



City of Tukwila
Finance Committee

- ◆ De'Sean Quinn, Chair
- ◆ Dennis Robertson
- ◆ Kate Kruller

<u>Distribution:</u>	
D. Quinn	
D. Robertson	Mayor Ekberg
K. Kruller	D. Cline
V. Seal	C. O'Flaherty
K. Hougardy	L. Humphrey
T. McLeod	
Z. Idan	

AGENDA

THURSDAY, JULY 5, 2018 – 5:30 PM

HAZELNUT CONFERENCE ROOM

(At east entrance of City Hall)

(RESCHEDULED FROM JULY 3, 2018)

Item	Recommended Action	Page
1. PRESENTATION(S)		
2. BUSINESS AGENDA		
a. Technology consultant contract with Gartner. <i>Joseph Todd, Technology & Innovation Services Director</i>	a. Forward to 7/16 Consent Agenda.	Pg.1
b. Strategic Plan and Priority Based Budgeting update. <i>Laurel Humphrey, Council Analyst</i>	b. Forward to 7/9 C.O.W. and 7/16 Regular Mtg.	Pg.17
c. Compensation policy for City employees. <i>Stephanie Brown, Human Resources Director</i>	c. Discussion only.	Pg.31
d. 2018 1 st Quarter Sales Tax and Miscellaneous Revenue Report. <i>Peggy McCarthy, Finance Director</i>	d. Discussion only.	Pg.39
e. Update on financing the Public Works Shops for the Public Safety Plan. <i>Peggy McCarthy, Finance Director</i>	e. Discussion only.	Pg.47
3. ANNOUNCEMENTS		
4. MISCELLANEOUS		

Next Scheduled Meeting: *Tuesday, July 17, 2018*



The City of Tukwila strives to accommodate individuals with disabilities.

Please contact the City Clerk's Office at **206-433-1800** (TukwilaCityClerk@TukwilaWA.gov) for assistance.



INFORMATIONAL MEMORANDUM

TO: Finance Committee

FROM: Joseph Todd (TIS)

BY: Joseph Todd & Joel Bush

CC: Mayor Ekberg

DATE: July 05, 2018

SUBJECT: Gartner Contract

ISSUE

Technology and Innovation Services would benefit by leveraging the capability of an information technology advisory service to provide: vendor research, contract review and analysis, benchmarking, advisory, and professional development to support the long-term strategy and execution of the City of Tukwila's Digital Transformation.

BACKGROUND

Technology and Innovation Services is seeking unbiased external guidance to help make contextualized decisions on TIS long term strategy and critical initiatives. This includes:

- Mitigating product decision risk by leveraging vendor research to ensure we select the right partners, products, terms, and pricing.
- Using industry and government wide best practices to improve and accelerate change in the organization.
- Networking with qualified peers who can help uncover innovative approaches to complex issues.
- Leveraging a single source of knowledge and insight focused on City and department level IT challenges and service delivery in their context.
- Utilizing the shared knowledge of a community of technology advisors that are focused on the deployment and execution of IT in government and private industry.

DISCUSSION

Technology Innovation Services researched 4 information technology advisory firms which included: Gartner, Inc., Info-Tech Research Group, Forrester, and Tech Target. After reviewing the listed services, TIS selected Gartner due to the robustness of its research and advisory service, ability to do contract and best practice review, and

provide knowledge networking with industry leaders. In our review we also found the existence of a master contract with the Washington State Department of Enterprise Services (# 05712: for Gartner IT Research and Advisory Services).

FINANCIAL IMPACT

6 months promotional pricing = \$39,137.50

Option to purchase 7 months = \$53,121.83

RECOMMENDATION

The Committee is being asked to approve the attached contract under consideration and forward to the July 16th Regular Meeting Consent Agenda.

ATTACHMENTS

Gartner contract using the City of Tukwila standard contract for services template.



Purpose

This document was created to provide extra context for the renewal of the City of Tukwila's Gartner Executive Programs Membership.

The first 6 months of this contract starting on January 1st, 2018 and ending on June 30th, 2018 was billed for a total of \$39,137.50. The option to renew this contract on July 1st, 2018 for a 7 month term will incur a total of \$53,121.83.

For any remaining questions or concerns, please do not hesitate to e-mail your Account Manager. My contact information is below.

Rob Jones, City of Tukwila Account Manager
Rob.jones@gartner.com
253-256-9431



City of Tukwila

6200 Southcenter Boulevard, Tukwila WA 98188

Contract Number:

CONTRACT FOR SERVICES

This Agreement is entered into by and between the City of Tukwila, Washington, a non-charter optional municipal code city hereinafter referred to as "the City," and Gartner, Inc., hereinafter referred to as "the Contractor," whose principal office is located at 56 Top Gallant Rd, Stamford, CT 06902.

WHEREAS, the City has determined the need to have certain services performed for its citizens but does not have the manpower or expertise to perform such services; and

WHEREAS, the City desires to have the Contractor perform such services pursuant to certain terms and conditions; now, therefore,

IN CONSIDERATION OF the mutual benefits and conditions hereinafter contained, the parties hereto agree as follows:

- 1. Scope and Schedule of Services to be Performed by Contractor.** The Contractor shall perform those services described on Exhibit A attached hereto and incorporated herein by this reference as if fully set forth. In performing such services, the Contractor shall at all times comply with all Federal, State, and local statutes, rules and ordinances applicable to the performance of such services and the handling of any funds used in connection therewith. The Contractor shall request and obtain prior written approval from the City if the scope or schedule is to be modified in any way.
- 2. Compensation and Method of Payment.** The City shall pay the Contractor for services rendered according to the rate and method set forth on Exhibit B attached hereto and incorporated herein by this reference. The total amount to be paid shall not exceed 92259.33+tax at a rate of N/A.
- 3. Contractor Budget.** The Contractor shall apply the funds received under this Agreement within the maximum limits set forth in this Agreement. The Contractor shall request prior approval from the City whenever the Contractor desires to amend its budget in any way.
- 4. Duration of Agreement.** This Agreement shall be in full force and effect for a period commencing July 1st, **20**¹⁸, and ending January 31st, **20**¹⁹, unless sooner terminated under the provisions hereinafter specified.
- 5. Independent Contractor.** Contractor and City agree that Contractor is an independent contractor with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither Contractor nor any employee of Contractor shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or contributing to the State Industrial Insurance Program, or otherwise assuming the duties of an employer with respect to the Contractor, or any employee of the Contractor.

6. **Indemnification.** The Contractor shall defend, indemnify and hold the Public Entity, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or in connection with the performance of this Agreement, except for injuries and damages caused by the sole negligence of the Public Entity.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Contractor and the Public Entity, its officers, officials, employees, and volunteers, the Contractor's liability hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

7. **Insurance.** The Contractor shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor, their agents, representatives, employees or subcontractors. Contractor's maintenance of insurance, its scope of coverage and limits as required herein shall not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

A. **Minimum Scope of Insurance.** Contractor shall obtain insurance of the types and with the limits described below:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. Commercial General Liability insurance with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate and \$2,000,000 products-completed operations aggregate limit. Commercial General Liability insurance shall be as least at broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors, products-completed operations, stop gap liability, personal injury and advertising injury, and liability assumed under an insured contract. The Commercial General Liability insurance shall be endorsed to provide a per project general aggregate limit using ISO form CG 25 03 05 09 or an equivalent endorsement. There shall be no exclusion for liability arising from explosion, collapse or underground property damage. The City shall be named as an additional insured under the Contractor's Commercial General Liability insurance policy with respect to the work performed for the City using ISO Additional Insured endorsement CG 20 10 10 01 and Additional Insured-Completed Operations endorsement CG 20 37 10 01 or substitute endorsements providing at least as broad coverage.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

- B. **Other Insurance Provision.** The Contractor's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Contractor's insurance and shall not contribute with it.
- C. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.
- D. **Verification of Coverage.** Contractor shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the City, the Contractor shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.
- E. **Subcontractors.** The Contractor shall have sole responsibility for determining the insurance coverage and limits required, if any, to be obtained by subcontractors, which determination shall be made in accordance with reasonable and prudent business practices.
- F. **Notice of Cancellation.** The Contractor shall provide the City and all Additional Insureds for this work with written notice of any policy cancellation, within two business days of their receipt of such notice.
- G. **Failure to Maintain Insurance.** Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days notice to the Contractor to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Contractor from the City.

8. Record Keeping and Reporting.

- A. The Contractor shall maintain accounts and records, including personnel, property, financial and programmatic records which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed in the performance of this Agreement and other such records as may be deemed necessary by the City to ensure the performance of this Agreement.
- B. These records shall be maintained for a period of seven (7) years after termination hereof unless permission to destroy them is granted by the office of the archivist in accordance with RCW Chapter 40.14 and by the City.

9. Audits and Inspections. The records and documents with respect to all matters covered by this Agreement shall be subject at all times to inspection, review or audit by law during the performance of this Agreement.

10. Termination. This Agreement may at any time be terminated by the City giving to the Contractor thirty (30) days written notice of the City's intention to terminate the same. Failure to provide products on schedule may result in contract termination. If the Contractor's insurance coverage is canceled for any reason, the City shall have the right to terminate this Agreement immediately.

11. Discrimination Prohibited. The Consultant, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation, the presence of any disability, or any other protected class status under state or federal law, in the selection and retention of employees or procurement of materials or supplies.

12. **Assignment and Subcontract.** The Contractor shall not assign or subcontract any portion of the services contemplated by this Agreement without the written consent of the City.

13. **Entire Agreement; Modification.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the City and the Contractor and supersedes all prior negotiations, representations, or agreements written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

14. **Severability and Survival.** If any term, condition or provision of this Agreement is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Agreement, shall survive termination of this Agreement.

