

# Kelso City Council Agenda

Regular Meeting, 6:00 pm  
January 21, 2014  
City Hall, Council Chambers  
203 South Pacific  
Kelso, WA 98626



\*\*Special accommodations for the handicapped and hearing impaired are available  
by special arrangement through the City Clerk's Office at 360-423-0900\*\*

## **Invocation:**

Pastor Jerry Dahlke, North Gate City Church

## **Roll Call to Council Members:**

### **1. Approve Minutes:**

1.1. January 7, 2014 – Regular Meeting

### **2. Presentation:**

2.1. Kelso School District Levy

### **3. Consent Items:**

3.1. Consult Contract – Talley Way Bridge Scour Project  
3.2. Auditing of Accounts

### **4. Citizen Business:**

### **5. Council Business:**

### **6. Action/Motion Items:**

### **7. Workshop:**

7.1. 2014 Budget Goals and Action Plan

# Kelso City Council Agenda

Regular Meeting, 6:00 pm  
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203 South Pacific  
Kelso, WA 98626



## **Other Items:**

- City Manager Report
- Staff/Dept Head Reports
- Council Reports
- Other Business
- Executive Session

Major Dave Davis, Salvation Army gave the invocation. Mayor David Futcher led the flag salute. The Regular Meeting of the Kelso City Council was called to order by Mayor David Futcher. Councilmembers in attendance were: Futcher, Myers, McDaniel, Schimmel, Roberson and Archer.

**Minutes:** Upon motion by Councilmember Schimmel, seconded by Councilmember Roberson, 'Approve the Minutes of the 12/17/13 Regular Meeting,' motion carried, all voting yes.

**OATH OF OFFICE:**

City Clerk Brian Butterfield swore in the following individuals to the Kelso City Council:

- Rick Roberson, Council Position #1
- Todd McDaniel, Council Position #2
- Jared Franklin, Council Position #3

**ELECTION OF COUNCIL OFFICERS:**

Mr. Butterfield opened the floor for nominations for Mayor. Upon motion by Councilmember Schimmel, seconded by Councilmember McDaniel, 'Nominate David Futcher for Mayor.' Mr. Butterfield asked if there were other nominations. Hearing none, Mr. Butterfield closed the nominations. Motion carried, all voting yes.

Mayor Futcher opened the floor for nominations for Deputy Mayor. Upon motion by Councilmember Schimmel, seconded by Councilmember Archer, 'Nominate Councilmember Myers for Deputy Mayor.' Mayor Futcher asked if there were other nominations. Hearing none, the nominations were closed. Motion carried, all voting yes.

**CONSENT AGENDA:**

**Appointments/Reappointments – Boards & Commissions:** Upon motion by Councilmember McDaniel, seconded by Councilmember Myers, 'Approve the Consent Agenda.' City Manager Steve Taylor requested that the reappointment for Larry Alexander to the 'Big Idea' Board be added to the list. Motion carried, including the 'Big Idea' Board reappointment, all voting yes. The reappointments are as follows:

- **Lodging Tax Committee**
  - Bill Marcum, Term to End 12/31/2014
  - Cindy Keeney, Term to End 12/31/2014
  - Paul Thornton, Term to End 12/31/2014
  - Syed Pasha, Term to End 12/31/2014

- **Park Board**
  - Dan Jones, Term to End 12/31/2017
  - Jerry Phillips, Term to End 12/31/2017
- **Highlander Festival**
  - Cory Mugaas, Term to End 12/31/2017
  - Larry Alexander, Term to End 12/31/2017
- **Library Board**
  - Kelly Sims, Term to End 12/31/2018
- **Cowlitz County Mosquito Control District**
  - Betty Wilson, Term to End 01/01/2016
- **'Big Idea' Board**
  - Larry Alexander, Term to End to 12/31/2015

**CITIZEN BUSINESS:**

**Nicole Mackey**, 1106 S. 3<sup>rd</sup> Ave., spoke about a policy for the cleanup of graffiti.

**Johann Peters**, 512 West Main Street, Longview, spoke about a facade improvement program for businesses that are affected by the redirection of traffic as a result of the West Main Realignment project.

**COUNCIL BUSINESS:**

**2014 City Council Standing Committee/Board Assignments:** With the consensus of the Council, the following Council Boards & Commissions Assignments were made:

- **SWEDC**
  - Rick Roberson and Jared Franklin
- **Airport Authority**
  - David Futcher and Gary Archer (Alternate)
- **CAP Board**
  - Jared Franklin and Todd McDaniel
- **CEDC Executive Board**
  - Steve Taylor
- **CEDC**
  - Rick Roberson
- **City Audit**
  - Dan Myers, Gary Schimmel and Todd McDaniel (Alternate)
- **Cowlitz Transit Authority Board**
  - Todd McDaniel, Rick Roberson and Gary Schimmel (Alternate)
- **CWCOG**
  - Dan Myers and Rick Roberson
- **Disability Board**
  - David Futcher

