime's director of strategic development. "How do you unfetter us in a way that allows us to meet demand?"

Still, Portland officials are using the pilot program to make a big point with start-ups: It is better to ask permission and work with local regulators than risk being run out of a community.

That has not always been the case among start-ups trying to get a piece of the so-called sharing economy. Ride-hailing companies like Uber and Lyft and the short-term rental



company Airbnb have usually jumped into new markets before local regulators have had time to understand their businesses.

For the scooter start-ups, not asking for permission has had consequences. After Lime and Bird began to operate without permission in San Francisco, the city [instituted a permit system](#) — but issued permits to only Skip and another smaller competitor, Scoot, effectively locking Lime and Bird out of the city. Some cities have simply [impounded](#) the scooters.

“A lot of these companies roll into town, flout local regulations, see what they can get away with and how far they can push cities to accommodate them,” said Chloe Eudaly, a Portland city commissioner. “I feel like there is somewhat of a reversal of that trend among these companies and they are learning that’s not necessarily the best way to do business.”

Other cities are establishing permit programs to limit the impact of unexpected scooter invasions. Washington, for example, said in November that companies could deploy no more than 600 scooters each, which Bird argued would make it “[impossible](#)” to provide full service.

Bird, Lime and Skip received permits to operate in Portland. They handed over a wealth of data about scooter rides, giving city regulators access to information about where each trip started, the route it followed, where it ended and what time of day it occurred. Personal information on riders, such as payment data, was not shared.

Portland capped the number of scooters at about 2,000, roughly divided among the three companies. Mr. Scheer, from Lime, said the cap system made it difficult to determine how many scooters a city actually needed.

But he added that the limits forced scooter companies to hone their operations, offer scooters with smoother rides and ensure they were deployed in neighborhoods where they could draw the most riders. And the caps forced the start-ups to compete on how well they could comply with the city’s mandates rather than playing a numbers game.

“We don’t think this is a land-grab type of business. This is one where you have to solve problems in a sustainable way,” said Sanjay Dastoor, the chief executive of Skip. “Having more vehicles on the road isn’t going to help if there aren’t places where people can ride them and feel safe.”

The data that Portland collected allowed the city to assess whether e-scooters live up to their promises of reducing pollution and congestion. According to a citywide survey, 34 percent of residents who used the scooters and took a survey said they had used e-scooters to replace driving their own car or taking an Uber.

City officials also had concerns about accessibility and safety, but saw low rates of injury and will continue to study those issues during a second test run.

Some rules were meant to get the scooters into neighborhoods that could be underserved. One hundred scooters from each company had to be positioned in East Portland, a lower-income neighborhood with poor access to Portland's public transit system. About 6 percent of the city's rides originated in that neighborhood.

Scooter start-ups didn't always comply with restrictions, according to the report. The scooters often exceeded the speed limit of 15 miles an hour that the city had imposed, and none of the start-ups completely fulfilled their obligations to deploy scooters in East Portland.

Over the four-month program, Portlanders took 700,369 scooter rides. Nineteen percent of those rides occurred between 3 and 6 p.m. on weekdays. But it was a small sample size compared with other cities. In Paris, which has no scooter cap, Lime alone provided more than [a million rides](#) over four months.

When the Portland pilot effort ended in November, all of the e-scooters were cleared off the streets. The city is planning a second, yearlong pilot program in the spring but has not decided how many scooters it will allow, a spokesman said.

"It seemed like a little bit of carnival on our streets for a while, but I think they definitely have potential to make our city easier to navigate for a lot of different people in different ways," Ms. Eudaly said.

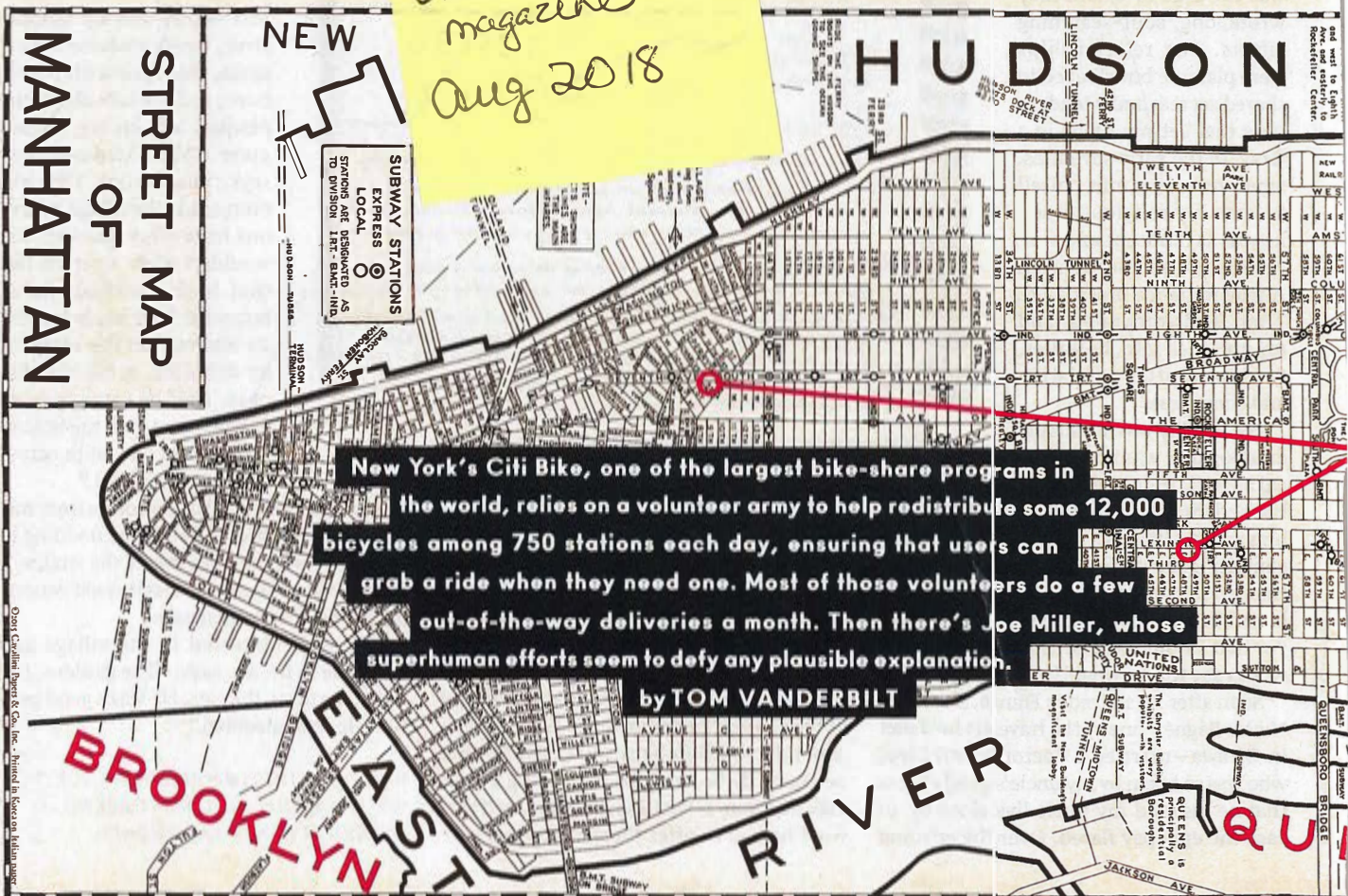
She even took a ride on an e-scooter. "It was fun. It was easy," she said.