15. **Notices.** Notices to the City of Tukwila shall be sent to the following address:

City Clerk, City of Tukwila
6200 Southcenter Blvd.
Tukwila, Washington 98188

Notices to the Contractor shall be sent to the address provided by the Contractor upon the signature line below.

16. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be properly laid in King County, Washington. The prevailing party in any such action shall be entitled to its attorney's fees and costs of suit.

DATED this ____ day of _____, 20__.

CITY OF TUKWILA

CONTRACTOR

Allan Ekberg, Mayor

By: _____

Printed Name and Title: Rob Jones--Account Exec

ATTEST/AUTHENTICATED:

City Clerk, Christy O'Flaherty

Address: Seattle, WA 98121

Seattle, WA 98121

APPROVED AS TO FORM:

Office of the City Attorney

SERVICE DESCRIPTION
Attachment to the Service Agreement
EXECUTIVE PROGRAMS MEMBER

Executive Programs Member (the “Service”) is designed for the most senior technology executive in the organization, typically the CIO. This Service provides the client with (i) an ongoing advisory relationship with Gartner and (ii) a thinking partner to contextualize Gartner insights.

DELIVERABLES

Client may designate one (1) Licensed User, referred to herein as “Member,” who may access the Deliverables listed below.

- Assigned Service Delivery Team
- Value Reviews
- Access to Analysts
- Symposium/ITxpo® with Executive Programs VIP access
- Executive Programs Events
- Peer Networking
- Gartner for IT Leaders Research and Related Content
- IT Key Metrics Data
- Executive Programs Research and Related Content
- Talking Technology Series

ADDITIONAL DEFINITIONS OF DELIVERABLES**1. Assigned Service Delivery Team**

An Executive Partner with past experience in senior technology executive roles and an Executive Client Manager will serve as the Member’s primary points of contact. They will help define and develop individualized strategies based on their priorities and initiatives (“Member Agenda”). The Member may interact on a monthly basis with the Executive Partner and Gartner to ensure ongoing engagement and delivery of value. Interactions may include: Strategy Meetings, analyst interactions, local events, Symposium attendance, peer networking interactions, or Executive Partner teleconferences or meetings.

Strategy Meetings between the Member and by invitation of the Member, one or more of the Member’s peers (typically the CEO, CFO, CXO, et al.), and the Executive Partner may be to review and apply Executive Programs Research, the annual Executive Programs CIO Agenda, or other relevant content, provide advice on issues of relevance to Member and/or to drive the Member Agenda.

2. Value Reviews

The Executive Partner will periodically conduct Value Reviews with the Member against the Member Agenda.

3. Access to Analysts

Analyst Inquiry – Provides access to Gartner Analysts associated with this Service. Participation is limited to the Gartner Analyst and the Member. Inquiry topic may be any area of Gartner-covered Research so long as the purpose is to advance the Member Agenda.

Prioritized Analyst Scheduling – The Member is entitled to prioritized scheduling for Analyst Inquiry and 1-on-1 sessions at Symposium/ITxpo.

4. Events

Attendance at Symposium/ITxpo – One (1) complimentary, nontransferable invitation to attend Gartner Symposium/ITxpo, including standard Symposium entitlements plus Executive Programs VIP access.

Executive Programs Events – Complimentary, nontransferable invitation to attend local content-based Gartner Executive Programs Events, including regional CIO Leadership Forums, where available.

As part of the registration process, you will receive access to Gartner Events Terms & Conditions containing legal disclosures specific to your Event experience.

5. Peer Networking

Peer Directory – Access to searchable directory of senior technology leaders and CEOs.

Online Forums – Access to virtual discussions of common issues among peers on gartner.com, including a private forum exclusive for Executive Programs Members and Leaders.

Offline Meetups – Access to designated program lounges at Symposium

Facilitated Networking – Executive Partner will, upon request, arrange meetings or conference calls with peers around a specific topic to discuss best practices or areas of expertise.

6. Gartner for IT Leaders Research and Related Content – Includes Gartner Core IT and Role-specific Research; diagnostic tools, templates, and case studies; Weekly Picks and News Analysis; and webinars featuring Gartner Analysts.

7. IT Key Metrics Data – Provides performance metrics on trends in IT spending and staffing, unit costs, and performance measures across critical IT domains.

8. Executive Programs Research and Related Content

Research Reports – Up to 12 (twelve) Reports per year, covering Gartner-selected topics on areas where business and IT intersect (Schedules are approximations and are dependent on the publication schedule of relevant Research). Includes associated tools and teleconferences hosted by Executive Programs Research Report authors to discuss topics of their Research Reports.

Business Research and Related Content – Targeted to CIOs, CFOs, and other business executives.

9. Talking Technology Series – Analyst commentaries on the latest IT topics in a monthly audio program that can be accessed via gartner.com or downloaded to an MP3 device.

ADDITIONAL TERMS & CONDITIONS

Use of the Service is governed by the Gartner Usage Policy (formerly known as the Usage Guidelines for Gartner Services) and the Gartner Copyright and Quote Policy, which are accessible on the Policies section of gartner.com.

Exhibit-B

Gartner, Inc. Service Agreement for CITY OF TUKWILA (“Client”)

This Service Agreement (“SA”) is between Gartner, Inc. of 56 Top Gallant Road, Stamford, CT 06904 (“Gartner”) and Client of 6300 Southcenter Blvd, Tukwila, WA 98188-2544. (“Client”), and includes the Master Client Agreement (T05-TSD-329) between Gartner and Client or Client’s parent or affiliate dated MAY-2005 the terms of which are incorporated by reference, and all applicable Service Descriptions. This SA constitutes the complete agreement between Gartner and Client. Client agrees to subscribe to the following Services for the term and fees set forth below.

1. DEFINITIONS AND ORDER SCHEDULE:

Services are the subscription-based research and related services purchased by Client in the Order Schedule below and described in the Service Descriptions. Service Names and Levels of Access are defined in the Service Descriptions. Gartner may periodically update the names and the deliverables for each Service. If Client adds Services or upgrades the level of service or access, an additional Service Agreement will be required.

Service Descriptions describe each Service purchased, specify the deliverables for each Service, and set forth any additional terms unique to a specific Service. Service Descriptions for the Services purchased in this SA may be viewed and downloaded through the hyperlinks listed in Section 2 below or may be attached to this SA in hard copy, and are incorporated by reference into this SA.

<u>Service Name</u>	<u>Level of Access</u>	<u>Quantity</u>	<u>Name of User to be Licensed</u>	<u>Contract Term Start Date</u>	<u>Contract Term End Date</u>	<u>Annual Fee USD</u>	<u>Total Fee USD</u>
Executive Programs	Member	1	Joseph Todd	01-JAN-2018	30-JUN-2018	\$78,275.00	\$39,137.50
				Term Total	(Excluding applicable taxes)		\$39,137.50
				Total Services:	(Excluding applicable taxes)		\$39,137.50

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The pricing above is for purchase of more than one license resulting in an annualized saving of \$9,847.00 which is a promotional price available to this Client on a one-time only basis. If additional licenses are not purchased by Client with any subsequent renewal, the pricing of the Executive Programs shall be at the then current single-user license price.

2. SERVICE DESCRIPTIONS:

<u>Service Name/ Level of Access</u>	<u>Service Description URL</u>
Executive Programs Member	http://sd.gartner.com/sd_ep_member.pdf

3. PAYMENT TERMS

Gartner will invoice Client annually in advance for all Services. Payment is due 30 days from the invoice date. Client shall pay any sales, use, value-added, or other tax or charge imposed or assessed by any governmental entity upon the sale, use or receipt of Services, with the exception of any taxes imposed on the net income of Gartner.

Please attach any required Purchase Order (“**PO**”) to this SA and enter the PO number below. If an annual PO is required for multi-year contracts, Client will issue the new PO at least 30 days prior to the beginning of each subsequent contract year. Any pre-printed or additional contract terms included on the PO shall be inapplicable and of no force or effect. All PO’s are to be sent to purchaseorders@gartner.com. This SA may be signed in counterparts.

4. CLIENT BILLING INFORMATION

Purchase Order Number

Billing Address

Invoice Recipient Name

Invoice Recipient Email

Invoice Recipient Tel. No.

5. AUTHORIZATION

Client:
CITY OF TUKWILA

Gartner, Inc.

Signature/Date

Signature/Date

Print Name and Title

Print Name and Title

**IF USING A DIGITAL SIGNATURE,
PLEASE CONFIRM THE FOLLOWING
AS A CONDITION OF CONTRACT
EXECUTION:**

[] By ticking this box, I agree that by affixing my digital signature hereunder I am attesting that: (i) this is my own personal legal signature; and (ii) I am a duly authorized signatory for my company. My signature verifies that the information provided to Gartner hereunder is subscribed by me, under penalty of false statement and material breach of contract.

Exhibit B

Gartner, Inc. Service Agreement for CITY OF TUKWILA (“Client”)

This Service Agreement (“SA”) is between Gartner, Inc. of 56 Top Gallant Road, Stamford, CT 06904 (“Gartner”) on behalf of itself and all wholly-owned affiliates of Gartner, Inc. and Client of 6300 Southcenter Blvd, Tukwila, WA 98188-2544. (“Client”), and includes the Master Client Agreement (Washington State Master Contract No. 05712) between Gartner and Client or Client’s parent or affiliate dated MAR-2018 the terms of which are incorporated by reference, and all applicable Service Descriptions. This SA constitutes the complete agreement between Gartner and Client. Client agrees to subscribe to the following Services for the term and fees set forth below.