- **911 E-Board**
  - Steve Taylor
- **Cowlitz County 911 Council**
  - Gary Schimmel and Gary Archer (Alternate)
- **KDRA**
  - Jared Franklin and Gary Archer
- **Fire Pension Board**
  - David Futcher, Brian Butterfield and Traci Howard
- **Library Board**
  - Gary Schimmel and Jared Franklin
- **Lodging Tax Advisory**
  - Todd McDaniel
- **Multi-Agency Coordinating Group**
  - Steve Taylor and David Futcher
- **Park Board Liaison**
  - Gary Archer and Gary Schimmel (Alternate)
- **Public Health**
  - Jared Franklin
- **Sewer Operating Board (TRRWA)**
  - Public Works Director and Steve Taylor (Alternate)
- **Solid Waste Technical**
  - Public Works Director, Steve Taylor and Dan Myers (Alternate)
- **Metropolitan Planning Organization**
  - Mike Kardas and Rick Roberson (Alternate)
- **RTPO**
  - Mike Kardas and Rick Roberson (Alternate)
- **‘Big Idea’ Board**
  - Gary Archer and Gary Schimmel (Alternate)
- **Cowlitz County Government Summit**
  - Dan Myers, Gary Archer and Rick Roberson (Alternate)
- **Pathways 2020**
  - Steve Taylor

**EXECUTIVE SESSION:**

The Council convened into Executive Session at 6:29 p.m. to discuss litigation. The Executive Session is expected to last approximately 5 minutes. The city attorney was present.

The Council reconvened into Regular Session at 6:36 p.m.

**COUNCIL BUSINESS Continued:**

**NPDES Phase II 2013-2018 Coalition Settlement:** City Attorney Janean Parker briefed the Council on the Coalition's recommendation for a proposed settlement. Upon motion by Councilmember Myers, seconded by Councilmember Archer, 'Enter into the settlement terms as described by the city attorney.' Lengthy discussion followed. Motion carried, all voting yes.

**MOTION ITEMS:**

**Resolution No. 14-1108 – Master Fee Schedule Amendment:** The Deputy Clerk read the proposed resolution by title only. Upon motion by Councilmember Archer, seconded by Councilmember Myers, 'Pass Resolution No. 14-1108, 'A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KELSO, WASHINGTON, AMENDING THE CITY'S MASTER FEE SCHEDULE.' Discussion followed. Councilmembers Futcher, Franklin, Myers, Schimmel, Archer and Roberson voted yes. Councilmember McDaniel voted no. Motion passed, 6 to 1.

**MANAGER'S REPORT:**

**Steve Taylor:** 1) Suggested having the 2014 Goal Priority Discussion workshop during the next regular council meeting. With consensus of the Council, the workshop was scheduled for the 1/21/14 Regular Council Meeting. 2) Announced that the South Kelso Neighborhood Cleanup event is scheduled for January 20, 2014. Those interested are to meet at the Wallace Elementary Gym at 9:00 a.m. 3) Gave a brief update regarding the search for a new Public Works Director.

**STAFF REPORT:**

**Community Development Director/City Engineer Mike Kardas:** 1) Provided an update on the detours pertaining to the West Main Realignment project. Discussion followed.

**Anthony Rogers,** Tire Exchange, 111 SW 1<sup>st</sup> Ave., spoke from the audience regarding lost revenue due to insufficient access caused by the West Main Realignment construction detours. Mr. Kardas asked him to stay after the meeting to discuss further.

**COUNCIL REPORTS:**

**Gary Archer:** spoke about the litter throughout the city.

**Todd McDaniel:** Commented that Councilmembers are encouraged to attend the Community Transit Authority facility's Master Plan Workshop. The workshop is scheduled for January 15<sup>th</sup>, at 1:00 p.m. to 5:00 p.m., and will be held at Longview City Hall.

**Jared Franklin:** Thanked everyone for being so welcoming.

**Dan Myers:** No report.

**Gary Schimmel:** No report.

**Rick Roberson:** Provided an update on the South Kelso Neighborhood Association.

**David Futcher:** 1) Welcomed Mr. Franklin to the Council. 2) Thanked everyone for the opportunity to serve another term as Mayor.

There being no further business, Mayor Futcher adjourned the meeting at 7:05 p.m.

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**MAYOR**

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**CITY CLERK**

# **AGENDA SUMMARY SHEET**

## **Business of the City Council City of Kelso, Washington**

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**SUBJECT TITLE:** Kelso School District  
Levy Presentation

**Agenda Item:** \_\_\_\_\_

**Dept. of Origin:** \_\_\_\_\_

**For Agenda of:** January 21, 2014

**Originator:** \_\_\_\_\_

**PRESENTED BY:**

Kelso School District Superintendent Rob  
MacGregor

**City Attorney:** Janean Parker

**City Manager:** Steve Taylor

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**SUMMARY STATEMENT:**

A representative from the Kelso School District will present information on the current maintenance and operations levy. The ballots for this levy will be mailed on or around January 24, 2014 and must be returned to a ballot drop-box or postmarked by February 11, 2014.

# **AGENDA SUMMARY SHEET**

## **Business of the City Council City of Kelso, Washington**

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**SUBJECT TITLE:**

Talley Way Bridge Scour Analysis and Remediation  
Design-Consultant Scope and Professional Services  
Agreement-H.W Lochner Inc.