# # #



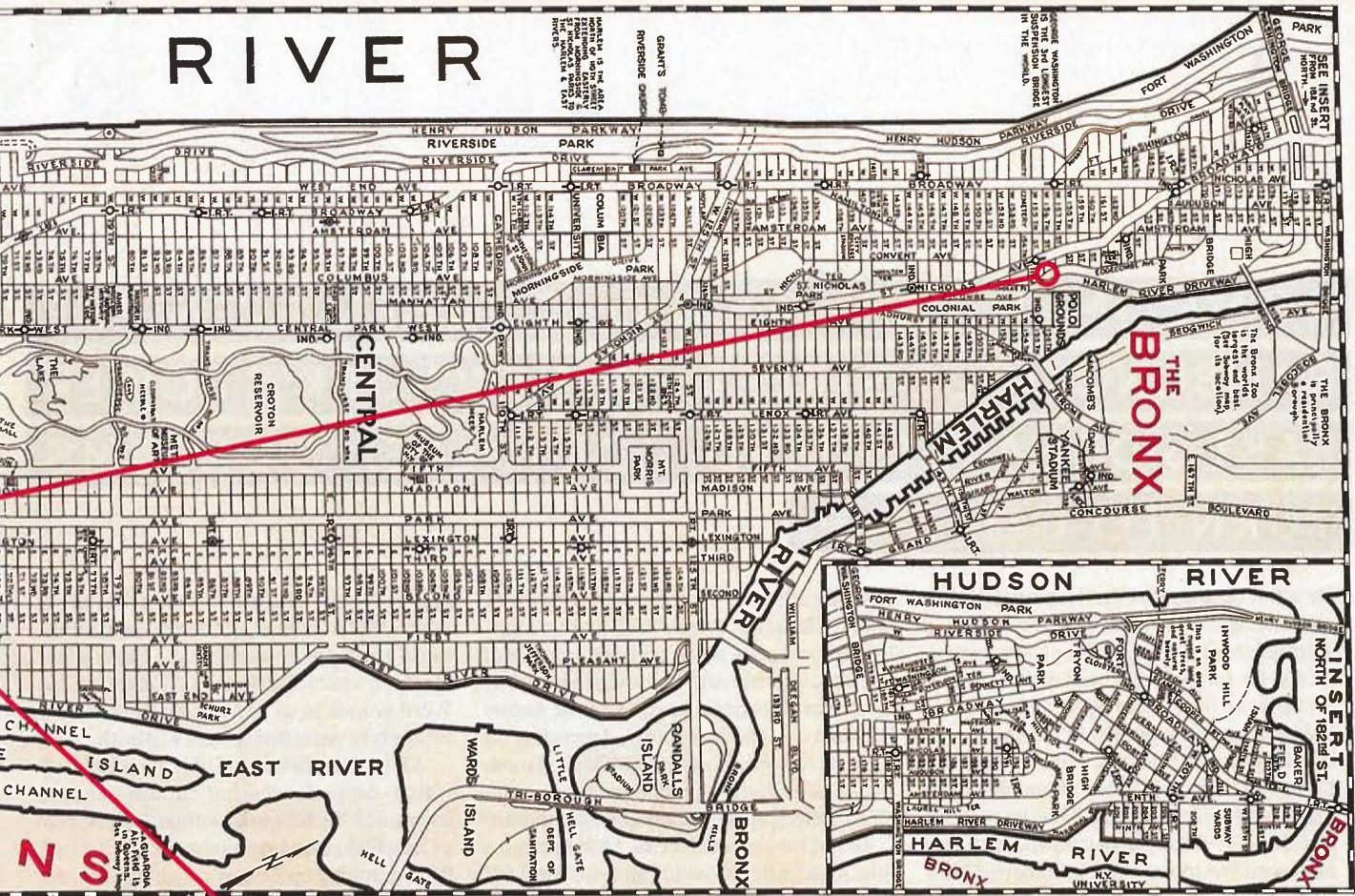


Outside  
magazine  
Aug 2018





# RIVER



# RIVER OF BIKE ANGEL





# SOMETIMES LATE AT NIGHT, WHEN EVEN THE RAMBUNCTIOUS STREETS OF NEW YORK'S LOWER EAST SIDE HAVE STILLED, JOE MILLER'S DREAMS TURN TO CITI BIKE.

He is not dreaming of the 45-pound, three-speed, bright blue, bank-logo-emblazoned workhorses of Gotham's bike-share system. Nor is he somnolently replaying a sunset cruise down the Hudson River Greenway. He is dreaming of the points. "I'll be having an unrelated dream," he says, "and it'll creep in. I'll notice that there's this impossibly large drop-off-to-pickup loop." This, he says, "is awful." So he'll talk himself down, open up a metacognitive moment in his immersed REM state: "What are you doing? I don't want to think about this right now, go away!"

The specter haunting Joe Miller's sleep is Citi Bike's Bike Angels program. The Angels are Citi Bike users who earn points—which entitle them to various rewards—for taking a bike from a particularly crowded docking station or leaving a bike at a particularly depleted one. The most satisfyingly holistic, points-producing move is to combine the two: take a bike from a dock that's full and drop it off at one that doesn't have enough.

In industry parlance, the Angels are helping "rebalance," restoring equilibrium to a network constantly thrown out of whack by its users. So vital is this task to the success of any bike-share system—even those that don't use docks—that rebalancing tends to be done, expensively, with box trucks and boots on the ground. In an ideal world, the system would self-rebalance; riders would get bikes where they need to be as a matter of course. The Angels are trying to take us to that nirvana via an alternate route, and their success may help determine the fate of the still burgeoning bike-share industry.

Almost since the Bike Angels program started, last September, Miller has owned the number-one spot on its leaderboard. This isn't because he will casually go a bit out of his way every day to commit a random act of kindness. It's because he spends a good portion of his waking hours—and some non-waking ones—physically moving bikes or

thinking about moving bikes. On Citi Bike's app, stations that need rebalancing are highlighted on a map, along with the number of points Angels can earn by moving a bike to or from those locations. Most tasks net Angels between one and five points, depending on the level of need. As of April, Miller had more than 22,000 lifetime points, and he was routinely racking up more than 3,000 per month.

To put this in perspective, I too became a Bike Angel, after receiving an e-mail last fall that cheerily hinted at the good I could do—and the goodies I could get. (Membership extensions! Gift cards! The fabled White Key instead of the standard blue fob used by every other bike-share schmuck!) Since signing up in September, after a period of semisteady Citi Bike use, I have accumulated a grand total of 70 points. Miller frequently gets more than that in an afternoon.

In fact, as I write this, he has made 11,362 Citi Bike trips, covering more than 12,000 miles. You might have heard about the guy a few years back who rode a Citi Bike across the country. Miller has covered that distance more than four times, without ever leaving New York City.

EARLY ONE COOL spring day, with mildly threatening clouds in the sky, I set out to meet Miller in the field, hoping to glean his strategies and learn something about the person lurking behind the shadowy JM009 tag, which is perched atop the Bike Angels leaderboard with the permanence of a stone gargoyle. Because the locations of available points are refreshed on the Citi Bike app every quarter of an hour, getting him to commit to a meeting place in advance was impossible. "We'll let the algorithm and the morning's bike activity dictate," Miller e-mailed.

At the appointed time, after a meeting in TriBeCa, I text him. Miller fires back that he is still at a "dummons gearing," keyboard slippage for "summons hearing." The Angels

system is quiet—no big points on the board, which Miller blames on the "gloomy raininess." He suggests Brooklyn, so I walk a few blocks to a points-offering Citi Bike station. Word comes in as I climb the Manhattan Bridge bike path: Bergen and Flatbush.

When I arrive I see Miller, bearded and watch-capped, wearing running shoes, shorts, a 2013 Chicago Marathon T-shirt, and a CamelBak, standing on the pedals of a Citi Bike, pumping up Bergen's slight incline. As we exchange mildly sweaty handshakes, he explains that we will be "doing loops": taking a bike from one station a few blocks away, riding it to this one, running back down to the other station, and repeating the process.

A realization dawns. I had rather naively thought that Miller made organically flowing journeys across the city in pursuit of his points. But Miller was farming, or "interval-training points farming," as he calls it. We make the loop over and over—playing fast and loose with traffic lights (he's been busted), attracting looks from passersby for the sight of a man (me) running in street clothes and an aero bike helmet. (Long story.) The goal is to complete as many loops as possible in the allotted 15 minutes. In a version of a physics concept called the observer effect, the actions that the system is compelling us to make are changing the system. When the refresh comes, the points at this station will likely disappear. Over the next hour, hitting two separate farms, I total more than 20 points, enough to add a week to my Citi Bike membership.

TAKE A ROOMFUL of top Hollywood screenwriters, give them a week and a few cases of Red Bull, and they could not come up with a more appropriate character than Joe Miller to be a Bike Angel. A 33-year-old New York native, Miller began Citi Biking soon after the system launched in 2013, for the reasons most people do: his bikes kept getting sto-





A day in the life of Joe Miller, rebalancing Citi Bikes in New York City.



len, he didn't have room for them in his apartment, and he couldn't resist the system's allure.

"It was just a very convenient thing," he says, "and back then it was \$95 a year—which is almost giving them away." An avid runner who sometimes jogged to his job in advertising, Miller had begun "dog running" on the side—a more aerobically challenging dog-walking service provided for athletic breeds. That's when he began using Citi Bike in earnest. So much so that he soon got a call from a publicist. A newspaper was chronicling Citi Bike's most active users, and to his surprise, he was number one.

"Growing up in New York City, you're sort

**A SLIGHT FRACTURE AND FACIAL BRUISING DIDN'T STOP MILLER FROM AMASSING A RECORD FOR POINTS: 4,444. "I JUST WANTED TO RISE ABOVE," HE SAYS. ALL THE WHILE HE WAS RUNNING ANYWHERE FROM SIX TO TWENTY MILES A DAY WITH HIS CLIENTS' DOGS.**

of raised not to think in the context of 'you're the top of this thing.' There's just people everywhere." He tells me this at a Brooklyn brunch spot where, after initially declining my offer of food—"I really only do one meal per day"—he finally relents, accepting coffee and an appetizer. "I'll see what these spicy charred brussels sprouts are all about."

Miller had heard rumors of the Bike Angels program when it was in beta, but he signed up only last September, when most other Angels

did. "Once I joined, I saw that the app had this map on it. I saw these points," he says. And the leaderboard. He sensed cognitive dissonance if the top Citi Biker was not also the top Bike Angel. Something powerful clicked in his brain. He saw a way to use all the experience he'd accrued as a lifelong video-game and advanced board-game player. "I approach things with a lot of strategy," he says, "thinking of how to optimize things."