1. DEFINITIONS AND ORDER SCHEDULE:

Services are the subscription-based research and related services purchased by Client in the Order Schedule below and described in the Service Descriptions. Service Names and Levels of Access are defined in the Service Descriptions. Gartner may periodically update the names and the deliverables for each Service. If Client adds Services or upgrades the level of service or access, an additional Service Agreement will be required.

Service Descriptions describe each Service purchased, specify the deliverables for each Service, and set forth any additional terms unique to a specific Service. Service Descriptions for the Services purchased in this SA may be viewed and downloaded through the hyperlinks listed in Section 2 below or may be attached to this SA in hard copy, and are incorporated by reference into this SA.

<u>Service Name</u>	<u>Level of Access</u>	<u>Quantity</u>	<u>Name of User to be Licensed</u>	<u>Contract Term Start Date</u>	<u>Contract Term End Date</u>	<u>Annual Fee USD</u>	<u>Total Fee USD</u>
Executive Programs	Member	1	Joseph Todd	01-JUL-2018	31-JAN-2019		
				Term Total	(Excluding applicable taxes)		\$53,121.83
				Total Services:	(Excluding applicable taxes)		\$53,121.83

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Continuation of services beyond the current contract term end date listed above will require a minimum contract term of 12 months, as per standard licensing policy.

2. SERVICE DESCRIPTIONS:

<u>Service Name/ Level of Access</u>	<u>Service Description URL</u>
Executive Programs Member	http://sd.gartner.com/sd_ep_member.pdf

3. PAYMENT TERMS

Gartner will invoice Client annually in advance for all Services. Payment is due 30 days from the invoice date. Client shall pay any sales, use, value-added, or other tax or charge imposed or assessed by any governmental entity upon the sale, use or receipt of Services, with the exception of any taxes imposed on the net income of Gartner.

Please attach any required Purchase Order (“PO”) to this SA and enter the PO number below. If an annual PO is required for multi-year contracts, Client will issue the new PO at least 30 days prior to the beginning of each subsequent contract year. Any pre-printed or additional contract terms included on the PO shall be inapplicable and of no force or effect. All PO’s are to be sent to purchaseorders@gartner.com. This SA may be signed in counterparts.

4. CLIENT BILLING INFORMATION

Purchase Order Number

Billing Address

Invoice Recipient Name

Invoice Recipient Email

Invoice Recipient Tel. No.

5. AUTHORIZATION

Client:
CITY OF TUKWILA

Gartner, Inc.

Signature/Date

Signature/Date

Print Name and Title

Print Name and Title

**IF USING A DIGITAL SIGNATURE,
PLEASE CONFIRM THE FOLLOWING
AS A CONDITION OF CONTRACT
EXECUTION:**

[] By ticking this box, I agree that by affixing my digital signature hereunder I am attesting that: (i) this is my own personal legal signature; and (ii) I am a duly authorized signatory for my company. My signature verifies that the information provided to Gartner hereunder is subscribed by me, under penalty of false statement and material breach of contract.



Washington MCA and the City of Tukwila

Exhibit C

The purpose of this document is to state that the City of Tukwila is included in the Washington State Master Client Agreement number T05-TSD-329 for Information Technology Research and Advisory Services. This agreement was signed between the State of Washington Department of Information Services and Gartner, Inc. and can be found by following the link below.

Original MCA

<https://fortress.wa.gov/es/apps/contracting/05712c.pdf>

Contract Summary

<https://fortress.wa.gov/es/apps/ContractSearch/ContractSummary.aspx?c=05712>

For any remaining questions or concerns, please do not hesitate to e-mail your Account Manager. My contact information is below.

Rob Jones, City of Tukwila Account Manager
Rob.jones@gartner.com
253-256-9431



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**

FROM: **Peggy McCarthy**

BY: **Vicky Carlsen, Deputy Finance Director, and Mia Navarro, Community Engagement Manager**

CC: **Mayor Ekberg**

DATE: **06/21/2018**

SUBJECT: **Strategic Plan and Priority Based Budgeting**

ISSUE

This memo provides an update on the implementation of Priority Based Budgeting, and recommended changes to the City's Strategic Plan for use in developing the 2019-2020 budget.

BACKGROUND

The City is implementing a new budgeting method called Priority Based Budgeting. Each department has drafted a list of programs, and have almost completed allocating their 2017-18 expenditure budget to these programs as a practice run. The next step in Priority Based Budgeting is to score the programs against the City's goals identified in the adopted Strategic Plan. Staff has done outreach to the community to see if the Strategic Plan still reflects the Community's priorities and values. The outreach included an online survey, print surveys distributed to the City's Boards & Commissions, community groups, the Foster High School civics classes (71), the Community Connectors, and other opportunities, as well as a community dinner and workshop on May 3rd at Thorndyke Elementary School attended by around 50 people. The survey was translated into Spanish, Somali, Burmese, Nepali, Vietnamese, and Amharic. The City also offered an online survey to staff as well.

DISCUSSION

Strategic Plan:

The following is a summary of the survey feedback from the community and from staff.

1. **What has been accomplished since 2012?** Accomplishments that constituents and staff are proud of include improvements to roads and sidewalks, the new library, Tukwila Village, general improvements to Tukwila International Boulevard, and adding residential development to the Southcenter business district.
2. **What does our community still need to work on?** Constituents report that the City still has work to do with regard to safety, projecting a positive image, ensuring that Tukwila residents can get basic needs met—affordable housing being at the top of the list—and community outreach and engagement.
3. **What do you like about the Plan? What is important to you that the City should consider when developing the budget?** For the most part, constituents agree with the vision, mission, goals and objectives laid out in the 2012 Strategic Plan, and that the City should keep working toward the aspirational vision of being "The City of Opportunity, the Community of Choice."

4. **What would you change about the Plan? What's missing?** Important items that the community and staff have identified as missing from the Strategic Plan in its current form, are:
- a. Equity, particularly with regard to race
 - b. Addressing gentrification and displacement
 - c. Health and environmental health
 - d. Infrastructure
 - e. Technology and innovation

Priority Based Budgeting and 2019-2020 Budget Process:

The priority based budget model will be implemented over the next few budget cycles. For the 2019-2020 biennium, it is anticipated that all departments will have identified programs and will allocate the 2019 and 2020 budgets to those programs. Additionally, programs will be scored against an established set of attributes that will allow the City to place programs in tiers based on how they score against the attributes.

The attributes that are being recommended to score programs are attributes that are used by most of the organizations the Center for Priority Based Budgeting contracts with. By using the same attributes that other organizations use will provide another tool to evaluate our own programs against other like cities with similar programs.

Departments will be presenting departmental and fund budgets to Council committees beginning in August. It is anticipated that budget information presented during the committee meetings will include, not only the traditional budget information, but will also include budgets allocated to programs as well as the scoring results. Staff is still on track to meet the committee review schedule presented to the Finance Committee at its April 3, 2018 meeting, copied below:

Committee	Date	Departments/Funds
Finance	8/7/18	Council
Transp, Infra	8/13/18	Public Works, Street
CDN	8/14/18	Land Acquisition & Park Fund, DCD
Public Safety	8/20/18	Court, Fire Impact Fee, Public Safety Plan, PW Shops funds
Finance	8/21/18	HR, Self-Insurance, LEOFF 1
Transp, Infra	8/27/18	Residential Street, Arterial Street
CDN	8/28/18	Recreation, Parks
Public Safety	9/4/18	Police, Drug Seizure
Finance	9/5/18	Finance, Contingency Fund, Debt Service, Urban Renewal, General Government
Transp, Infra	9/10/18	Fleet
CDN	9/11/18	Golf Course
Public Safety	9/17/18	Fire, Firemen's Pension
Finance	9/18/18	Mayor, TIS
Transp, Infra	9/24/18	Water, Sewer, Surface Water
CDN	9/25/18	Lodging Tax

Each department will score their own programs. A cross-departmental workgroup will then review the scoring down by departments. A final review of program scoring will be done by Administration.

RECOMMENDATION

The Council is being asked to approve changes to the Strategic Plan and the recommended attributes for scoring via a motion. Staff requests that the recommended changes go before the Committee of the Whole for discussion on July 9th, and that the motion be presented for a vote at the July 16th regular meeting.

ATTACHMENTS

Strategic Plan Recommended Changes for PBB
Draft attributes for program scoring



City of Tukwila Strategic Plan 2012 Recommended Changes

GOAL ONE A Community of Inviting Neighborhoods & Vibrant Business Districts

- A. Cultivate community ownership of shared spaces.
 - 1. Expand the system of incentives, tools, and supports that encourage investment in and maintenance of private and public spaces. Improve enforcement of the City's regulations.
 - 2. Ensure City-owned properties meet the community's desired look and feel. Encourage partners to maintain their properties to similar standards.
 - 3. Explore ways to use public art to beautify and enrich the community.
 - 4. Reduce commercial activity that is not compatible with residential neighborhoods as opportunities arise.
- B. Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
 - 1. Engage all City departments in reducing crime.
 - 2. Use environmental design principles to improve public safety.
 - 3. Engage businesses and residents in preventing crime and preparing for emergencies.
 - Over time, broaden the focus of this engagement to other community-building efforts.
 - Explore opportunities to engage visitors in crime prevention and crime reporting.
 - Improve relationships between the City and immigrant communities around public safety.
 - 4. Partner with social service organizations and explore regional solutions to prevent crime.
 - Review case data to identify frequent violators and coordinate with service providers to resolve issues.
- C. Focus City planning and investments on creating a connected, dynamic urban environment.
 - 1. Prioritize changes that promote public safety, encourage the active use of space, and facilitate foot and bike access.
 - Make smart investments to support the desired environment, including sidewalk, trail, street, and lighting improvements to support biking and walking as funding and other factors allow.
 - Identify appropriate parks to be made safer for all users by reducing vegetation to improve visibility, allowing other parks to have more native landscaping.
 - Advance implementation of the City Walk & Roll Plan.
 - 2. Explore creative ways to increase transit, foot, and bicycle access to community amenities, stores, and jobs.
 - 3. Work with the community to identify desirable retail opportunities in residential neighborhoods.
- D. Use City efforts and investments to realize established visions for specific sub-areas.
 - 1. Implement the community-led vision for the Tukwila International Boulevard neighborhood.
 - 2. Work with businesses to finalize and implement the City's Southcenter Plan.
 - 3. Continue to support the development of Tukwila South.