**Agenda Item:** \_\_\_\_\_

**Dept. of Origin:** Comm. Dev/Engineering

**For Agenda of:** January 21, 2014

**PRESENTED BY:**

Michael Kardas, PE  
Community Development Director/City Engineer

**Cost of Item:** \$102,382.00

**City Manager:** Steve Taylor

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**AGENDA ITEM ATTACHMENTS:**

Consultant scope and fee estimate  
Professional Services Agreement

**SUMMARY STATEMENT:**

As a result of a Washington Department of Transportation underwater inspection of the Talley Way Bridge a new scour condition on pier 2 was identified. The report recommended a complete scour evaluation and repair be performed to protect the bridge. The attached scope of work provides for the identified hydraulic analysis as well as the necessary environmental permitting and contract document preparation.

**FINANCIAL SUMMARY:**

The cost of the contract is within the funds available in the Bridge Maintenance and Repair Reserve Fund.

**RECOMMENDED ACTION:**

Staff recommends Council authorize the City Manager to execute the professional services agreement with H.W. Lochner.

## PROFESSIONAL SERVICES AGREEMENT

This Agreement ("Agreement") is dated effective this \_\_\_\_\_ day of \_\_\_\_\_, 2014. The parties ("Parties") to this Agreement are the City of Kelso, a Washington municipal corporation ("City"), and Lochner ("Consultant").

A. The City seeks the temporary professional services of a skilled independent consultant capable of working without direct supervision in the capacity of Scour Analysis and Remediation Design for the Talley Way Bridge, and is familiar with the City's municipal code, resolutions, regulations and policies.

B. The Consultant has the requisite skill and experience necessary to provide such services and has obtained a City of Kelso business license to perform these services.

NOW, THEREFORE, the Parties agree to the following terms and conditions:

### 1. SERVICES.

1.1 The Consultant agrees to furnish all personnel, materials, equipment and supervision and to otherwise do all things necessary for or incidental to the performance of the work set forth below and more particularly described in the City of Kelso Request for Proposals and the Consultants Proposal to complete a scour analysis and remediation design for the Talley Way Bridge attached hereto and incorporated by this reference ("Services").

See attached Exhibit A

1.2 Compliance With Laws. All duties of the Consultant or designees shall be performed in accordance with all applicable federal and state laws and city ordinances as now existing or hereafter adopted or amended.

1.3 The Consultant shall control and direct the performance of the work. The City reserves the right to inspect, review and approve the work to assure that it has been completed as specified prior to payment.

1.4 Performance Standard. All duties by the Consultant or his designees shall be performed in a manner consistent with accepted practices for other similar services, performed to the City's satisfaction, within the time period prescribed by this Agreement and pursuant to the direction of the City Manager or designee.

### 2. TERM.

The Term of this Agreement shall commence on Wednesday, January 22, 2014 and shall continue until the completion of the Services, but in any event no later than December 31, 2014. This Agreement may be extended for additional periods of time upon the mutual written

agreement of the City and the Consultant. During any term, this Agreement may be terminated, with or without cause by either Party, by giving ninety (90) days written notice to the other party.

3. COMPENSATION.

3.1 Total Compensation. In consideration of the Consultant performing the Services, the City agrees to pay an amount not to exceed \$102,382.00.

3.2 Compensation Rates. Compensation for Services shall be based on the attached compensation schedule not to exceed \$102,382.00.

3.3 Method of Payment. Payment by the City for the Services will only be made after the Services have been performed and an itemized billing statement has been submitted in the form specified by the City and approved by the appropriate City representative, which shall specifically set forth the Services performed, the name of the person performing such Services, and the hourly labor charge rate for such person. Payment shall be made on a monthly basis thirty (30) days after receipt of such billing statement.

3.4 Consultant Responsible for Taxes. The Consultant shall be solely responsible for the payment of any taxes imposed by any lawful jurisdiction as a result of performance and payment under this Agreement.

4. REPRESENTATIONS.

4.1 The Consultant warrants that it has the requisite training, skill and experience necessary to provide the Services and is appropriately accredited and licensed by all applicable agencies and governmental entities.

5. INDEPENDENT CONSULTANT.

5.1 It is the intention and understanding of the Parties that the Consultant shall be an independent consultant. The Consultant or his or her employees or agents performing under this Agreement are not employees or agents of the City. The Consultant will not hold himself or herself out as nor claim to be an officer or employee of the City. The Consultant will not make any claim of right, privilege, or benefit which would accrue to an employee under law. The City shall neither be liable for nor obligated to pay sick leave, vacation pay or any other benefit of employment, nor to pay any social security or other tax which may arise as an incident of employment. The Consultant shall pay all income and other taxes as due. Industrial or any other insurance which is purchased for the benefit of the Consultant shall not be deemed to convert this Agreement to an employment contract.

5.2 It is recognized that the Consultant may or will be performing professional services during the term for other parties and that the City is not the exclusive user of the Consultant's services; provided, however, that the performance of other professional services shall not conflict with or interfere with the Consultant's ability to perform the Services. The Consultant agrees to resolve any conflict in favor of the City.

6. INDEMNIFICATION.

6.1 Consultant Indemnification. The Consultant shall defend, indemnify and hold the City, 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 negligent performance of this Agreement.