By then, Miller had left his day job and



was going all in with his dog-running service, called Run.dog. (That summons hearing was for having a dog off-leash in a park past the allowed hour.) This meant he had more journeys to make and more spare time between them. Add that to his desire to make New York more bike-friendly—and, more broadly, the world a better place—and the die was cast. “I started to put together a plan, looking at the map, seeing what I would have to average to even begin to try and win for that month.” Despite having joined midway through September, he still landed in third.

Miller has since owned the leaderboard. On the first day of the month, just after the midnight turnover, when the new top ten is posted, he will, he says, “come out swinging.” He’ll net 80 points in an hour and a half, enough for a monthlong membership extension—a big statement of intent. In December, taking a “slightly risky maneuver” on a Citi Bike in gridlocked traffic, he was hit from behind by a car. “I was not even points farming,” Miller says. “I was just going home.” A slight fracture and facial bruising didn’t stop him from amassing a record for points that month: 4,444. (The numerical symmetry was intentional, and yes, it says something about Miller’s personality.) “I just wanted to rise above,” he says. All the while he was running anywhere from six to twenty miles a day with his clients’ dogs.

Miller’s strategy is to go big or go easy. He checks the app, looking for stations offering threes and fours—there were scarcely any today—or ones that are close together, without a hill in between. He maxes out on promotional multipliers. He keeps a hawk eye on the whole Citi Bike network, making him feel, he says, “intrinsically tied to the system.” Indeed, as we’re eating, he occasionally thumb-swipes the Citi Bike app, looking for interesting movement, glitches in the Matrix.

He also relies on old-fashioned New York hustle and guile. One day he noticed that a station inside the Brooklyn Navy Yard was offering a five-point pickup. That’s because the Navy Yard is a gated facility; people ride bikes in and tend not to move them until they leave for the day. Miller, a member of the “500-station club”—an official group of users Citi Bike recognizes for having docked a bike or taken one out from 500 or more of New York’s 750 stations—had never been inside. “I just wanted to check that station off my list,” he explains. He donned a Citi Bike beanie he’d been swagged and told the guards he was working part-time for the company.

He got the points.

WHEN CITI BIKE launched, I joined straight-away, proudly receiving my blue key. But I hardly used the bikes and let my member-

ship lapse after a year. The problem was simple. Transportation planners estimate that most people won’t walk more than a quarter of a mile to get to any sort of transit. The closest bike-share station was a mile from my Brooklyn apartment; the subway was one block. You do the math.

I was a living embodiment of the last-mile problem, that nettlesome point of friction that troubles delivery networks of all kinds, whether they’re moving goods or people. That last mile is often the most costly, time-consuming part of a trip. It’s virtually why bike share was invented. “The most powerful use of bike share is actually serving as the first-last-mile connection,” says Kate Fillin-Yeh, who is the director of strategy at the New York-based National Association of City Transportation Officials (NACTO). “Bike-share programs are really part of the transportation network in the places where they’re working best.”

There are two cardinal rules if you want bike share to overcome the last-mile problem: sharing locations need to be close to where people are, and there need to actually be bikes at them. Citi Bike addressed the first by adding more stations after its initial launch. Indeed, following a 2015 expansion effort, which planted a bike-share station the same distance away from my front door as the subway, I became a regular user. The Angels program is aimed at the second rule, which involves something much harder than infrastructure: changing riders’ behavior, even if only a small number of them.

On another rain-dampened morning, I ride the 3.2 miles from my apartment to the headquarters of Motivate, which runs Citi Bike as well as bike-share programs in seven other U.S. cities. When I meet Julie Wood, Motivate’s communications chief, and Collin Waldoch, who manages the Bike Angels program, I mention the vicarious relief I felt when I noticed someone claiming the last dock space at a station I passed. But I worried about the next person to arrive, who would be, in bike-share parlance, “dock blocked.” Seeing the world through Bike Angel eyes, I wonder aloud to Wood and Waldoch whether one act—either supplying or emptying—ranked higher in the system’s algorithms.

“It’s worse to be full than to be empty,” Wood says. An empty dock means a user might look for another station or choose some other means of transportation. But with a full dock, “you’re stuck with a bike. That’s a much worse experience.”

Member-based rebalancing, Waldoch tells me, “is the holy grail of bike share.” Citi Bike did not invent it. Paris’s Vélib system, he notes, gives riders time bonuses for dropping off bikes at stations located a certain

height above sea level. (“Bikes go downhill,” Waldoch explains.) But no system has pursued rebalancing with as much thought, support, or scale as Citi Bike. Angels—now some 30,000 strong—account for roughly 30 percent of total bike rebalancing, more than 40 percent on days with multipliers. Most Angels, like me, get a few points here or there; a small cluster rack up a lot more. “The 80-20 rule”—the idea that a majority of effects are due to a minority of factors—“is a rule for a reason,” says Waldoch. The Angels’ success means that Motivate plans on taking the program to its other bike-share programs, starting with San Francisco’s Ford GoBikes, which launched its Angels program on May 1.

Waldoch, who came to the job from Bain Consulting, has a long interest in incentivizing behavior. One general finding is that it’s easier to get someone to increase the frequency of a trip—three days a week instead of two—than to get them to change their route. Another: rewards should be immediate. “People don’t really like having to redeem something,” Waldoch says.

That Citi Bike’s basic incentives work is clear from the data, he says. “You can see this shelf of people who end at 20 points in a month”—enough to earn an extra week—“rather than 19.” Altruism also drives Angel behavior, he adds. “That’s why we tell you how many other riders you’ve helped.”

Inside Motivate’s sprawling, high-ceilinged offices, Waldoch gestures to a set of screens on the wall. There, like a replica of the *WarGames* big board, the system pulses with graphs, maps, and figures: how many riders are active, which stations have technical problems. Waldoch notes that the number of Citi Bike trips the day before—“which was not a nice day at all”—was “as much as our system in Columbus, Ohio, gets in almost an entire year.”

The key number on display is Citi Bike’s rideability metric: What percentage of the time, and for what percentage of riders, are at least a few docks and bikes accessible? The way people used to look at bike-share fallibility, Waldoch says, was more crude: How many stations are empty? How many are full? But as Wood notes, “At the right place and time, an empty station could be a good thing, if you know there’s about to be a wave of bikes.”

Users themselves are, of course, the greatest enemy of rideability. Transportation planners like to say that the best way to predict the trip a person will make today is to look at the trip they made yesterday. Commute patterns are virtually hardwired: just like the sunrise, you can count on more people and bikes migrating from Brooklyn to Manhattan every morning than vice versa. But randomness in-





Miller has made 11,362 Citi Bike trips, covering more than 12,000 miles.

**MAYBE THERE'S MORE THAN ALTRUISM AT WORK HERE. MILLER HAS WONDERED WHETHER HE'S "SEMICONSCIOUSLY TRYING TO AVOID HAVING TO THINK ABOUT MY OWN PERSONAL ADULT RESPONSIBILITIES" OR JUST DROWNING OUT THE CRUSHINGLY DEPRESSIVE NEWS CYCLE.**

trudes—over half the system's usage happens outside peak commute hours. If it rains in the morning, fewer people will ride bikes. But if it gets nice in the afternoon, suddenly the bikes are not docked where they need to be.

Weekends have their own rhythm. "Pure entropy," Miller calls it. "That's when Sunday nights get really interesting"—points-wise—"because the system is trying to solve the earth for Monday morning." The data hint at weird little patterns. The East Village has rush hours both for work and for nightlife. People will ride to a Whole Foods but, laden with groceries, walk or take a taxi home. I began to imagine Waldoch and the rest of the Citi Bike team staring at all the docks on the big board, engaged in a massive game of chess with the system's users.

All this effort can seem a bit quaint, given that the bike-share industry is experiencing a revolution that should lead to systems with no docks at all. Armed with GPS, unlocked

via app, and computationally powered by users' smartphones (rider data, not rides, several people told me, is where the money is), dockless bikes can be picked up and left basically anywhere. In other words, dockless bike share, via a half-dozen VC-backed startups, is already disrupting the docking model, one that was barely off the ground to start with. In 2017, according to a recent NACTO report, the number of bike-share bikes in the U.S. more than doubled, and most of them were dockless. In April, Uber—presumably hoping to grab a piece of that last-mile, too-short-to-hail-a-ride action—acquired Jump, a dockless e-bike-share startup.

Advocates pitch dockless as a more robust solution to the problems of supply and demand. Caen Contee, cofounder of Lime, says that his bike-share company can surpass supply bottlenecks through saturation—in essence, anticipating demand and oversupplying an area ahead of time. "If 15 bikes

migrate, you've still got another 15 there," he told me. "In a typical [docked program], that would wipe out all bikes." Caroline Samponaro, a longtime transit expert who recently joined the Chinese dockless company Ofo as its head of policy in the northeastern U.S., notes that "docked systems undersupply bikes to make sure spaces are available for docking." She suggests that the dockless model, less limited by infrastructure constraints, can not only improve the equity of bike share as a transport system, but can also jump-start bike commuting in American cities.