4. Tailor land use codes for the specific circumstances of individual subdistricts rather than applying one set of codes citywide.
 5. Identify public and private infrastructure investments that will be needed to support the long-term vision for specific areas of the City.
 - Use multi-department teams in long-term planning efforts to establish shared goals and target City investments in catalytic projects.
- E. Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.
1. Ensure that all neighborhoods and business districts have the necessary utilities, roads, bridges, sidewalks, and other infrastructure to thrive.
 2. Ensure that all public infrastructure in the City supports a healthy and attractive natural environment.

GOAL TWO A Solid Foundation for All Tukwila Residents

- A. Partner with organizations that help meet the basic needs of all residents.
 1. Continue to advocate for vulnerable populations and increase understanding of the challenges they face.
 2. Actively collaborate with service providers supporting basic needs, including housing, food, health care, education, employment and job readiness.
 3. Be a regional leader in efforts to increase housing security and meeting the needs of a dynamic community.
 - Explore opportunities for supporting cooperative and alternative housing for transitioning and recent refugees.
- B. Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
- C. Encourage maintenance, improvements, and diversity in the City's housing stock.
- D. Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's Equity Policy.

GOAL THREE A Diverse & Regionally Competitive Economy

- A. Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
 1. Establish and implement an economic development strategy that identifies ambitious goals and leverages the efforts of all City departments to strengthen the City's economy.
 2. Employ a business-friendly approach to regulation while protecting the long-term interest of neighborhoods and businesses districts.
 3. Strengthen the City's image as an economic hub, promoting Tukwila's businesses and the City as a good place to do business.
 4. Promote understanding of the interdependencies and mutual interests among Tukwila residents, Tukwila businesses, and the City of Tukwila.
- B. Strengthen the City's engagement and partnership with the business community.
 1. Improve the City's ability to have two-way communication with Tukwila businesses.

2. Cultivate business participation in strengthening and promoting the Tukwila community.
- C. Encourage development, maintenance, improvements, and diversity in the City's stock of business space.
 1. Promote the availability of quality business space options at all price points to support business diversity and ensure that businesses of all sizes can and want to remain in Tukwila.

GOAL FOUR A High-Performing & Effective Organization

- A. Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
 1. Align City efforts and priorities around the Strategic Plan, including Council goal-setting, the City's regular budgeting processes, and department-level workplanning.
 - Create a results-oriented customer service culture focused on achieving the City's Mission.
 - Establish an annual process for reviewing progress and establishing new action plans for implementing the community aspirations set by this Strategic Plan.
 - Establish City of Tukwila Values or Guiding Principles to shape organizational culture and guide decision-making.
 2. Track and report progress on meeting Strategic Plan Goals to City staff, residents, businesses, and other interested parties.
 - Identify performance measures by department and establish tools and schedules for reviewing, sharing, and learning from progress.
 3. Improve communication and strengthen relationships up, down, and across the organization.
- B. Advance Tukwila's interests through participation in regional partnerships.
 1. Encourage broad participation of City staff and elected officials in regional partnerships.
 2. Be a regional leader in building common goals with our local and regional partners to achieve the greatest possible results.
- C. Continue to innovate and develop as an organization, and support individual growth.
 1. Encourage employee leadership throughout the organization. Engage and leverage the full abilities of each employee.
 2. Establish a culture and mechanisms to support ongoing growth and learning as an organization.
 3. Seek innovative opportunities to improve public service.
- D. Ensure City facilities are safe, efficient, and inviting to the public.
- E. Ensure the long-term fiscal sustainability of the City.
 1. Promote shared staff and community understanding of the City's fiscal position. Share information about significant revenue and cost factors, as well as the rationale for decision-making.
 2. Focus City expenditures on community priorities and maximize efficiencies in service delivery.
 - Evaluate City services and service delivery models relative to the City's Mission, Strategic Plan, fiscal outlook, and ongoing input from the community.
 - Establish policies and processes to adopt technology that improves City services and makes them more efficient.
 - Explore opportunities for regional partnerships and regional service delivery models that are fiscally beneficial to the City and in line with community values.
 - Encourage future development in locations where existing infrastructure can absorb the growth.

3. Increase City revenues to support quality services for the whole community.
 - Aggressively pursue opportunities to grow the City’s business tax base through economic development.
 - Explore options to increase revenues for the provision of City services or facilities for the benefit of our residents, businesses, and visitors through mechanisms that are fair and appropriate.

GOAL FIVE A Positive Community Identity & Image

- A. Improve the City’s ability to build trust and work with all members of the Tukwila community.
 1. Broaden the City’s toolkit to include new technology and formats that enable two-way communication and improve business processes.
 2. Strengthen the City’s ability to engage with communities that do not participate in traditional formats.
 - Adopt engagement strategies that bring City staff and decision makers out into the communities they serve to engage in meaningful dialogue.
 - Cultivate meaningful, long-term relationships with members of the City’s communities.
 - Expand the linguistic and cultural competencies of City staff through training and hiring.
 3. Cultivate participation by Tukwila’s many communities in the City’s decision-making processes.
- B. Facilitate connections among Tukwila’s communities.
 1. Build connections among the many communities that make up the broader Tukwila community.
 2. Improve broad understanding and appreciation of all of the City’s cultures.
- C. Promote a positive identity and image of Tukwila.
 1. Take a proactive role in generating positive media coverage of the community.
 - Promote the City’s amenities, cultural dynamism, and geographic location.
 - Shift negative perceptions about crime in Tukwila.
 2. Implement a long-term, scalable community branding effort.
 - Establish common themes that promote Tukwila’s many positive attributes.
 - Expand community markers at City boundaries and at key points throughout the community, establishing a clear community signature.
 - Use public art that is representative of the City’s diverse communities in the branding effort.
 3. Promote Tukwila’s international diversity as a strength and draw for regional visitors.
 - Support neighborhood businesses in reaching new markets through improved facades, way-finding banners, and common promotions.
 - Explore opportunities for establishing a neighborhood business district organization to provide ongoing support for small businesses operating within a defined geographic area.
 - Explore opportunities to establish a shopping and dining destination, similar to Seattle’s Pike Place Market or International District.

Basic Program Attribute	Mandated to Provide the Program	Reliance on the City/Organization to Provide the Program	Change in Demand for Program	Cost Recovery of the Program	Portion of the Community/Organization Served
Brief explanation	Programs that are mandated by another level of government (i.e. federal, state or county) will receive a higher score for this attribute compared to programs that are mandated solely by the City or have no mandate whatsoever	Programs for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business	Programs demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to programs that show no growth in demand for the program. Programs demonstrating a decrease in demand or utilization will actually receive a negative score for this attribute	Programs that demonstrate the ability to "pay for themselves" through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost	Programs that benefit or serve a larger segment of the City's residents, businesses and/or visitors will receive a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations
4	Required by Federal, State, or County Legislation	City is the sole provider of the program and there are no other public or private entities that provide this type of service	Programs experiencing a SUBSTANTIAL increase (or score of -4 for decrease) in demand of 25% or more	Fees generated cover 75-100% of the cost to provide the program	Program benefits/serves the ENTIRE community/organization-100%
3	Required by City Code or Resolution	City is currently the sole provider of the program, but there are other public or private entities that could be contracted to provide a similar service	Programs experiencing a SIGNIFICANT increase (or score of -3 for decrease) in demand of 15-24%	Fees generated cover 50-74% of the cost to provide the program	Program benefits/serves a SUBSTANTIAL portion of the community/organization->75%
2	Required to fulfill executed franchise or contractual agreement	Program is also offered by another governmental, non-profit, or civic agency	Program experiencing a MODEST increase in demand of 5-14% (or -2 for decrease)	Fees generated cover 25-49% of the cost to provide the program	Program benefits/serves a SIGNIFICANT portion of the community/organization->50%
1	Recommended by national professional organization	Program is offered by other private businesses, but none are located within city limits	Program experiencing MINIMAL increase in demand of 1-4% (or -1 for decrease)	Fees generated cover 1-24% of the cost to provide the program	Program benefits/serves SOME portion of the community/organization->10%
0	No requirement or Mandate Exists	Program is also offered by other private businesses located within the City limits	Program experiencing NO change in demand	No fees are generated that cover the cost to provide the program	Program benefits/serves a SMALL portion of the community/organization-<10%

Community Scoring Criteria				Governance Scoring Criteria
A Community of Inviting Neighborhoods & Vibrant Business Districts	A Solid Foundation for All Tukwila Residents	A Diverse & Regionally Competitive Economy	A Positive Community Identity & Image	A High-Performing and Effective Organization
Cultivate community ownership of shared spaces	Partner with organizations that help meet the basic needs of all residents.	Embrace the City's economic potential and strengthen the City's role as a regional business and employment center	Improve the City's ability to build trust and work with all members of the Tukwila community	Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts
Build a broad and collaborative approach to preventing crime and increasing the sense of safety	Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services	Strengthen the City's engagement and partnership with the business community	Facilitate connections among Tukwila's communities	Advance Tukwila's interests through participation in regional partnerships
Focus City planning and investments on creating a connected, dynamic urban environment	Encourage maintenance, improvements, and diversity in the City's housing stock	Encourage development, maintenance, improvements, and diversity in the City's stock of commercial space	Promote a positive identity and image of Tukwila	Continue to innovate and develop as an organization, and support individual growth
Use City efforts and investments to realize established visions for specific sub-areas	Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's Equity Policy			Ensure City facilities are safe, efficient, and inviting to the public.
Build and maintain public infrastructure that supports a healthy and attractive built and natural environment				Ensure the long-term fiscal sustainability of the City

Scoring Processes:

Community focused programs:

All community programs (those that serve the public- Police patrol, elections, courts, etc.) are scored against all 5 Basic Program Attributes as well as the 4 Community “Results” or “Goals”. Community results scoring is based on the “degree” at which a program impacts your community’s ability to provide the goal or result, as defined by the additional supporting definitions. The scoring criteria for all scoring is on a 0-4 grading scale, 0 meaning the program has no bearing on achieving the result- i.e. a program of “Parks Maintenance” may score well against most goals, but may score a 0 or 1 against the goal: “A Diverse and Regionally Competitive Economy”

Governance focused programs:

All governance programs are scored against the 5 Basic Program Attributes as well as the supporting measures for the goal: “A High Performing and Effective Organization.” We treat these supporting measures as independent goals as independent so as to ensure each governance program is scored against enough valid data to ensure clear ranking of all programs.