6.2 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 Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant'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.

7.1 The Consultant shall procure and maintain for the duration of the Agreement, a the insurance policies described below 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 Consultant, their agents, representatives, employees or subconsultants.

A. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate and a \$2,000,000 products-completed operations aggregate limit and further shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent consultants, 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 the Aggregate Per Project Endorsement ISO form CG 25 03 11 85. There shall be no endorsement or modification of the Commercial General Liability insurance for liability arising from explosion, collapse or underground property damage. The City shall be named as an insured under the Consultant'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 equivalent coverage.

B. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

7.2 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions for Commercial General Liability insurance:

A. The Consultant's insurance coverage shall be primary insurance as respect the City. Any Insurance, self-insurance, or insurance pool coverage

maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.

B. The Consultant's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City.

7.3 Verification of Coverage. Consultant 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 Consultant before commencement of the work.

8. EQUAL OPPORTUNITY EMPLOYER.

In the performance of all Services under this Agreement, the Consultant, or its employees, agents, subconsultants or representatives, shall not discriminate against any person because of sex, age (except minimum age and retirement provisions), race, color, creed, national origin, marital status or the presence of any disability, including sensory, mental, or physical handicaps, based upon a bona fide occupational qualification in relationship to hiring and employment. The Consultant shall comply with the Washington Law Against Discrimination (Chapter 49.60 RCW) and with any other applicable federal or state law or local ordinance regarding non-discrimination. Any material violation of this provision shall be grounds for immediate termination of this Agreement by the City and, in the case of the Consultant's breach, may result in ineligibility for further City agreements.

9. INTELLECTUAL PROPERTY-- Warranty of Noninfringement

Consultant represents and warrants that the Consultant is either the author of all deliverables to be provided under this Agreement or has obtained and holds all rights necessary to carry out this Agreement. Consultant further represents and warrants that the Services to be provided under this Agreement do not and will not infringe any copyright, patent, trademark, trade secret or other intellectual property right of any third party.

10. CONFIDENTIALITY.

The Consultant agrees that all materials containing confidential information received pursuant to this Agreement shall not be disclosed without the City's express written consent. Consultant agrees to provide the City with immediate written notification of any person seeking disclosure of any confidential information obtained for the City.

11. WORK PRODUCT.

All work product, including records, files, documents, plans, computer disks, magnetic media or material which may be produced or modified by the Consultant while performing the Services shall belong to the City. Upon written notice by the City during the Term of this Agreement or upon the termination or cancellation of this Agreement, the Consultant shall deliver all copies of any such work product remaining in the possession of the Consultant to the City.

12. BOOKS AND RECORDS.

The Consultant agrees to maintain books, records, and documents that sufficiently and properly reflect all direct and indirect costs related to the performance of the Services and maintain such accounting procedures and practices as may be deemed necessary by the City to assure proper accounting of all funds paid pursuant to this Agreement. These records shall be subject, at all reasonable times, to inspection, review, or audit by the City, its authorized representative, the State Auditor, or other governmental officials authorized by law to monitor this Agreement.

13. NON-APPROPRIATION OF FUNDS.

If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the City will not be obligated to make payments for Services or amounts incurred after the end of the current fiscal period, and this Agreement will terminate upon completion of all remaining Services for which funds are allocated. No penalty or expense shall accrue to the City in the event this provision applies.

14. GENERAL PROVISIONS.

14.1 Entire Agreement. This Agreement contains all of the agreements of the Parties with respect to any matter covered or mentioned in this Agreement and no prior agreements shall be effective for any purpose.

14.2 Modification. No provisions of this Agreement may be amended or modified except by written agreement signed by the Parties.

14.3 Full Force and Effect. Any provision of this Agreement which is declared invalid or illegal shall in no way affect or invalidate any other provision hereof and such other provisions shall remain in full force and effect.

14.4 Assignment. Neither the Consultant nor the City shall have the right to transfer or assign, in whole or in part, any or all of its obligations and rights hereunder without the prior written consent of the other party.

14.5 Successors in Interest. Subject to the foregoing Subsection, the rights and obligations of the Parties shall inure to the benefit of and be binding upon their respective successors in interest, heirs and assigns.

14.6 Attorney Fees. In the event either party brings a lawsuit to enforce the terms of this Agreement, or arising from a breach of this Agreement, the prevailing party shall be entitled to its costs and attorneys' fees for bringing or defending against the action.

14.7 No Waiver. Failure or delay of the City to declare any breach or default immediately upon occurrence shall not waive such breach or default. Failure of the City to declare one breach or default does not act as a waiver of the City's right to declare another breach or default.

14.8 Governing Law. This Agreement shall be governed by and interpreted in accordance with the laws of the State of Washington.

14.9 Venue. The venue for any dispute related to this Agreement or for any action to enforce any term of this Agreement shall be Cowlitz County, Washington.

14.10 Authority. Each individual executing this Agreement on behalf of the City and the Consultant represents and warrants that such individuals are duly authorized to execute and deliver this Agreement on behalf of the Consultant or the City.

14.11 Notices. Any notices required to be given by the Parties shall be delivered at the addresses set forth below. Any notices may be delivered personally or may be deposited in the United States mail, postage prepaid, to the address set forth below. Any notice so posted in the United States mail shall be deemed received three (3) days after the date of mailing.