Dockless is prone to the same rebalancing demands as docked, perhaps even more so. And the great virtue of dockless bikes—that they can be dropped off anywhere and, at least theoretically, found closer to home—can be their main drawback. "The good and bad thing is that they're dockless," says Jared White, alternative-transportation manager for the city of Dallas, which, thanks to a recent influx of dockless startups, has the greatest number of bike-share bikes in the country. White's office is no stranger to 311 calls, typically from residential neighborhoods, about bikes left on sidewalks for days. The dockless companies I contacted said they knew, via gyroscope and GPS, not only when a bike had been tipped on its side, but also when it hadn't recently moved. "We were

told, 'Oh no, if it sits for more than 48 hours we'll move it,'" says White. In large part, he says, "that's not happening."

And as NACTO's Fillin-Yeh points out, dockless still accounted for only 4 percent of all bike-share trips in the U.S. in 2017. "You'll get a few people

riding if you just put out bikes," she says, "but if you actually want to change anything on a meaningful scale, you need the infrastructure." Which is to say, don't bet against the docked model—or the Angels—just yet.

LIKE ANY ATHLETE, Miller keeps a close watch on the competition. He's also friends with some of them. During a recent early-spring snowstorm, the three regular podium finishers on the Angels leaderboard got together for lunch—choosing a day when they knew snow would muffle the system. "It was nice to just not have to think about Bike Angeling at all," Miller told me, a statement that struck me as slightly odd, given his lunch companions. He first spotted one of them, the Bike Angel he dethroned in October, outside the Javits Center in Manhattan. "He was doing some points," Miller says—he didn't ask, he just knew. He describes, with faint wonder, one of his **continued on page 84** →





GOLF COURSES! WATER PARKS! MAN-MADE LAKES! IF UTAH HAS ITS WAY, THE RETIREE OASIS OF ST. GEORGE WILL EXPLODE WITH GROWTH, TURNING RED ROCK TO BLUEGRASS AND SLAKING ITS THIRST WITH A NEW BILLION-DOLLAR PIPELINE FROM THE COLORADO RIVER. **BY MARK SUNDEEN**



# Outside BIKE & BREW

SEPTEMBER  
1+2, 2018

GRAVEL GRINDER

MOUNTAIN BIKE  
CLINICS + TOURS

HAND-CRAFTED  
BIKES

ART OF THE  
BIKE SHOW

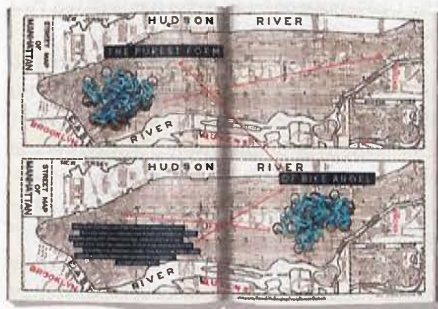
KIDS' EVENTS

DOZENS OF  
CRAFT BEERS  
AND CIDERS  
ON TAP



SANTA FE,  
NEW MEXICO  
**OUTSIDESANTAFE.COM**

BIKE ANGELS continued from page 75



rivals' methods: "He would use his wife's account to take out a second bike, then ferry it next to him. That's a skill unto itself."

The question demanded of any person locked in a monomaniacal pursuit is: Why? The rides, Miller says, keep his joints loose between dog-running appointments. The White Key? Nice, but it's largely symbolic, and anyway, he lost his. The free memberships help. "I like to keep all my costs way down," he points out. There is money involved—ten cents for every point earned beyond the 80-point monthly threshold. He's made as much as \$500 in a month, but, he says, considering the time, "I don't want to calculate the hourly wage, because it would be a joke." In December, he donated 2,380 excess points to a charity that gives Citi Bike memberships to underserved communities. A true believer in the sharing economy, Miller rents out two bedrooms in his apartment on Airbnb, often giving guests Citi Bike day passes.

But there's something more profound going on with Miller. "I feel an almost perverse sense of satisfaction when I see that I've helped someone—that I've directly supplied a bike to a person, so they can immediately start their day," he says. It's that curious dopamine hit you get when you relinquish a parking space to a waiting driver. Miller's Bike Angel code prevents him from taking the last bike from a station or putting a bike into the last dock space. "Unless," he clarifies, "it's a five-point or more takeout from the trip I'm doing." He routinely redocks bikes that desperate users have abandoned for want of a space and returns objects left in bike baskets to their owners. "That's when I start to feel," he says, "the purest form of Bike Angel."

Maybe there's more than altruism at work here. He has wondered whether he's "semi-consciously trying to avoid having to think about my own personal adult responsibilities" or just drowning out the crushingly depressive news cycle. "Things seem like they're globally out of control," he says. "Humanitarian and refugee crises, nationalism is spiking again." Against that backdrop, "there's something about grabbing a bike

from over here and moving it to there. I've effected change. It's very simple."

In a world out of balance, maybe balanced bikes make a difference. Arriving home after saying goodbye to Miller, I suddenly realize that I left my keys in the station I took a bike from. (It was a one-point pickup.) I race back in a panic. And there they dangle, half an hour later.

"Haha," Miller e-mails. "Bike Angels watching over you."

IN APRIL, MILLER went far beyond any of his previous leaderboard-topping totals, closing the month with 8,888 points. I wondered if there was something symbolic in the number, not just its size but its perfect symmetry, the infinite nature of the figure eight. Was this the beginning of something bigger, or a cryptic send-off?

I had my answer on May 1, when I clicked on the leaderboard and saw he had dropped well below the pole position. YM565 now owned the top spot. Miller was midway down the table, with a points total just beyond the membership-extending threshold. It was like seeing LeBron finish in single digits in a playoff game. In one of our earlier conversations, Miller had alluded to the amount of mental energy he was expending to maintain his Angel position, the sheer psychic weight of being so jacked into the Citi Bike nervous system. It was his only admission that any of this might be taking a toll on him.

What I didn't know then was that he was already plotting his exit strategy. "I treated April as my blaze of glory or swan song and am now officially 'out of the game,'" Miller e-mailed me. "I left my mark, did whatever it was I wanted to do within it. It's better for me and my own sanity. I don't fully trust myself to casually play the game." **1**

CONTRIBUTING EDITOR TOM  
VANDERBILT (♥@TOMVANDERBILT)  
WROTE ABOUT HEALTHY OFFICE  
DESIGN IN MARCH.

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## **Permit Parking Program Frequently Asked Questions**

August 1, 2018

### **1. Why is Sound Transit implementing a parking permit program for solo drivers who park at its facilities?**

Lack of available station parking and uncertainty about whether riders will be able to find parking are among the top complaints Sound Transit receives from our riders. Some of our lots fill before 7:00 a.m. This results in rider crowding at lots and on early trains and buses, while commuters arriving later in the morning have limited, if any, access to transit parking.

Parking permits will provide Sound Transit riders who choose to use them guaranteed parking. Riders will benefit by knowing that they will be able to find parking at a station, whether they arrive early or later in the morning.

Permitted parking also makes better use of taxpayer investments by ensuring that valuable parking spaces are used by transit riders, since Sound Transit will automatically validate permit holders when riders tap their ORCA cards.

### **2. When will parking permits be available for solo drivers?**

Sound Transit will begin selling permits for selected stations as soon as September 2018 for use as early as October 2018. More information will be posted on [soundtransit.org](https://www.soundtransit.org) as details are finalized. Interested riders can sign up to receive updates on <https://www.soundtransit.org/subscribe-to-alerts>.

### **3. Which transit facilities will provide permit parking for solo drivers?**

Initially, all Sound Transit-owned and -operated parking facilities that are regularly filled to near capacity (at or above 90 percent occupancy) will be eligible for permit parking. The permit program will also include new parking facilities at Link light rail stations.

Subject to further review and approval, the following stations are eligible to offer solo-driver parking permits this fall:



Facility	Capacity (spaces)	May 2018 Weekday Utilization	Facility	Capacity (spaces)	May 2018 Weekday Utilization
Issaquah Transit Center	819	100%	Sumner Station	302	92%
Mercer Island Transit Center	447	98%	Puyallup Station	364	95%
Tukwila International Boulevard Station	600	100%	Lakewood Station	601	96%
Tukwila Sounder Station	390	95%	Auburn Station	633	100%
Angle Lake Station	1160	99%	Mukilteo Station	63	105%
Kent Station	877	97%	Edmonds Station	259	94%
Federal Way Transit Center	1190	97%	Northgate Park & Ride*	447	n/a
*Scheduled to open as early as October 2018. Eligible for SOV Permit Program as a new facility serving Link light rail					

Additional facilities that meet program requirements will be added in a phased implementation, based on market analysis and after further consultation with local jurisdictions.