How do we Rank Programs?

After the departments score, we will kick off the “Peer Review” process. The Peer Review scores will be considered the final scores for the generation of the “Quartile Ranks”. The combined scores from the Results/Goals paired with the Basic Program Attributes will then be tabulated and normalized to a 100 pt scale. Results/Goals will make up the majority (75%) of a program’s total score, while Basic Program Attributes will contribute to the final 25%. After this calculation, we use the median score and standard deviation to calculate the Quartiles.



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**

FROM: **Stephanie Brown, Human Resources Director**

CC: **Mayor Allan Ekberg**

DATE: **June 27, 2018**

SUBJECT: **Review of Compensation Policy Resolution No. 1796**

Note: Because this topic is building on previous Committee meetings, the original memo has been updated in underline font below. This intent is to continue to preserve the information from one meeting to the next given that each discussion will build upon the previous.

ISSUE

The City Council and Administration have committed to review and discuss Resolution No. 1796, which sets policy for compensation and benefits for City employees.

BACKGROUND

Beginning in the 1980's, the City Council adopted various resolutions regarding compensation policy. These resolutions focused on several common themes including:

- 1) An overarching goal to maintain a competitive position in the market place;
- 2) The desire to select and to retain a competent and productive work force;
- 3) The compensation system should reflect average compensation among the various employment markets in which the City competes for qualified labor;
- 4) Provides that classifications shall be based upon the Decision Band Method (DBM), for the represented and non-represented employees;
- 5) A comparative analysis for all positions shall be determined based upon internal and external factors;
- 6) A mix of wages and benefits shall be provided based on the average or above average of the defined market.

These resolutions have since been updated and replaced over time, with many of these provisions carrying forward over the years.

In 2013, Resolution No, 1796, was adopted which sets core value statements, specifically that the City desires to utilize standardized policies, procedures and processes whenever possible for compensating all employee groups, both non-represented and represented.

From the Human Resources perspective, since the adoption of this policy in 2013, it has been effectively used as a guide and serves to establish criteria for use when conducting analysis for salary and benefits. In the Collective Bargaining process, it has been objective; manageable, fair, representative of the market to which you chose to compare; used in good faith under our bargaining statute RCW 41.56; reduces the comparisons to those groups that are represented; sets parameters for pay and benefit considerations; it guides the pre-collective bargaining process as to what the City expects to receive for consideration in preparation for labor negotiations.

As it relates to the classification of new positions and the reclassification of existing positions, it provides the external market criteria based upon assessed valuation +/- 50% that we have been able to benchmark our positions to fairly consistently; provides consideration for internal comparability; identifies the data collection resources to use when conducting external market analysis; sets parameters for when a market study will be conducted and when a cost of living adjustment will be considered.

The challenges we have experienced have generally been when we have positions that we are not able to find benchmark comparators for based upon the duties of the position (standard for a valid match is 5 positions). In addition, recently when the market for a certain position was highly competitive, we were not able to attract qualified applicants.

During these times we look for creative, innovative and strategic ways to attract qualified applicants such as offering hiring bonuses. This has also been an effective recruitment strategy with our Civil Service positions.

Given that some areas of Resolution No. 1796 are silent, addressing those silent areas would provide more clarity and an objective methodology to use for anomalies that may occur. Administration proposes consideration of the following for discussion with the Council. This list is not all inclusive as there could be other items the Council wants to consider.

1. Above and Below Market adjustments - specifically define what compensation standard would be used to set parameters for adjustment of wages when positions are above or below market.
2. Compression – establish a definition within the resolution that defines what it means, and what methodology will be used to address compression when it occurs.
3. Comparability – review the current methodology specifically as it applies to the external market for non-represented positions.
4. Recruitment – review what barriers exist when it is a highly competitive external market, and ways to attract and retain future employees.

Follow Up from the March 20, Finance Committee Meeting

At the March 20, Finance Committee meeting, Committee members requested the following components be included in the analysis and review

- An updated market study;
- Input and recommendations from the non-represented employee groups;
- Background and evaluation of decision band methodology;
- Analysis on gender neutrality, desk audits, and appeal process, performance reviews and Merit pay;
- Understanding of compression and when it has been an issue.

In addition, the Council committee requested that Administration provide a revised timeline for review and adoption of changes to Resolution No. 1796 by the full City Council: The schedule below meets the Council requests for a compensation workshop for the Council and for a deadline of September.

- May 22 - Review the revised timeline with the Committee and address any additional considerations to Resolution 1796;
- June (TBD) Conduct a compensation workshop for the City Council
- July 3 Committee discussion:
review Compensation workshop and next steps
review non-represented employee input
Review and discuss 2017 data of the external market study
- July 17 - Finalize scope of policy review of Resolution 1796
- August 7- Review and discuss updated 2018 data for the external market study (Note AWC 2018 Data results are published end of July)
Review and discuss committee considerations
- August 21 - Review and discuss committee considerations (if necessary)
- September 4- Finalize recommendations for City Council consideration
- September 10- Bring recommendations to the City Council for review and discussion;
- September 17- Adoption of changes to Resolution No. 1796 for implementation

NEW: Update from Compensation Work Session- 6/19/18

A work session was held with the City Council on June 19. Mr. Bruce Lawson, Compensation Consultant from Gallagher Benefit Services, Inc provided a presentation on Methods of Job Evaluation Alternatives, How to Determine Salaries. The purpose of this work session was to provide background on compensation philosophies to new Council members and to receive feedback from the full Council to inform the Finance Committee's ongoing review of the City's compensation policy as established by Resolution No. 1796.

The presentation covered the follow objectives:

- The history of job evaluation
- The role of job evaluation
- Selecting a job evaluation tool
- Alternative job evaluation approaches
 - Whole Job Ranking
 - Market Pricing
 - Point Factor
 - Factor Comparison
 - Decision Band
- Market Premiums
- Pay Compression
- Market Competitiveness

The consultant reviewed with the City Council the process used to evaluate jobs under whole job ranking, market pricing, point factor, factor comparison, and the Decision Band Method the current system used by the City. Job Evaluation under the Decision Band Method is based upon six broad band decisions. Mr. Lawson explained that the advantage of this type of evaluation method is to determine job content, and to create a hierarchy of jobs for internal equity, and of skill, effort, responsibility and working conditions.

In addition, Mr. Lawson addressed the issue of pay compression, when it occurs, and that compression cannot be totally mitigated. He added that pay compression can be managed by the ratio percentage allocated in the pay structure. He concluded the presentation with discussion on when a market premium is appropriate to implement, specifically when you want to attract and retain jobs that are competitive in the labor market. Given the current construction climate occurring in this region and that it is hard to attract positions such as Building and Construction Inspectors, he suggested it may be a good option.

Mr. Lawson reviewed with the Council the definitions of market competitiveness and that is occurs when your external market data reflects when your pay is highly competitive, possibly misaligned; or significantly misaligned requiring review to determine if the job evaluation is appropriate.

Councilmember Quinn lead the discussion of the review and discussion of Resolution No. 1796 requesting input from the City Council. Council members have requested that the Finance Committee consider and discuss COLA and market adjustments; compression; positions above and below market, and new incentives.

At the Finance Committee meeting on July 5, the committee will review non-represented employee input, the external market study data for 2017, and next steps for further review of Resolution No. 1796.