14.12 Performance. Time is of the essence of this Agreement in each and all of its provisions in which performance is a factor.

14.13 Remedies Cumulative. Any remedies provided for under the terms of this Agreement are not intended to be exclusive, but shall be cumulative with all other remedies available to the City at law or in equity.

14.14 Counterparts. This Agreement may be executed in any number of counter-parts, which counterparts shall collectively constitute the entire Agreement.

Executed on the dates written below.

CONSULTANT

CITY OF KELSO

By: \_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_

\_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_

\_\_\_\_\_  
Date: \_\_\_\_\_

\_\_\_\_\_  
Date: \_\_\_\_\_

Approved as to form:

\_\_\_\_\_  
City Attorney

## **Scour Analysis and Remediation Design Talley Way Bridge**

### **SCOPE OF SERVICES**

The Talley Way Bridge was constructed in the early 1960's and crosses the Coweeman River near its confluence with the Cowlitz River. The Washington State Department of Transportation Bridge Preservation Dive Team conducted an onsite evaluation of this bridge on September 19, 2012. During the underwater inspection a new scour condition at Pier 2 was observed and documented. The Underwater Inspection Report recommended that a scour evaluation and repair be done to protect the bridge. This purpose of this scope is to define the work necessary to achieve the primary goal of extending the life of the existing bridge until it can be replaced.

### **Project Goals**

The scope of work will include the following:

- Hydraulic scour analysis to identify any work necessary to correct the current condition
- Design and construction documentation for proposed remediation
- Identification, preparation and submittal of required permits

### **Project Assumptions**

- Scour remediation will be developed based on the documentation in the September 19, 2012 Underwater Inspection Report and on the results of the river hydraulics analysis.

### **TASK 1: Project Administration**

#### **1.1 Team Management**

The Consultant shall be responsible for on-going management of the consultant team for this project in accordance with the provisions of the Agreement. On-going management will include seeing the work completed on time and within the Agreement budget.

- The Consultant shall be responsible for coordinating the activities of the Subconsultants as necessary to complete the Elements of the Agreement. This coordination will include preparing subconsultant agreements, reviewing their work products, obtaining monthly progress reports and invoices, timely input for meetings, incorporating work into project deliverables and obtaining answers to issues raised by the City.
- Provide a monthly status/progress report with monthly invoices to the City that will describe work performed by the Consultant Team members during the current reporting period.
- Maintain regular contact with the City Project Manager and maintain regular coordination with City staff for this project in accordance with the provisions of the Agreement. Regular coordination with the City will include keeping the City staff informed of all aspects of the project. This communication will be accomplished by meetings held at the City's offices and through e-mails and telephone calls.

**Deliverables:**

- Subconsultant Agreements
- Monthly Status/Progress Reports and Monthly Invoices

## **1.2 Project Coordination/Progress Meetings**

The Consultant shall meet with the City only as needed for decision points during the project to review the overall project status, schedule, budget and outstanding issues. These meetings may be in the Consultant's offices or through telephone conference calls. For purposes of estimating time required for this sub element, it is assumed that six (6) meetings will be held during the project and will include preparation time (total of 6 hours per meeting). It is also assumed that three (3) of these meeting will be held at the Consultants Office and the other three meetings will be conducted via telephone conference calls.

**Deliverables:**

- Meeting Minutes/Notes

## **TASK 2: Survey**

### **2.1 Field Survey**

Under this task, the Consultant through its subconsultant will provide field survey for development of Coweeman River channel cross sections for use in the river hydraulic study.

- Collect river cross sections on the Coweeman River from edge of water to edge of water at locations identified as Section A, B, and C, on FEMA Flood Map, Panel 4 of 5, Panel Number 5300330004D, Map Revision Date: December 20, 2001. Collect one additional cross section along the upstream and downstream face of the bridge. A total of five (5) cross sections will be completed.
- Provide AutoCAD 2014 or earlier version, electronic drawing file of cross sections at locations listed above.
- Data will be provided on Washington State Plane Coordinates, South Zone, NAD83/91 and vertical datum NAVD88.

**Deliverables:**

- Coweeman River Channel Cross Sections.

**TASK 3: Hydrologic Study**

The Consultant through its subconsultant will perform a hydrologic study of the stream to provide information for design and COE permitting which will include:

**3.1 Data Collection**

The Consultant will collect data to provide the foundation for the analysis and modeling to include:

- FEMA Flood Insurance Study and electronic model if they can be located.
- Survey data that reflects the current channel geometry in the project area.
- As-built bridge plans for the Talley Way Bridge.
- USGS topographic quadrangle maps for the drainage basin discharging at the project location.
- Nearby gauge flow data for the Coweeman River, if available.

**3.2 Hydrologic Analysis & Modeling**

The Consultant will use the collected data to analyze the stream flows and impacts to the bridge to include:

- Determine design channel flows for the Coweeman River. For existing and proposed develop sub-basins, evaluate runoff coefficients, tabulate data, calculate time of concentration, and determine flow rates. For stream determine design flow rates.
- Build Hydraulic Model: download survey, define stream reach, create cross sections (stream station, roughness, levees, bank stations, ineffective flow areas), define existing bridge, flow data, set up different plan runs.
- Calibrate model & analyze existing structure, refine model input variables until water surface profiles reflect the calibration data, analyze existing bridge for baseline hydraulics.
- Analyze scour impacts for bridge and design countermeasures, evaluate hydraulic impacts of design countermeasures.