#### 4. How many transit parking facilities does Sound Transit own? Lease?

Parking is available for Sound Transit riders at more than 60 locations throughout the Central Puget Sound Region. The agency owns 41 parking facilities and leases and operates nineteen. This totals more than 15,600 parking spaces at owned and leased facilities.

#### 5. Will this program cover facilities owned by King County Metro? Community Transit? Pierce Transit?

Sound Transit worked with King County Metro on the initial plans for permit parking earlier this year. Metro is developing a coordinated proposal to offer reserved permit parking next year at facilities that it owns and operates, with potential King County Council authorization in the fall of 2018 and potential solo driver permit implementation at Metro lots in the winter or spring of 2019.

In addition, Sound Transit has worked with King County Metro over the last two years to implement the regional carpool parking permit program at nine Sound Transit-owned facilities and 15 King County Metro-operated facilities. This involved both agencies working together to conduct joint public outreach to transit commuters and the public.





**6. Are there Sound Transit-operated facilities that are exempt from this parking permit program?**

Yes. Sound Transit park-and-ride facilities that are owned by the state Department of Transportation (WSDOT) are excluded from any fee-based permit parking program. By state law, users of WSDOT-owned facilities cannot be charged a fee. The following are some of the high-demand, WSDOT-owned-parking facilities that are served by Sound Transit but would be excluded from the SOV parking permit program:

- South Everett Freeway Station
- Ash Way
- Mountlake Terrace
- Bothell
- Eastgate
- Kingsgate
- Green Lake
- South Renton
- SR-512

**7. What is the projected annual cost of implementing a parking permit program for solo drivers?**

The projected per-stall annual cost for permit administration and enforcement is about \$190. This amounts to approximately \$775,000 per year in operating costs.

**8. Will permit fees bring in more revenues than it costs to operate the program? If so, how will these additional revenues be used?**

Yes. Revenue derived from parking fees are added to the general fund. Net revenues over and above the amount assumed in the ST3 financial plan will be added to ST3 System Access Fund.

**9. How did Sound Transit arrive at the discount of 50% or more for low-income solo drivers?**

Sound Transit and King County Metro worked together to develop the permit parking program. Our agencies conducted an equity analysis of a single permit rate for all customers. Metro evaluated the discount necessary to ensure that the cost of the permit would not represent a disproportionate cost burden on ORCA Lift-Qualified commuters or those living in households earning no more than 200% of the federal poverty level. This evaluation concluded that at a 50% - 70% discount, low-income commuters would not pay a higher share of their household income for transit fares (plus parking costs) than commuters not qualified for the ORCA Lift discount.

(Note: No additional discount is available for people seeking to drive alone to the station or a park-and-ride. Sound Transit and King County Metro will continue to make at least half of



the parking spaces at participating stations available at no charge to commuters on a first-come, first-serve basis.)

Commuters who want the benefit of a guaranteed parking space at their preferred park-and-ride lot can also sign up to join a free carpool. More information on where to sign up is available at <http://rpnw.com/locations/transit-riders>.

**10. Will the carpool permit program still be available?**

Yes—in fact, Sound Transit is encouraging more people to take advantage of the HOV (carpool) parking permit program by eliminating the \$5 per month fee for carpoolers currently using parking permits, effective this fall. Registered carpool commuters will still be able to park at their station of choice. Sound Transit and King County Metro would also continue working with RideshareOnline and other public partners to connect interested commuters to carpooling and other ride-sharing options.

**11. Sound Transit says it may consider charging riders who park at its facilities a daily parking fee. Will a daily parking fee be charged to all riders who drive to Sound Transit facilities?**

Staff expect to develop an analysis of potential daily parking fee options for presentation to the Sound Transit Board in 2019.

**12. How much will this fee be, and when would Sound Transit begin charging daily parking fees?**

Any future implementation of daily parking fees would need to be determined by the Sound Transit Board.



# MEMORANDUM

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*2019 City Council Planning Session*

**TO:** City Council

**FROM:** Julie Underwood, City Manager  
Kirsten Taylor, Senior Project Manager

**RE:** Goals, Guiding Principles, and Considerations for Spending Sound Transit Settlement Funds

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## **COUNCIL DISCUSSION/QUESTIONS PRESENTED:**

1. Does the Council agree with the proposed goals for future ST funded projects?
2. Is Council in agreement with the proposed "Guiding Principles"?
3. Would the Council like to add, delete or change any of the proposed questions for consideration when exploring the suitability of a project?

## **BACKGROUND:**

The Sound Transit Settlement Agreement was approved by City Council in October, 2017. At that time, the funds were separated into categories or "Buckets of Funds." (See Exhibit 1) The City has eight years to spend the funds and receive reimbursement from Sound Transit, with a final reimbursement date of December 31, 2025. Now, 15 months into the agreement, approximately \$100,000 has been spent and reimbursed for work related to first/last mile solutions pilot projects and traffic/safety mitigation planning work. Given the length of lead time to plan and implement projects, Council is being asked to review the guiding principles for developing projects utilizing the settlement funds so that staff may return with proposed projects that best meet the goals and priorities of the City Council.

## **Goals for Spending Sound Transit Settlement Dollars**

The total experience Islanders encounter when engaging with the new light rail station is a fundamental guide in developing any project funded by the ST Settlement Agreement. We want the community to have a positive experience with the light rail station whether walking, biking or driving to or near the facility. The environment surrounding the station should feel safe, attractive and useful.

Staff proposes the following goals for future projects funded by ST Settlement:

1. Fund projects that mitigate the loss of access from closure of the center roadway.
2. Fund projects that improve access to transit.
3. Fund effective, visible projects that demonstrate “smart” use of settlement funds.
4. Fund projects that are supported by data based conditions.

### **Guiding Principles for ST Settlement Agreement Projects**

All projects proposed to Council will have already aligned with Council approved Goals and Policies in the Comprehensive Plan (Transportation Element: Goals and Policies), Pedestrian Bicycle Facilities Plan (Goals), and other City planning documents. Information received through the 2018 Biennial Community Survey and other online “interest” surveys (not statistically accurate, but informative) will also inform prioritization of projects. This prioritization effort will result in a multi-pronged mitigation plan that will spend the settlement dollars wisely, within the boundaries set by the Settlement Agreement and with the underlying foundation of providing access to I-90 (post center roadway closure) and to transit via the light rail station.

The following proposed guiding principles will be met in proposed projects:

1. Projects that demonstrate City’s response to citizen priorities and align with the community’s needs (as demonstrated through surveys or planning document goals and policies).
2. Ability to complete full project within 2025 deadline.
3. Ability for rapid deployment of pilot or temporary project.
4. Projects with partners to leverage City expenditure of staff and dollars.

### **Considerations in Selecting and Designing Projects**

The ST Settlement Agreement’s intended purpose is to mitigate the loss of the I-90 center roadway. This allows for a wide range of projects such as new commuter parking, new or enhanced multi-modal improvements (especially at key intersections and crossings) and finding ways other than SOVs to get to transit.

When staff brings forward projects for Council’s consideration, the following questions will be explored:

- Does the project address the top community transportation priority of adding commuter parking for Island residents?
- Does the project improve traffic flow from changed traffic patterns post I-90 center roadway closure?
- Does the project address key access points to get to the light rail station?
- Does the project address risk concerns (life/safety)? Does this project address unintended consequences from new projects?
- How big is the problem being addressed with the proposed project? Is it addressing deficiencies created by loss of center roadway (e.g., parking, ways to access transit, bike and pedestrian access, etc.)? Does it address a known community “pain point”?