2017

<u>Deputy</u> <u>Police Chief</u> E82	<u>Deputy Public</u> <u>Works</u> <u>Director/City</u> <u>Engineer</u> D72	<u>Deputy Finance</u> <u>Director</u> D63	<u>Building</u> <u>Official</u> D61	<u>Human</u> <u>Resources</u> <u>Analyst</u> C42	<u>Deputy City</u> <u>Clerk</u> B23	<u>Administrative</u> <u>Assistant</u> B23
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	10911		9409			5203
12075	10650		9105		6204	5517
11958		10330	9838	6991	5462	5806
			10878	7728	7075	5238
	11075		8330		5894	5174
13208	13187	11880	10800	6708		5361
12150		10495	9067	7269	5980	
				6595	5825	
12150	11564	9491	9034	6394	6086	5513
	11252	9010	9945	7964	6699	5777
			9737	7421	6399	5797

12081 11288 10321 9796 8251 6414 6047

12308 11440 10241 9614 7134 6180 5487

-227 -152 80 182 1117 234 560

-1.85% -1.33% 0.78% 1.89% 15.66% 3.78% 10.20%

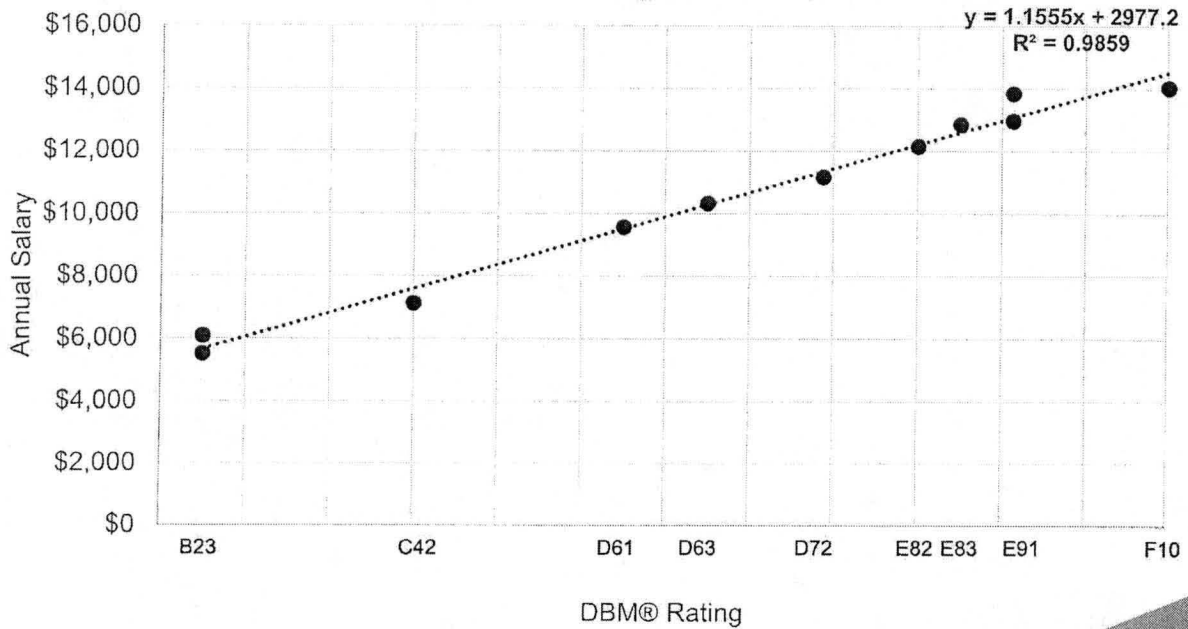
Continue data Table 30

Regression Results: All Data Included



Insurance | Risk Management | Consulting

City of Tukwilla 2017 Market Data Regression Results



STANDARD FOR FINANCIAL SERVICES



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**
 FROM: **Peggy McCarthy, Finance Director**
 CC: **Mayor Ekberg**
 DATE: **June 25, 2018**
 SUBJECT: **Sales Tax and Miscellaneous Revenue Report – 1st Quarter 2018**

Schedule I - Sales Tax in \$1,000's

----- YEAR OVER YEAR COMPARISON -----													
		2017 Actual			2018 Actual			YOY Change					
---- Month ----		Construc- tion	Other Industries	Total	Construc- tion	Other Industries	Total	Construction		Other Industries		Total	
Collect- ed	Rec'd							Amount	%	Amount	%	Amount	%
Jan	Mar	\$ 123	\$ 1,149	\$ 1,272	\$ 116	\$ 1,222	\$ 1,339	\$ (6)	-5%	\$ 73	6%	\$ 67	5%
Feb	Apr	83	1,123	1,206	128	1,210	1,338	45	54%	87	8%	132	11%
Mar	May	120	1,664	1,784	131	1,487	1,618	11	9%	(177)	-11%	(166)	-9%
Q-1 Totals		\$ 326	3,936	\$ 4,262	\$ 375	3,919	\$ 4,295	\$ 50	15%	(17)	0%	\$ 33	1%
Apr	Jun	90	1,317	1,408	-	-	-	-	-	-	-	-	-
May	Jul	103	1,318	1,421	-	-	-	-	-	-	-	-	-
Jun	Aug	116	1,391	1,506	-	-	-	-	-	-	-	-	-
Q-2 Totals		\$ 309	4,026	\$ 4,335	\$ -	-	\$ -	\$ -	-	-	-	\$ -	-
Jul	Sep	130	1,377	1,508	-	-	-	-	-	-	-	-	-
Aug	Oct	125	1,345	1,471	-	-	-	-	-	-	-	-	-
Sep	Nov	140	1,473	1,613	-	-	-	-	-	-	-	-	-
Q-3 Totals		\$ 396	4,196	\$ 4,591	\$ -	-	\$ -	\$ -	-	-	-	\$ -	-
Oct	Dec	145	1,329	1,473	-	-	-	-	-	-	-	-	-
Nov	Jan	110	1,424	1,534	-	-	-	-	-	-	-	-	-
Dec	Feb	120	1,849	1,969	-	-	-	-	-	-	-	-	-
Q-4 Totals		\$ 374	4,602	\$ 4,976	\$ -	-	\$ -	\$ -	-	-	-	\$ -	-
Totals		\$ 1,404	16,760	\$ 18,164	\$ 375	3,919	\$ 4,295	\$ 50		(17)		\$ 33	

First quarter sales tax collections increased by \$33 thousand or 1% over the same period in 2017. Construction sales tax increased \$50 thousand or 15% and other industries decreased by \$17 thousand.

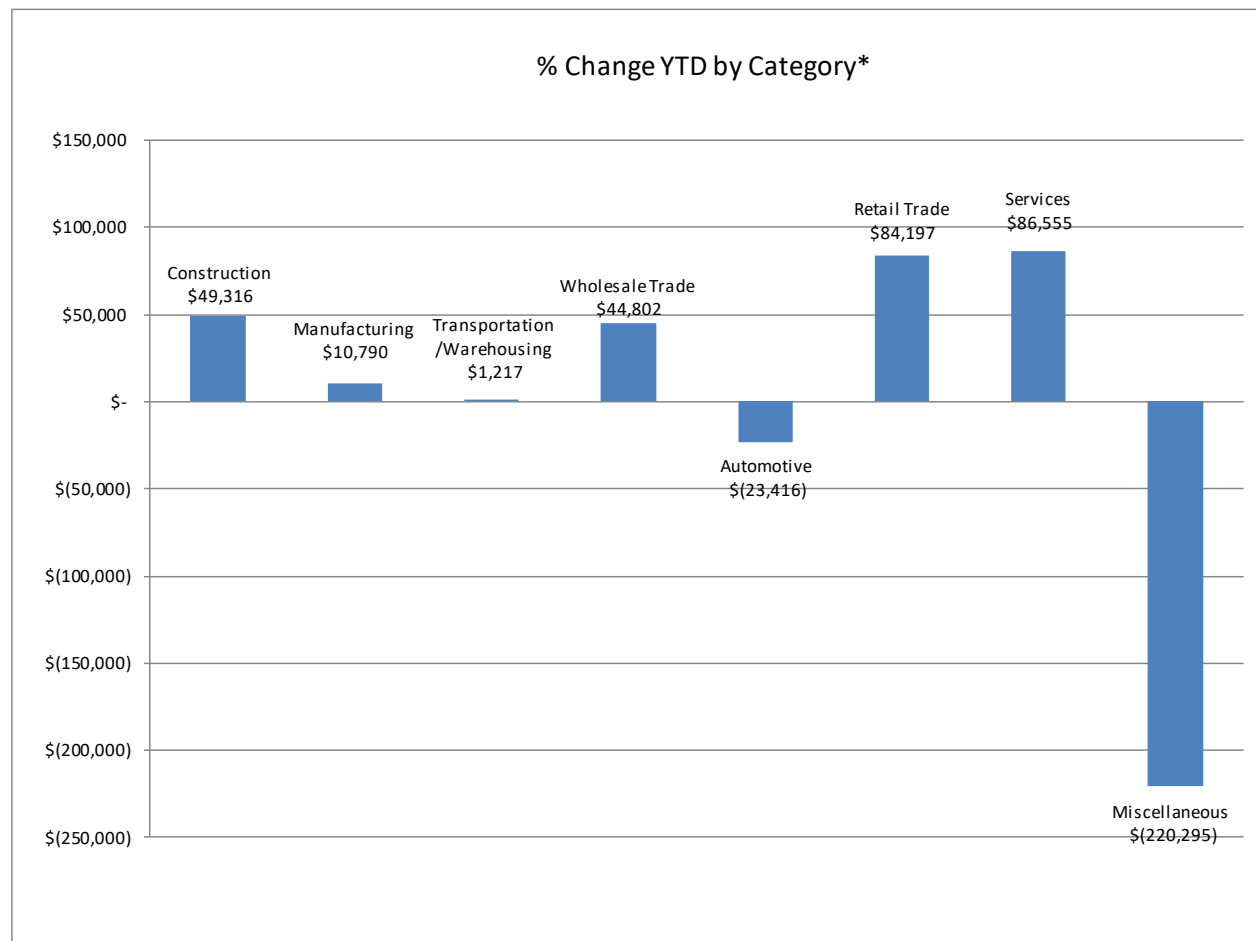
Budget to Actual – Sales Tax in \$1,000’s

Schedule I - Sales Tax

----- BUDGET TO ACTUAL -----							
-- Month -- Collected Rec'd		2017	2018		Variance		
		Actual	Allocated Budget	Actual	Amt	%	
Jan	Mar	\$ 1,272	\$ 1,396	\$ 1,339	(57)	-4%	
Feb	Apr	1,206	\$ 1,323	\$ 1,338	15	1%	
Mar	May	1,784	\$ 1,958	\$ 1,618	(340)	-17%	
Q-1 Totals		\$ 4,262	\$ 4,677	\$ 4,295	\$(382)	-8%	
Apr	Jun	1,408	\$ 1,545	-	-		
May	Jul	1,421	\$ 1,559	-	-		
Jun	Aug	1,506	\$ 1,653	-	-		
Q-2 Totals		\$ 4,335	\$ 4,757	\$ -	\$ -		
Jul	Sep	1,508	\$ 1,654	-	-		
Aug	Oct	1,471	\$ 1,614	-	-		
Sep	Nov	1,613	\$ 1,770	-	-		
Q-3 Totals		\$ 4,591	\$ 5,038	\$ -	\$ -		
Oct	Dec	1,473	\$ 1,617	-	-		
Nov	Jan	1,534	\$ 1,683	-	-		
Dec	Feb	1,969	\$ 2,161	-	-		
Q-4 Totals		\$ 4,976	\$ 5,461	\$ -	\$ -		
Totals		\$ 18,164	\$ 19,932	\$ 4,295	\$(382)	-2%	

Actual sales tax collected in the first quarter was \$382 thousand less than anticipated, representing an 8% negative variance from budget. The results are consistent with the sales tax performance against budget experienced in 2017. Based on the first quarter results, it appears the 2018 budget for sales tax revenue will not be met.