### 3.3 Hydraulics Report

The Consultant will develop a report on the stream impacts to include:

- Hydraulics report to conform with the Washington State Department of Ecology *Western Washington Storm Water Manual* with assumptions, calculations, results of analyses, and supporting data.
- Coordinate design with other disciplines.

#### ***Assumptions:***

- *Bridge hydraulics will be analyzed using HEC-RAS v. 4.0 or later (1D model). The model will be constructed using survey data which will be supplemented with data from 7.5-min quadrangle maps if required, and data from existing FEMA model and study if located.*

#### **Deliverables:**

- Bridge Hydraulic Report.

## **TASK 4: Preliminary (30%) Design**

### **4.1 Preliminary Design**

Under this task, the Consultant will prepare the preliminary (30%) conceptual plans for scour remediation.

#### **Deliverables:**

- PDF prints of the conceptual plans and details.

## **TASK 5: Environmental Analysis and Documentation**

The Consultant, through its Subconsultant, will provide environmental documentation and permitting for the bridge scour remediation. The identified subtasks are: wetland delineation, SEPA checklist, JARPA application, Shoreline Development Application, Biological Evaluation/Assessment, Section 404/401 and HPA Applications, and if required, Archeology and Section 106 review, and follow-up coordination.

### **5.1 Wetland Delineation and Ordinary High Water Mark Determination**

The Consultant, through its Subconsultant, will conduct wetland delineation and OHWM determination and prepare associated report.

#### **Deliverables:**

- Critical Areas Report – City of Kelso jurisdiction

### **5.2 Prepare SEPA Environmental Checklist and JARPA Form**

- Complete State Environmental Policy Act (SEPA) checklist for lead agency (City of Kelso) review and public comment
- Complete Joint Aquatic Resources Permit Application (JARPA) for Hydraulic Project Approval, Section 404 Review, and 401 Water Quality Certification
- Consult with the Corps of Engineers to determine if they have jurisdiction (Section 404 review)

#### **Deliverables:**

- SEPA Checklist – City of Kelso jurisdiction
- JARPA Permit application

### 5.3 Shoreline Application

Complete Shoreline Development Application – City of Kelso jurisdiction

#### **Deliverables:**

- Shoreline Development Application

### 5.4 Biological Evaluation/Assessment

- Gather listed species information for potential area of impact
- Determine if a BE or BA is applicable
- Draft BE or BA document
- Prepare final BE or BA document
- Coordination with USACE, USFWS and NMFS

#### **Deliverables:**

- BE or BA document

### 5.5 Section 404/401 and HPA Applications

- Complete Joint Aquatic Resources Permit Application (JARPA) for Hydraulic Project Approval, Section 404 Review, and 401 Water Quality Certification (completed in Task 2)
- Consult with the Corps of Engineers to determine if they have jurisdiction(Section 404 and Section 10 review)

#### **Deliverables:**

- Aquatic Habitat Mitigation Plan
- JARPA Permit application

## 5.6 Section 106 Cultural Resource Assessment (Completed by Project Archaeologist if required)

- Provide cultural resources survey
- Update project GIS database, field data, and project area digital photographs.
- Update context, identification of historic features, and archaeological sensitivity map from Preservation Plan.
- Conduct field work to assess condition of existing trees and plantings, irrigation systems, pedestrian circulation paths and other park amenities.
- Develop survey findings, discussion of potential impacts and recommendations.
- Prepare online historic property inventory forms.
- Provide no adverse effect to historic properties.

### Deliverables:

- Cultural Resource Survey report (by Project Archaeologist)

## TASK 6: 90% Design and Final PS&E

### 6.1 Final Design

The Consultant shall prepare final CADD plan sheet details, develop Special Provisions and develop Opinion of Probable Construction Costs in support of 90% and 100% PS&E submittals.

- Update the 30% plans to develop, 90% and final plans
- Coordinate with the City for review of the 90% plans
- Perform quantity takeoffs for the final opinion of probable construction costs at the 90% stage, and revise following City review for final PS&E using bid items.
- Review the WSDOT Standard Construction Specifications and prepare Special Provisions for items not included or that are changed from the standard specifications.