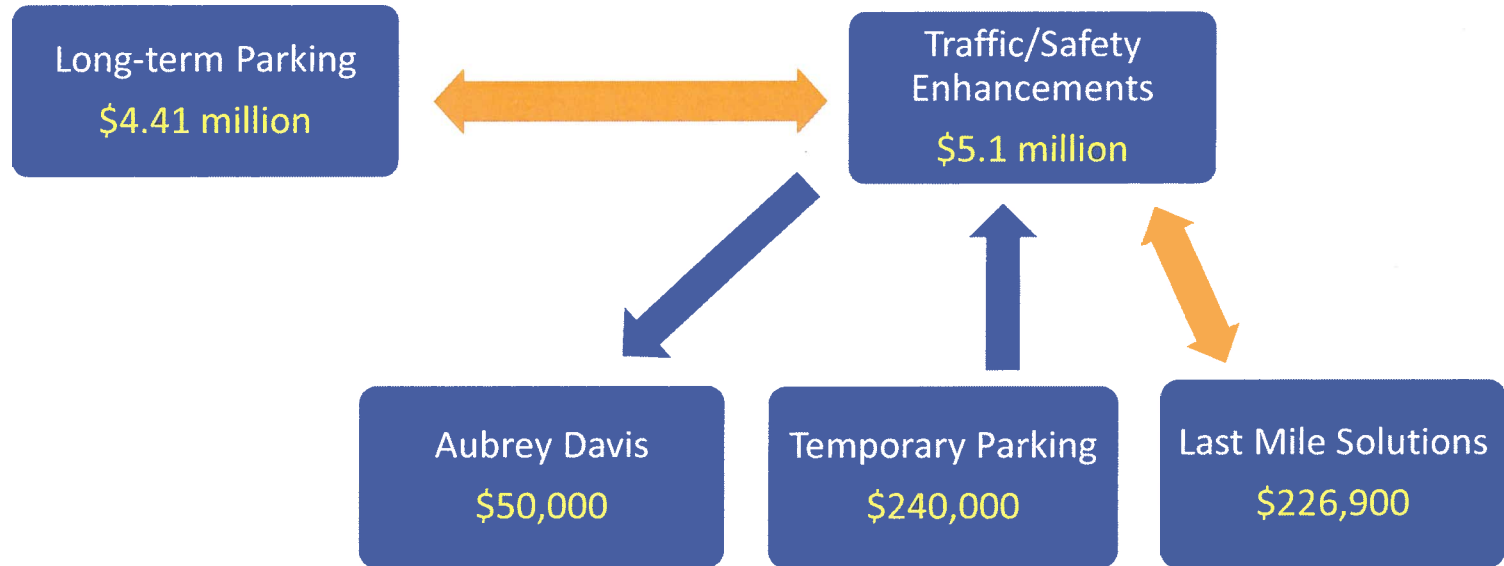


- How many people does this project serve? Does a proposed project maximize benefits for the greater good of the whole community?
- What is the cost of the project? With just over \$10 million to spend, there are more potential projects than funding available. Are there low cost, near term, impactful and easy to finish projects that showcase to the community how the settlement funds are being spent? Do these projects complement and enhance the high cost project such as commuter parking?
- Does the project improve environmental issues? Does a project clean up contamination, decrease pollution and congestion from cars on the road or improve walkability?
- Can the project be designed and constructed by the 2025 deadline for reimbursement with ST Settlement funds?
- Does a single project address multi-modal transportation needs? Are cars, pedestrians and bicycles all benefiting?
- Has the project been reviewed through sustainability filters?
- Does this project balance the needs of today with the needs of the next generation?
- Does the project fit into established categories (e.g., motorized, pedestrian, bike, last/first mile)?
- Does the project use emerging technology? Is it forward looking?

Staff is looking for Council input on the goals, guiding principles and considerations in selecting and designing projects. This input will guide staff in identifying future projects for the Council's consideration.

#### **EXHIBITS:**

1. Sound Transit Settlement Agreement - Buckets of Funds



# ST Settlement—"Buckets" of Funding

## \$10,050,000

*(Please note: 1) \$23,100 – police & fire training for I-90 response; 2) Expires 12-31-25)*



# MEMORANDUM

## *2019 City Council Planning Session*

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**TO:** City Council

**FROM:** Ali Spietz, Assistant to the City Manager  
Deb Estrada, City Clerk

**RE:** 2018 Citizen of the Year - Nominations and Selection, Policy, and Key to the City Policy

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### **COUNCIL DISCUSSION/QUESTION PRESENTED:**

1. Who would the Council like to select as the 2018 Citizen of the Year?
2. Does the Council agree with the proposed revised Citizen of the Year policy?
3. Does the Council agree with the proposed Key to the City policy?

### **BACKGROUND:**

Each year at the City Council's annual Planning Session, Councilmembers nominate and select a Mercer Island citizen to honor as the Citizen of the Year for the previous year. The selected nominee is honored at a Council meeting and a framed photo of the honoree is hung in the Council Chambers lobby to commemorate this distinction. The City Council began recognizing outstanding efforts of citizens in 1990. The past recipients of the Citizen of the Year award were:

1990	Barbara Sweir & Phil Flash	2004	Aubrey Davis
1991	John Nelson	2005	Ben Wolfe (given posthumously)
1992	Dr. Floyd Short	2006	Kenneth & Margaret Quarles
1993	Anna Matheson & Delores Erchinger	2007	Jim Trombold
1994	Pam Eakes	2008	MI Farmers Market Committee
1995	John Steding	2009	Blair Rasmussen
1996	Fay Whitney	2010	Susan Kaplan and Terry Pottmeyer
1997	Pat Braman	2011	Michael K. Copass, M.D.
1998	Mercer Island Clergy Association	2012	Fran Call
1999	Aircraft Noise Abatement Committee	2013	Mercer Island Preschool Association
2000	Don Cohen	2014	Roger and Nancy Page
2001	Eugene Ferguson	2015	Nancy Stewart
2002	Jan Deveny	2016	Terry Moreman
2003	Myra Lupton	2017	Victor and Laurie Raisys

Detailed information about each Citizen of the Year is attached as Exhibit 1.

### CITIZEN OF THE YEAR POLICY REVISIONS:

The **current criteria** for nomination and selection of the Citizen of the Year is as follows:

- Honoree should be someone who is unrecognized for his/her contributions but is obvious to everyone as a good choice.
- Honoree should be someone who has given service to the community either on Mercer Island or in the broader community in such a way as to reflect on Mercer Island.
- Every attempt to de-politicize the nominee and their efforts in the community should be taken, but politics should not exclude a good candidate.
- The nominations are taken at the annual Council retreat. If no one person is an obvious choice, it is better to have no choice than a wrong choice.
- An attempt is made to recognize someone who has given a broad base of community service but has not been recognized in a lot of ways.
- No elected official in office or known to be candidate for elective office may receive the award. [Added 3/2001]
- Honoree should be someone who has had a significant impact on the community in the past year. [Added 1/2009]

Staff recommends updating this policy language to clarify who is eligible, how the nominations are made, add groups as possible honorees, and provide additional criteria for nominations. The current criteria are not published as a Council policy and only exist on the City's website. Following Council's agreement with a new policy, staff will add it to the City Council Rules of Procedure and bring it back at a regular council meeting for approval. The **proposed revised policy** is as follows:

The Citizen of the Year is an annual tradition of recognizing an individual or group ("honoree") who is otherwise unrecognized for his/her/their contributions to making the Mercer Island community a great place to live and work. The honoree shall be selected based on the following criteria:

- Significant service accomplishments within the past year;
- The quality, scale, and duration of the benefits to the community resulting from the accomplishments;
- The amount of time and energy devoted to the community beyond the scope of normal responsibilities;
- The nature of the challenges faced and overcome by the honoree; and
- The extent of previous recognition received by the honoree (e.g., the nominee is an "unsung hero").

Councilmembers will make nominations and select an honoree at the annual Council Planning Session. Councilmembers or candidates for councilmember, are not eligible for nomination. The honoree(s) will be recognized at a Council

Meeting and a framed photo of the honoree is hung in the Council Chambers lobby to commemorate this distinction.

Traditionally the honoree participates in the Summer Celebration parade in July and the Holiday Tree Lighting and Firehouse Munch in December, but since these programs are part of the proposed additional reductions, staff will look for other opportunities to celebrate the honoree.

#### **KEY TO THE CITY POLICY:**

In November 2018, the Council presented retiring WA State Representative and former Mercer Island Mayor Judy Clibborn with a Key to the City to recognize and honor her contributions to Mercer Island and Washington State. In order to present the Key at the reception the City held for Mrs. Clibborn, Mayor Bertlin and Deputy Mayor Nice agreed to move forward with the presentation and have staff return to the Council with a policy in 2019.

The proposed policy for the Key to the City is as follows:

The Key to the City is the City's most prestigious award and will only be used to recognize distinguished persons and honored guests of the City of Mercer Island. Receiving a Key is the City's highest honor and will only be presented, by the Mayor or designee.

The "Key to the City" is intended to honor:

- (i) A Mercer Island resident with significant accomplishments in public service (civil, military, education, local office, etc.);
- (ii) A Mercer Island resident who has contributed significantly to the community or humanity;
- (iii) A person who performed an act of heroism within the City limits; or
- (iv) A dignitary visiting the City.

The Mayor, Deputy Mayor, City Manager, and/or staff designee shall determine approval of Key to the City requests. Keys shall be given by the Mayor or designee to the recipient at a Council meeting or at an event sponsored by or affiliated with the recipient.

Following Council's agreement with the new policy, staff will add it to the City Council Rules of Procedure and bring it back at a regular council meeting for approval.

#### **EXHIBITS:**

1. Citizen of the Year Award Recipients History



## CITY OF MERCER ISLAND CITIZEN OF THE YEAR AWARD RECIPIENTS

### 1990

The first citizen of the year was **Barbara Swier**. She was thanked by the Council for organizing daffodil bulb planting in Mercer Island's Central Business District. She had single-handedly organized volunteers to plant the Town Center with bulbs to make a great splash of color in the spring. Her work was done with little help from the City and was much appreciated. Since the Council did not have a citizen of the year award at that time, the Council recognized her at a regular meeting.

That same year, the Council also thanked **Phil Flash** for organizing a volunteer litter patrol along the sides of roads. He demonstrated his further commitment to Mercer Island as Santa at the Merchant's Munch, as member of the Historical Society and participant on many community occasions.