Below is a graph of the year-to-date changes in sales tax collections by industry type year over year.



All industry categories show an increase in sales tax except for automotive, with a \$23 thousand decline, and miscellaneous with a \$220 thousand decline. The miscellaneous category contains sales tax from periodic and one time type transactions. If this decline were factored out of the year over year change, sales tax for 1st quarter 2018 would have shown an increase of over \$250 thousand. In comparison, if the 1st quarter 2017 increase in the miscellaneous category were factored out of the year over year change, sales tax for 1st quarter 2017 would have shown a decline of \$59 thousand. In comparison, 1st quarter 2018 exhibits a more promising and positive trend in *ongoing* sales tax collections. Some of the increase experienced in 2018 may be due to the change in state legislation effective January 1, 2018 that subjects more online sales to sales tax collection. See the excerpt below from news@awcnet.org, June 21, 2018.

“On June 21st, the Supreme Court of the United States released an opinion that allows states to collect sales tax on goods sold from remote out-of-state sellers. The opinion reverses the physical presence standard set in prior cases. The decision will likely have limited impact in the State of Washington. However, this ruling affirms the Washington State Legislature’s bipartisan actions in 2017 that resulted in more than \$400 million to state and local governments thus far. [EHB 2163](#) directed the Department of Revenue (DOR) to work with remote out-of-state companies to comply with remitting sales tax or provide information on purchasers for remitting use tax. DOR began collecting sales tax from remote out-of-state sellers in 2018.”

Schedule II shows year-to-date sales tax collections from the top ten industry classifications.

Schedule II

Group	Name	YTD Current	YTD Prior	Dollar Diff.	% Diff.
722	Food Services, Drinking Places	\$ 473,018	\$ 436,557	\$ 36,461	8.35%
452	General Merchandise Stores	\$ 455,541	\$ 453,426	\$ 2,115	0.47%
448	Clothing and Accessories	\$ 444,860	\$ 420,321	\$ 24,539	5.84%
443	Electronics and Appliances	\$ 268,175	\$ 271,010	\$ (2,835)	-1.05%
423	Wholesale Trade, Durable Goods	\$ 261,090	\$ 218,958	\$ 42,132	19.24%
236	Construction of Buildings	\$ 257,085	\$ 184,318	\$ 72,767	39.48%
541	Professional, Scientific, Tech	\$ 193,198	\$ 113,979	\$ 79,219	69.50%
453	Miscellaneous Store Retailers	\$ 182,668	\$ 166,266	\$ 16,402	9.86%
444	Building Material and Garden	\$ 173,136	\$ 160,425	\$ 12,711	7.92%
517	Telecommunications	\$ 169,757	\$ 155,761	\$ 13,996	8.99%

722-Food Services, Drinking Places has risen to the top of the list with 452-General Merchandise Stores and 448 - Clothing and Accessories a close second and third respectively. In comparison, for 1st quarter 2017, the top industry categories were 452-General Merchandise Stores, 722-Food Services, Drinking Places and 448-Clothing and Accessories. For 1st quarter 2016, the top industry categories were 452-General Merchandise Stores, 448-Clothing and Accessories, and 722-Food Services, Drinking Places. Category 722-Food Services, Drinking Places has moved from third highest sales tax collections in 2016 to highest sales tax collections in 2018.

Schedule III shows the year-to-date ten largest declines in sales tax collections by dollar difference by industry collected.

Schedule III

Group	Name	YTD Current	YTD Prior	Dollar Diff.	% Diff.
999	Nonclassifiable Establishments	\$ 47,951	\$ 268,240	\$ (220,289)	-82.12%
441	Motor Vehicle and Parts Dealer	\$ 145,985	\$ 171,570	\$ (25,586)	-14.91%
238	Specialty Trade Contractors	\$ 107,058	\$ 125,720	\$ (18,662)	-14.84%
621	Ambulatory Health Care Service	\$ 21,757	\$ 35,451	\$ (13,693)	-38.63%
532	Rental and Leasing Services	\$ 143,648	\$ 157,335	\$ (13,687)	-8.70%
926	Economic Programs Admin	\$ 5,050	\$ 18,615	\$ (13,566)	-72.87%
488	Transportation Support	\$ 7,894	\$ 13,822	\$ (5,928)	-42.89%
713	Amusement, Gambling, and Rec	\$ 52,783	\$ 58,213	\$ (5,430)	-9.33%
237	Heavy and Civil Construction	\$ 10,984	\$ 15,774	\$ (4,790)	-30.36%
515	Broadcasting (except Internet)	\$ 1,301	\$ 5,876	\$ (4,576)	-77.86%

The largest decline was in the *999-Nonclassifiable Establishments* industry category (also referred to as the miscellaneous category). No trend was detected by comparing the information above with the ten largest declines for 1st quarter 2017 and 2016. However, category *621-Ambulatory Health Care Services* appears above and on the 1st quarter 2017 list and category *441-Motor Vehicle and Parts Dealer* appears above and on the 1st quarter 2016 list.

SALES TAX SUMMARY
1st Quarter 2018 (Received in March 2018 - May 2018)

NAICS	CONSTRUCTION	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
236	Construction of Buildings	844,136	184,318	257,085	39.5%	
237	Heavy & Civil Construction	107,260	15,774	10,984	-30.4%	
238	Specialty Trade Contractors	462,376	125,720	107,058	-14.8%	
TOTAL CONSTRUCTION		\$ 1,413,773	\$ 325,812	\$ 375,128	15.1%	
Overall Construction Change from Previous Year				\$49,316		
NAICS	MANUFACTURING	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
311	Food Manufacturing	10,703	1,932	1,944	0.6%	
312	Beverage & Tobacco Products	11,960	4,477	2,830	-36.8%	
313	Textile Mills	409	130	61	-53.4%	
314	Textile Product Mills	14,792	3,579	3,383	-5.5%	
315	Apparel Manufacturing	888	242	15	-94.0%	
316	Leather & Allied Products	88	8	12	51.4%	
321	Wood Product Manufacturing	3,740	469	384	-17.9%	
322	Paper Manufacturing	24,646	6,276	6,852	9.2%	
323	Printing & Related Support	28,490	6,539	6,333	-3.1%	
324	Petroleum & Coal Products	41	4	29	598.6%	
325	Chemical Manufacturing	-15,834	1,494	1,514	1.3%	
326	Plastic & Rubber Products	3,955	1,093	852	-22.1%	
327	Nonmetallic Mineral Products	5,081	726	830	14.3%	
331	Primary Metal Manufacturing	1,803	266	469	76.6%	
332	Fabricated Metal Mfg Products	8,752	3,840	1,922	-49.9%	
333	Machinery Manufacturing	6,300	1,386	2,814	103.1%	
334	Computer & Electronic Products	10,531	2,955	3,671	24.3%	
335	Electric Equipment, Appliances	3,949	2,796	799	-71.4%	
336	Transportation Equipment Mfg	29,297	8,895	17,875	100.9%	
337	Furniture & Related Products	8,432	1,417	2,281	61.0%	
339	Miscellaneous Manufacturing	19,765	3,795	8,239	117.1%	
TOTAL MANUFACTURING		\$ 177,788	\$ 52,318	\$ 63,108	20.6%	
Overall Manufacturing Change from Previous Year				\$10,790		
NAICS	TRANSPORTATION & WAREHOUSING	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
481	Air Transportation	11	11	0	0.0%	
482	Rail Transportation	169	94	13	-86.5%	
483	Water Transportation	86	21	3	-87.6%	
484	Truck Transportation	1,852	379	528	39.3%	
485	Transit and Ground Passengers	395	53	221	319.3%	
487	Scenic and Sightseeing Tran	57	15	6,366	42971.3%	
488	Transportation Support	47,071	13,822	7,894	-42.9%	
491	Postal Services	816	226	126	-44.2%	
492	Couriers & Messengers	1,600	361	882	144.3%	
493	Warehousing & Storage	1,878	375	541	44.3%	
TOTAL TRANSP & WHSING		\$ 53,936	\$ 15,356	\$ 16,573	7.9%	
Overall Transportation Change from Previous Year				\$1,217		
NAICS	WHOLESALE TRADE	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
423	Whrs Trade-Durable Goods	1,018,477	218,958	261,090	19.2%	
424	Whrs Trade-Nondurable Goods	155,695	36,601	39,266	7.3%	
425	Wholesale Electronic Markets	2,696	624	628	0.7%	
WHOLESALE TRADE TOTAL		\$ 1,176,868	\$ 256,183	\$ 300,985	17.5%	
Overall Wholesale Change from Previous Year				\$44,802		
NAICS	RETAIL TRADE	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
442	Furniture & Home Furnishings	445,454	106,163	106,867	0.7%	
443	Electronics & Appliances	1,168,189	271,010	268,175	-1.0%	
444	Building Material & Garden	805,251	160,425	173,136	7.9%	
445	Food & Beverage Stores	257,762	54,826	62,957	14.8%	
446	Health & Personal Care	298,682	68,870	69,432	0.8%	
448	Clothing & Accessories	2,066,870	420,321	444,860	5.8%	
451	Sporting Goods, Hobby, Books	533,560	109,225	127,637	16.9%	
452	General Merchandise Stores	2,131,267	453,426	455,541	0.5%	
453	Miscellaneous Store Retailers	738,487	166,266	182,668	9.9%	
454	Nonstore Retailers	248,748	37,237	40,691	9.3%	
TOTAL RETAIL TRADE		\$ 8,694,271	\$ 1,847,767	\$ 1,931,964	4.6%	
Overall General Retail Change from Previous Year				\$84,197		
NAICS	SERVICES	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
51X	Information	820,832	198,303	203,572	2.7%	
52X	Finance & Insurance	106,045	21,668	23,197	7.1%	
53X	Real Estate, Rental, Leasing	623,983	166,237	150,394	-9.5%	
541	Professional, Scientific, Tech	547,039	113,979	193,198	69.5%	
551	Company Management	9	0	1	0.0%	
56X	Admin, Supp, Remed Svcs	170,046	37,529	54,566	45.4%	
611	Educational Services	10,355	1,508	1,608	6.6%	
62X	Health Care Social Assistance	119,513	43,895	30,165	-31.3%	
71X	Arts & Entertainment	256,620	64,720	59,057	-8.7%	
72X	Accommodation & Food Svcs	2,536,470	571,704	605,789	6.0%	
81X	Other Services	270,882	63,656	62,117	-2.4%	
92X	Public Administration	87,143	20,925	7,017	-66.5%	
TOTAL SERVICES		\$ 5,548,937	\$ 1,304,124	\$ 1,390,679	6.6%	
Overall Services Change from Previous Year				\$86,555		
NAICS	MISCELLANEOUS	17 TOTAL	17 YTD	18 YTD	YTD	% Diff
000	Unknown	0	0	0	0.0%	
111-115	Agriculture, Forestry, Fishing	1,089	80	61	-23.4%	
211-221	Mining & Utilities	547	102	115	12.5%	
999	Unclassifiable Establishments	296,439	268,240	47,951	-82.1%	
MISCELLANEOUS TOTAL		\$ 298,074	\$ 268,422	\$ 48,127	-82.1%	
Overall Miscellaneous Change from Previous Year				(\$220,295)		
GRAND TOTALS		\$18,164,227	\$4,261,971	\$4,295,137	0.78%	
Grand Total Change from Previous Year				\$33,166		
Grand Total Change from Previous Year - Without New Construction				(\$16,150)	-0.41%	