**Deliverables:**

- PDF Set of 90% Project Plans, Specifications and Opinion of Probable Construction Costs
- PDF Set of Final 100% Project Plans, Specifications and Opinion of Probable Construction Costs for the structures in Word
- Final 100% Project Plans in DWG format
- Camera-ready Final Project Plans with Engineer's stamp

**Project Name:** Talley Way Bridge Scour  
**Client:** City of Kelso, WA  
**Project #:** 8492  
**Phase Name:**

Budget Details					
Internal Expenses					
Tasks	Classification	Hourly Rate	No Hours	Bill Cost	Total Cost
1.1 Admin	Project Manager	\$188.00	24.0	\$4,512.00	
1.2 Meetings	Project Manager	\$188.00	36.0	\$6,768.00	
1.2 Coord	Project Manager	\$188.00	48.0	\$9,024.00	
3.1 Hydr Data	Eng II	\$110.00	16.0	\$1,760.00	
3.2 Hydr Anal	Eng II	\$110.00	128.0	\$14,080.00	
3.3 Hydr Rpt	Eng II	\$110.00	16.0	\$1,760.00	
4.1 Pre. Design	Lead Str Eng/Mgr	\$188.00	14.0	\$2,632.00	
4.1 CAD	CAD	\$95.00	32.0	\$3,040.00	
4.1 Check	Eng III	\$125.00	8.0	\$1,000.00	
6.1 Final Design	Lead Str Eng/Mgr	\$188.00	25.0	\$4,700.00	
6.1 CAD	CAD	\$95.00	64.0	\$6,080.00	
6.1 Check	Eng III	\$125.00	16.0	\$2,000.00	
			427.0		
					\$57,356.00
<b>Other Internal Expenses</b>				<b>Cost</b>	
Mileage				\$282.00	
Copies				\$100.00	
Postage & Shipping				\$0.00	
Miscellaneous				\$0.00	
<b>Total Internal Expenses</b>					\$382.00 \$57,738.00
External Expenses					
<b>Sub Consulting Costs</b>				<b>Cost</b>	
(Task 2 Survey)	Gibbs & Olson			\$3,000.00	
(Task 5 Environ.)	Ecological Land Services (ELS)			\$25,500.00	
<b>Capital Expenditures</b>					\$28,500.00
<b>Total External Expenses</b>					\$28,500.00
<b>Total Budget Consultant Services</b>					\$86,238.00

**Owners Management Reserve** \$16,144.00

**Total Project Development Budget** \$102,382.00

# **AGENDA SUMMARY SHEET**

## **Business of the City Council City of Kelso, Washington**

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**SUBJECT TITLE:** Kelso 2014 Budget  
Goals and Action Plan Workshop

**Agenda Item:** \_\_\_\_\_

**Dept. of Origin:** \_\_\_\_\_ City Manager \_\_\_\_\_

**For Agenda of:** \_\_\_\_\_ January 21, 2014

**Originator:** Steve Taylor \_\_\_\_\_

**PRESENTED BY:**

Steve Taylor

**City Attorney:** Janean Parker

**City Manager:** Steve Taylor

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**Agenda Item Attachments:**

Kelso 2014 Budget Goals and Action Plan Memorandum  
2014 Budget Goals & Actions Plan  
2014 City Council Retreat Summary  
SWOT Analysis

**SUMMARY STATEMENT:**

Please see attached memo.

**RECOMMENDED ACTION:**

Achieve consensus on goals and actions following discussion.



**Administration Department**  
Steve Taylor, City Manager



203 S. Pacific Avenue, PO Box 819 Kelso, WA 98626

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**MEMORANDUM**

**TO:** City Councilmembers

**FROM:** Steve Taylor, City Manager

**DATE:** January 21, 2014

**RE:** **Kelso 2014 Budget Goals and Action Plan Discussion**

Last May, the Council and department heads participated in a retreat facilitated by Gregg Dohrn where pending issues, community strengths and challenges, and future opportunities were discussed. Additionally, goals and actions for the 2013-2014 budget cycle were reviewed and approved, and staff has crafted its work plan to achieve or make considerable progress toward through the remainder of the cycle. Staff is currently refining the 2014 work plan, and a Council workshop has been called for January 21<sup>st</sup> to review the priorities and provide additional input on the actions necessary to achieve the identified goals.

Included below are the strategic priorities identified by staff and management's discussion of the priorities that informed the development of the goals contained within the draft 2014 Goals and Action Plan. Attached to this memo are the minutes from the May retreat where short, medium, and long-term priorities were identified and discussed. Staff has sought to include and address all of the short-term priority themes within the Goals and Action Plan. Also attached are the summarized SWOT (Strengths, Weaknesses, Opportunities, & Threats) analyses provided by Council and staff for the retreat.

The workshop will be an opportunity to identify and discuss additional work plan items and set priorities given the limited time, staff and financial resources available to accomplish initiatives that are in addition to day-to-day operations. As an outcome of the workshop, staff is seeking approval of the 2014 Goals and Actions Statement as it may be revised in order to be incorporated into departmental work plans.

## **Summary of Department Head Strategic Priorities**

*(from May 3, 2013 retreat)*

- Empowering and mentoring staff to achieve the City's long-range goals. Enhance cross-training and increase staffing flexibility to provide tools that increase productivity.
- Adequate staffing to provide expected levels of service and maintenance of City assets.
- Reduction of crime and/or the fear of crime in the community.
- Analyze and consider ramifications of increased loss of state-shared revenue and new potential unfunded mandates from the State.
- Review the potential exposure of abusive public records requests.
- Consider impacts of losing a major tax revenue generator. How can the City encourage greater economic diversity and discourage the loss of business.
- Plan for future public facility needs (Library, Community Center, Park Development)
- Provide a streamlined, applicant-friendly development process with clear, consistent rules and reasonable fee-structure based on cost-recovery.
- Encourage new development through zoning and land use regulations consistent with the needs of the market.
- Develop capital facility plans with funding and regulatory roadmaps that clearly delineate priority projects.
- Establish and fund an effective street maintenance & preservation program.
- Enhance the City's image and beautify both public and private spaces.
- Strengthen and ensure the solvency of the City's public utilities.