### 1991

The second year, the Council decided to pick a member of the community who had been active in many different ways. They chose **John Nelson** because he had served as founding member and president of the Arts Council, was a member at large for the Youth and Family Services Board, was active starting and running the Rotary Marathon, volunteered to be a starter at the annual all school track meet, was on the Community Fund board and as such had acted as auctioneer at various auctions. He also was very active in Mercerversery, the occasion of the 25th year since the City of Mercer Island incorporated. Whenever there was a task for volunteers, John was there helping. John ran for City Council in 1994 and won. He served four years before stepping down to become a Regional Governor for Rotary.

### 1992

The third year the Fire Department brought the Council the name of an unsung hero that they wished to see honored – **Dr. Floyd Short**. He was the trainer for all the firefighters to become emergency medical technicians (EMT). He created the first trained EMTs who were able to provide first response before the Medic One arrived. When Hunter Simpson, then president of Physio-Control donated a defibrillator to the Mercer Island Fire Department, Dr. Short began training fire fighters in its use. His experiment got him a 20-year volunteer position as trainer.

### 1993

By 1993, the Council felt that rules of how and why we chose a Citizen of the Year would be helpful. At that time, we felt that we wished to make the award fun and meaningful to us all. We agreed to a set of criteria that would guide the Council in its selection of its Citizen of the Year.

That year there were two nominations of people who had similar activities and were of similar advanced age. Instead of waiting for another year, we agreed to honor them both. **Anna Matheson** was very active in starting and maintaining the Council on Aging. This group had advocated for seniors and had been instrumental in starting Meals on Wheels, transportation for seniors by volunteers, and many other senior support activities. **Delores Erchinger** was volunteer extraordinaire for the Chamber of

Commerce. She often called every business member to remind them of the monthly Chamber Meetings and worked countless hours answering the phones there. She further volunteered at the Council on Aging and helped start the Historical Society.

#### 1994

**Pam Eakes** was chosen this year because of her national activities for Mothers Against Violence in America (MAVIA). In the year that she started this organization, it had grown to 30 chapters across the state. This organization has grown nationally and has also created a school-based group called Students Against Violence Everywhere (SAVE).

#### 1995

The year that **John Steding** died, we realized that he had given many years of service to our community and that the Council had not yet recognized someone who was active in the schools. With this in mind, the Council posthumously awarded John Steding its Citizen of the Year. John was the keeper of the statistics for most sports at Mercer Island High School.

#### 1996

**Faye Whitney** was honored for her 20 years of service to seniors and youth on Mercer Island. She had just completed Blossoms and Burgers, an event that partners the seniors at the Parks and Recreation Department with the Crest Learning Center. She helped start and run this event for many years. She also is active in the Council on Aging and Meals on Wheels program. She volunteered at the Mercer Island Thrift shop since 1978, raising funds for Youth and Family Services.

#### 1997

**Pat Braman** was active for many years as a teacher and union activist. But her nomination came from a year of devoting personal time to bring the Youth Asset training to Mercer Island Schools. This program was part of another position she held as the City's only representative on the Community Network of Mid-East King County. These Networks were formed by the legislature to meet the challenge of increasing youth violence and teen pregnancy. Pat's work on both these projects took time and energy to find funds from the private sector and to advocate for people in the community to get trained to be more supportive of kids.

#### 1998

**The Clergy Association** was chosen because the Council was so appreciative of their overwhelming support and advocacy for affordable housing. This group was not used to taking political or public stands and yet became a moving force in our community. Their support culminated in the purchase of Ellsworth House in 1999. They also had developed a chaplain support group for the Public Safety Department. Association members: **Bill Clements, Woody Carlson, Paul Fauske, Wynton Dunford, David Rose, Lisa Gelber, Richard Johnson, John Bowman, Carla Berkedal, Randal Gardner, Jack Olive, Eric Newberg, Jeff Holland, Michael Bush, Frederic Harder, Susan Price, Dale Sewall, Jean Davis, John Fellows, Kimbrough Besheer, and Marlow Schoop.**

#### 1999

For the second year in a row, the Citizen of the Year award went to a large group -- the **Aircraft Noise Abatement Committee**. This group of over 260 citizens vigilantly opposed operational and policy changes proposed by the Federal Aviation Administration that would cause increased aircraft noise over Mercer Island. Committee members: **Ira Appelman, Charlie Barb, Jim Gilchrist, Carol Heltzel, Tom Heltzel, Lorelei Herres, Tom Hildebrandt, Elizabeth Huber, Francoise Martin, Maxine Misselwitz, Ted Misselwitz, Phil Ohringer, Fran Ohringer, Kevin Peck, Sue Stewart, and Nick Vedder.**

## 2000

**Don Cohen** received the 2000 Citizen of the Year award for his decade of service on the Mercer Island Planning Commission. Having served as its Chairman for four years, Don contributed to the development of many important pieces of land use legislation including the Mercer Island Comprehensive Plan, Critical Lands Ordinance, Mega-House Ordinance and the Unified Land Development Code. Don garnered respect for his experience, sense of fairness, environmental advocacy, leadership and legal knowledge.

## 2001

The 2001 Citizen of the Year was **Eugene Ferguson**. Eugene "Gene" Ferguson received the Council's appreciation for his 25 years of service to the children and families of Mercer Island. As Band Director and long-time music educator, Eugene worked tirelessly to introduce music into the lives of thousands of Mercer Island students. He made great contributions to the success of the music program in the Mercer Island School District bringing it national, state and local acclaim.

## 2002

**Jan Deveny** was chosen as Citizen of the Year for 2002 in recognition of his 28 years of service as Mercer Island's Public Safety Director. His law enforcement career spanned almost 40 years, during which he was President of the Washington Association of Sheriffs and Police Chiefs and active in the International Association of Chief of Police. He was a tireless supporter of Special Olympics and co-founded the Washington Law Enforcement Torch Run.

## 2003

City Council members honored **Myra Lupton** for being an involved citizen in every sense of the word. She was complimented for being an independent thinker. Mayor Alan Merkle said. "She is one person who has been able to praise and criticize in one breath, and we feel good about both." Ms. Lupton retired from teaching English in January 1992 after 31 years with the Bellevue School District. She has been active in numerous civic committees on Mercer Island, including the local chapter of the League of Women Voters.

## 2004

He's been called the godfather of Puget Sound transportation and credited with coining the phrase "we don't want to hear it, see it or smell it" as a condition of Interstate 90's expansion across the Island. His colleagues have said that, "He's flunked retirement several times", with a career in public service that has spanned six decades **Aubrey Davis** is honored with the 2004 Citizen of the Year Award.

Aubrey first moved to Mercer Island in 1960 and was elected to the Mercer Island City Council in 1968, remaining on the Council until 1978. He served as mayor for two terms from 1970 to 1973. Throughout the years since leaving the Mercer Island City Council, he has headed the regional office of the U.S. Department of Transportation and has led the federal Urban Mass Transit Administration.

He served 32 years on the Group Health Board of Trustees, including eight terms as chair and in 1988, was named president and CEO of Group Health a position he held for four years. Aubrey retired after serving more than 12 years on the Washington State Transportation Commission and remained active on the transportation committee at the Puget Sound Regional Council and on the committee reviewing the options for replacement of the Highway 520 Bridge. He also served on the Citizens' Oversight Panel monitoring Sound Transit.



## 2005

The City Council chose **Ben Wolfe** as the 2005 Citizen of the Year. Ben was hired by the Mercer Island School District in 1963. For his first two years he taught French. In 1965 he was appointed as the Vice Principal of North Mercer Junior High. He worked in that position until 1980. During his time at North Mercer Junior High, Ben was in charge of much of the disciplinary process, as the Vice Principal. He was a very stern administrator as far as following the rules and the law. Ben developed a very close working relationship with the police and fire departments during this time. His quick wit and outstanding personality were always a hit.

Ben used to refer to himself as the “Captain of the North Precinct” because he felt as if he was the cop in the school for us at the Junior High School. Soon this nickname spread, and Ben was proud of this nickname. Ben would call the department and say this is Captain Wolfe from the North Precinct and I have one in custody for you.

In 1980 Ben was appointed as the Director of Maintenance Operations for the Mercer Island School District. He worked in this capacity until he retired in June of 1992. Ben had 36 total years of working in the field of education, 29 of which were with Mercer Island. Ben made several trips to Europe and enjoyed talking about his experiences there. A good joke or war story usually started the meetings he attended serving as a citizen volunteer on the City’s Police and Fire Disability Board. Ben served 15 years and was the Board Chairman for many years.

## 2006

Longtime Mercer Island residents, **Margaret and Kenneth Quarles** were chosen as the 2006 Citizen of the Year for their generous and selfless contribution to the City’s park and open space system this year. The Quarles’ were the owners of pristine open space located west of East Mercer Way and adjacent to Pioneer Park. In 2006, the Quarles agreed to transfer this rare open space property consisting of nearly 7 acres to the City of Mercer Island in order to preserve this property for park and recreation purposes.

This significant gift to the City will serve as a lasting legacy to the family’s strong ties to the Mercer Island community and represents their strong desire to preserve the property from potential future development while providing recreational trail opportunities for future generations.