Schedule IV shows quarterly gambling tax performance year over year and for the current year compared to budget.

Schedule IV - Gambling Tax ^(a)

Quarter Earned	2017 Actual	(d) 2018 Actual	2018 Allocated Budget	INCREASE (DECREASE)			
				YEAR OVER YEAR		BUDGET VARIANCE	
				Amount	%	Amount	%
Q1	\$ 977,003	\$ 985,901	\$ 995,831	\$ 8,898	1%	\$ (9,930)	-1%
Q2	983,322		1,002,272				
Q3	951,991		970,337				
Q4	958,503		976,974				
Totals	\$ 3,870,819	\$ 985,901	\$ 3,945,414	\$ 8,898	-75%	\$ (9,930)	-75%

Gambling tax revenue was 1% more than the same period last year and 1% less than budget. The City now has four casinos – the Riverside Inn, the Great American, the Fortune (formerly the Golden Nugget) and the Macau. Gambling tax is budgeted to increase by 2% over 2017 actual revenue.

Schedule V shows quarterly admissions tax performance year over year and for the current year compared to budget.

Schedule V - Admissions Tax ^(b)

Quarter Earned	2017 Actual	(d) 2018 Actual	2018 Allocated Budget	INCREASE (DECREASE)			
				YEAR OVER YEAR		BUDGET VARIANCE	
				Amount	%	Amount	%
Q1	\$ 166,003	\$ 206,037	\$ 176,211	\$ 40,034	24%	\$ 29,826	17%
Q2	157,574		167,263				
Q3	177,422		188,331				
Q4	171,641		182,195				
Totals	\$ 672,640	\$ 206,037	\$ 714,000	\$ 40,034	-69%	\$ 29,826	-71%

First quarter admissions tax revenue was \$40 thousand, or 24% more than the same period last year. The year over year increase also represents a favorable budget variance of \$30 thousand or 17%. A major contributor to the increase is a new entertainment venue in the Central Business District. Admissions tax is budgeted to increase 6% over 2017 actual revenue.

Schedule VI shows quarterly telecommunications utility tax performance year over year and for the current year compared to budget.

Schedule VI - Telecommunications Utility Tax ^(c)

Quarter Earned	2017 Actual	(d) 2018 Actual	2018 Allocated Budget	INCREASE (DECREASE)			
				YEAR OVER YEAR		BUDGET VARIANCE	
				Amount	%	Amount	%
Q1	\$ 323,708	\$ 393,366	\$ 319,585	\$ 69,658	22%	\$ 73,781	23%
Q2	312,456		308,476				
Q3	388,433		383,486				
Q4	316,497		312,466				
Totals	\$ 1,341,094	\$ 393,366	\$ 1,324,013	\$ 69,658	-71%	\$ 73,781	-70%

First quarter telecommunications utility tax was \$70 thousand, or 22% more than previous year and \$74 thousand more than budget. The 2018 revenue is budgeted at 1% less than 2017 actual revenue.

- (a) Gambling tax currently includes card games, punch boards, pull tabs, and amusement games.
- (b) Excludes golf course admissions tax.
- (c) Telecommunications Utility tax currently includes cellular, pager and telephone usage.
- (d) Actuals reflected in Schedules IV, V and VI are amounts *earned* for the quarter.



INFORMATIONAL MEMORANDUM

TO: Finance Committee
FROM: Peggy McCarthy, Finance Director
CC: Mayor Ekberg
DATE: June 25, 2018
SUBJECT: Finance the Public Works Shops portion of the Public Safety Plan

ISSUE

Review the Schedule of Events for issuance of up to \$20 million limited tax general obligation bonds for the acquisition of property and construction of improvements for new Public Works shops, pursuant the Public Safety Plan.

BACKGROUND

On December 4, 2017, the City Council approved bond ordinance 2559 for the issuance of up to \$20 million of limited tax general obligation (LTGO) bonds for financing the acquisition of property for the Public Works shops and to pay for improvements and associated costs. In February 2018 through May 2018, the City Council Finance Committee reviewed and considered several financing options and project scope alternatives for the Public Safety Plan, including the Public Works shops. On June 11, 2018, a City Council workshop was held to discuss the selected financing options and scope alternatives, and at the regular City Council meeting on June 18, 2018, the City Council authorized the administration to move forward with the Public Safety Plan scenario referred to as D-20. Under this scenario, \$30 million is appropriated for Public Works shops property acquisition and improvements, with financing to be accomplished through limited tax general obligation bonds with maximum terms of 20 years.

DISCUSSION

The City is in the process of acquiring three parcels to site the new Public Works Shops. Through May 2018, \$7.4 million has been expended on behalf of the Public Works shop project, including a February deposit to the court under the eminent domain laws. On May 25, 2018, the court entered an order adjudicating the issue of public use and necessity allowing property acquisition to move forward. The bond proceeds will be used to complete the property purchases, reimburse the City for project expenditures previously incurred, and construct Public Works shops improvements. The bond sale is scheduled for July 31, 2018 and the bond closing for August 14, 2018.

RECOMMENDATION

For information only

ATTACHMENTS

Bond Issuance Schedule of Events



City of Tukwila, Washington
Limited Tax General Obligation Bonds, 2018
As of June 15, 2018

JUNE							JULY							AUGUST						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2	1	2	3	4	5	6	7				1	2	3	4
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	

City Finance Director/City Manager/Staff: City
 Pacifica Law Group LLP (Bond Counsel): BC
 PFM Financial Advisors LLC (Financial Advisor): PFM

References to "All Parties" includes City, BC, and PFM

Date	Event	Responsibility
12/4	• City Council approves Bond Ordinance	Council/City
6/12-13	• <i>FOMC Meeting</i>	
6/15	• Current draft of POS distributed	PFM
6/21	• Comments provided on draft POS	All Parties
6/27	• Revised draft POS distributed	PFM
6/28	• Draft rating materials distributed	PFM
6/30	• Publication of the City's 2017 Audited Financial Statements	City
7/2	• Comments provided on draft POS	
7/3	• Comments provided on draft rating materials	City
7/4	• <i>Independence Day</i>	
[7/6]	• Rating agency prep call/meeting	City/PFM
7/6	• Revised draft POS distributed	PFM
By 7/9	• Final rating materials distributed	PFM
[7/10]	• Bond rating agency call	City/PFM
[7/13]	• Due diligence call to review POS	All Parties
7/16	• Final comments provided on POS	All Parties
7/19	• POS distributed for final sign-off	PFM
7/23	• Final sign-off on POS provided	All Parties
By 7/23	• Receive bond rating	
7/24	• POS posted	PFM
[7/31]	• Bond sale	All Parties
7/31-8/1	• <i>FOMC Meeting</i>	
8/3	• OS distributed for final sign-off	PFM
8/7	• Final sign-off/OS posted	All Parties
8/14	• Bond Closing	All Parties