## 2007

“Tonight we honor a fixture in our community who has been involved in almost everything for decades,” said Mayor Jim Pearman in naming **Jim Trombold** the 2007 Citizen of the Year on June 16, 2008. In addition to being a respected physician and Rotarian, Trombold was a community activist, environmentalist and defender of Mercer Island parks.

Jim was a Rotarian who served as president from 2005 to 2006, the chair of the Planet Earth committee, an avid lover and defender of the Mercer Island parks system. He fought to preserve and improve Mercerdale Park, including the establishment of a group native garden. He helped set up the display of crosses at Mercerdale Field by Vietnam Veterans against the war in Iraq. In 2005-06, when he was president of MI Rotary, he helped expand support for the Half-Marathon to raise money for colon cancer awareness.

## 2008

The 2008 Citizen of the Year Award honors not one, but dozens of Island residents. On Monday, July 6, 2009 the Mercer Island City Council announced “**the organizers and volunteers of the inaugural 2008 Mercer Island Farmers Market**” as the much-anticipated Citizen of the Year. This group was recognized

for their contributions to providing a vibrant community setting that offers fresh, locally grown foods, promotes and supports sustainable agriculture, and connects residents to each other and to local farmers. The Mercer Island Farmers Market enables residents to purchase local food from local farmers and in doing so, contribute to the local economy.

## 2009

The City Council presented the 2009 Citizen of the Year award to **Blair Rasmussen**, executive director of the Mercer Island Boys & Girls Club and former NBA player, in honor of his service to the community's children and families. The award recognizes Rasmussen's leadership as executive director of the Mercer Island Boys & Girls Club, where he spearheaded the development and construction of the PEAK youth facility. The 41,300-square-foot PEAK facility will house the new Mercer Island Boys Girls Club, a teen center, infant and child care centers, and a multi-sport field house. The \$15 million facility opened in August 2010. Prior to heading the PEAK project, Rasmussen helped lead the remodel of St. Monica's, sat on the board of the Boys and Girls Club, and coached a number of Island youth sports teams. A 15-year resident of the Island, Rasmussen and his wife, Sarah, have five children, Christine, Sam, Sabrina, Joe and Jack.

## 2010

The City Council chose **Susan Kaplan and Terry Pottmeyer** as the 2010 Citizens of the Year for their decades of selfless service to the Mercer Island community. Susan and Terry chaired the Mercerservary 50 Committee in 2010 and helped provide a wonderful celebration that acknowledged the past and welcomed the future. Months of preparation, planning, and effort went into creating the anniversary event. A website was created to post stories and lists of longtime residents, a brief history of the Island, and celebration events. A hugely successful birthday party was planned with special recognitions of 80+ year residents and welcomes extended to those who had just arrived. Cakes were cut, candles blown out, and many recognitions were given to those instrumental in the development of Mercer Island as a City.

Susan and Terry have both been active in PTA at every level, from the Preschool Association to the Mercer Island High School and received recognition and numerous awards for their work. They have both been board members and the President of Mercer Island Schools Foundation, the Mercer Island School Board and the Mercer Island Community Fund. They have been members of the Committee for Mercer Island Public Schools (CIMPS) and the committee to raise money for the new Mercer Island High School Band uniforms. Susan and Terry have both been involved in the MIYFS Foundation and the Mercer Island Youth & Family Services Giving from the Heart Breakfast steering committee. Both Susan and Terry work to build a strong community. They make community connections, start and follow through with new initiatives, and have given countless hours and selfless acts to the betterment of our community.

## 2011

The City Council presented the 2011 Citizen of the Year award to **Dr. Michael Copass**. He is one of the founding fathers of the Medic One Program – a medical system that Medical Professionals worldwide continue to study and emulate. For thirty-five years, he was the Director of Emergency Services for Harborview Medical Center – the only Level 1 Trauma Center in a five-state region. He continues to be the Medical Director of Medic One for the Seattle Fire Dept, and the UW Paramedic Training program which trains ALL of the paramedics in Seattle and King County. Dr. Copass founded Airlift Northwest in 1982, a nonprofit air ambulance service that is unrivaled anywhere in the United States and is responsible for saving thousands of lives. Dr. Michael Copass is a legend in the Fire and EMS community. He has demanded excellence from those that have worked for him or in his programs. His

work ethic and devotion to patients is legendary. No single person has done more for the health of this community than Dr. Copass.

## 2012

The City Council selected **Fran Call** as 2012 Citizen of the Year in honor of her extensive service to the community. For 26 years Ms. Call taught English, history and outdoor fitness at the Junior High and Middle Schools on the Island and is known for her motivational talents and no-nonsense but caring nature. Always an outdoor enthusiast, she developed a legendary outdoor fitness program, a "*P.E. Plus*" class, that had kids running, bicycling, hiking, canoeing and learning survival skills. Motivated students could even join an annual self-supported bike ride led by Ms. Call to various destinations across the country. Since her retirement 20 years ago, Fran hasn't even considered slowing down, instead starting a walking group for people over 55, offered through the Mercer Island Parks and Recreation Department.

## 2013

This year, the Council selected **Mercer Island Preschool Association (MIPA)** as 2013 Citizen of the Year. Founded in the 1920's, MIPA was one of the first community groups to organize on the Island and has maintained an enduring focus on education and advocacy, community building and parks. As a group of volunteers, its guiding principle is an unswerving commitment to the education and well-being of children from birth through Kindergarten, often working in conjunction with the City. For example, in partnership with the City's Youth and Family Services Department, MIPA provides funding for pre-school scholarships for families in need; and with the City's assistance, MIPA supports emergency preparedness in the preschools. And annually MIPA recognizes an outstanding preschool teacher via its Exceptional Educator award. In October 2013, the City opened a very special, ADA-accessible, remodeled playground at Luther Burbank Park which celebrates the importance of play for children of all physical abilities: MIPA provided design assistance and almost \$100,000 in donations toward the project. In its 80+ years of existence, MIPA has been a tremendous contributor to the sense of community all Islanders enjoy, and fully deserves this honor.

## 2014

Council selected **Roger and Nancy Page** -owners of Island Books- as 2014 Citizens of the Year. Founded in 1973 by Lola Deane, Island Books was already a beloved fixture in the community when Roger Page came to work there as a part-time Christmas gift wrapper in 1984. Intrigued by the business, Roger was soon promoted to bookseller, then floor manager, and in 1991 he offered to buy the store. The Pages' business and personal goal is to serve the community in a welcoming and caring manner, which includes hosting special events and countless fundraisers over the years. Many Islanders, for example, will recall the 2,000 midnight attendees at a Harry Potter release, with bookstore staff in costume. To date, the Pages have raised more than \$300,000 in donations to a variety of community causes, are widely known by many Islanders.

## 2015

At the July 5, 2015 Council Meeting, the Council honored **Nancy Stewart** as the 2015 Citizen of the Year. Nancy Stewart moved to Mercer Island in 1981, with her husband Judge Wayne Stewart, and has used music and songwriting to build local community and bring generations together ever since. She's known for enthusiastic appearances at all manner of Island festivals and events, in the library, the local bookstore, and City's community center. Her Sing With Our Kids program began as a pilot project on Mercer Island in 2012, in which she created, tested, and documented singing events that foster early learning and literacy, while connecting children to their surroundings. Her program goal has always been to create a national model that any school, library, family or community can use – free of cost.

Nancy explains her passion: “Musicians don’t choose to become musicians. It’s what they are. What they are born to be. Music chooses them. It’s not about money; it’s about loving music. It’s about getting to share something that they love more than themselves.”

## 2016

At the June 5, 2017 Council Meeting, the Council named **Terry Moreman** as 2016 Citizen of the Year. She has advocated for Mercer Island residents big and small. She has appeared at numerous City Council meetings and served on countless boards and committees. She has influenced the decision-making process on everything from school functions to Town Center's revitalization.

Terry is a 38-year Island resident and served as the Executive Director of the Mercer Island Chamber of Commerce for over 25 years, producing well-received events like Town Center trick-or-treating and Art UnCorked. In addition to building a strong and respected business core in Mercer Island, she has also played a significant role in the success of so many organizations: Historical Society, Sister City Association, Farmers Market, Boys and Girls Club, PTA, Mercer Island Preschool Association, Community Fund, and the Mercer Island Schools Foundation.

## 2017

The 2017 recipients are **Laurie and Victor Raisys**, who have made a significant impact on the community as residents and as owners of Island Books. As third generation Islanders, Laurie and Victor bought Island Books in July of 2015 after careers at Microsoft and have worked diligently to preserve the sense of community found at the bookstore and enhance this local legacy ever since.

Supporting the Mercer Island community and giving back to local organizations is second nature to Laurie and Victor. They have sponsored special events like the Mercer Island Youth and Family Services Giving From The Heart Breakfast & Shopping Day, the Mercer Island Schools Foundation Breakfast, the Farmers Market, Summer Celebration, and supported the local business community through the Mercer Island Chamber of Commerce, where Victor is a board member.