## **Management's Discussion of Strategic Priorities**

*(from May 3, 2013 retreat)*

**Financial Forecasting** – taking inventory of revenue and operating expenditure trends. Dealing with the policy issues surrounding tomorrow's deficits today.

**Service Consolidation** – Are there additional public services currently provided by City where partnering with the County, Longview, or smaller cities makes sense?

**Major Infrastructure Projects** – (Minor Road Reservoir, S. Kelso RR crossing) how will they be financed? How can we employ an effective legislative effort?

**Future Growth** – What avenues should we pursue? What do we want to look like? What constraints do we have? What are we best positioned for? (New subdivisions, Redevelopment, Regional Commercial Hub, Annexation)

**Investment in Technology** – enhance online presence; increase productivity in service delivery and customer interface with technology

**Priority Areas of Investment** – Public safety, infrastructure maintenance, parks/recreation

## **2014 Budget Goals & Actions Plan**

***Goal: Well-maintained, reliable public infrastructure systems that encourage economic growth and enhance community quality.***

- Action: Complete current phase of West Main Realignment Project.
- Action: Complete Water-Sewer-Drainage utility rate study.
- Action: Administer first full Transportation Benefit District funding cycle and deploy new resources in the most optimum fashion.
- Action: Enhance maintenance staffing levels in Public Works Department.
- Action: Evaluate legislative advocacy service options to assist in securing state and federal resources for critical infrastructure and community improvements.

***Goal: Community renewal and economic growth that provides sustainable resources for public services and facilities.***

- Action: Draft, review, and adopt updated Comprehensive Plan and commence update to the City's Development Code.
- Action: Adopt Shoreline Master Plan Update.
- Action: Manage implementation of the South Kelso Revitalization Strategies through resources provided by the Americorps Vista program.
- Action: Explore and implement improvements to the City's nuisance and graffiti abatement effort.
- Action: Identify planning opportunities and inventory of funding resources for community revitalization in priority areas of Kelso (West Main, Town Center, South Kelso).

***Goal: Consistent, effective delivery of Kelso city services that meets or exceeds standards of professionalism and accountability.***

- Action: Present 5-6 year Financial Forecast and draft corresponding department business plans.
- Action: Completion of City Master Fee Schedule with updated fees established to recover the cost of the services provided.
- Action: Enhance customer service delivery through technology investments in utility billing, business licensing, permitting, and public information.
- Action: Evaluate feasibility of public safety service enhancements (Traffic unit; community policing; targeted enforcement).
- Action: Negotiate franchise agreements with Public Utility District and Comcast Cable.

***Goal: Be recognized for proactive and visionary regional leadership.***

- Action: Continue regional outreach and participation to enhance partnership opportunities with public and private sector organizations.
- Action: Review city charter and evaluate potential amendments to be brought forward for voter consideration.
- Action: Facilitate expanded partnership with the SW Regional Airport in the provision of operational and administrative support.

**City of Kelso, Washington**  
**City Council Retreat Summary**  
**May 3, 2013**

On Friday May 3, 2013 the Kelso City Council and the City Management Team participated in a retreat to identify and discuss City Council priorities. A copy of the agenda for the retreat is attached. The retreat was facilitated by Gregg Dohrn, the City's planning consultant and he prepared this written summary of the outcomes. The participants included:

Mayor David Futcher;  
Councilmember Gary Archer;  
Councilmember Gary Schimmel;  
Councilmember Todd McDaniel;  
Councilmember Kim Lefebvre;  
Councilmember Dan Myers;  
Councilmember Rick Roberson;  
Steve Taylor, City Manager;  
Nancy Malone, Planning Manager;  
Mike Kardas, Director of Community Development;  
David Sypher, Director of Public Works;  
Brian Butterfield, Finance Director;  
Andrew Hamilton, Police Chief;  
Cindy Donaldson, Librarian; and  
Gregg Dohrn, G. R. Dohrn and Associates.

During the morning session the focus of the proceedings was on the identification of potential priorities. This included a report by the City Manager (see attached), brief reports by City Department Directors, as well as a review of the SWOT analysis results prepared by the City Council and City Staff (see attached). During the afternoon session the City Council identified short term priorities to be accomplished during the remainder of the current biennial budget over the next 12-18 months, medium term priorities over the next five years, and long term priorities for the next 5-10 years. The following is a brief summary of the outcome of this discussion. As the participants review this summary, please do not hesitate to contact Steve Taylor if there are revisions that need to be made to more accurately reflect the outcomes of the discussions.

Short Term Priorities

The following were identified as priorities of the City Council to be accomplished during the remainder of the biennial budget over the next 12-18 months. The following are intended to complement the list of City management priorities handed out by the City Manager (see attached). The City Council agreed in adding the following items to the short term priority list that it is with the understanding that the following can be accomplished within existing budget authority. If not, the City Manager will notify the City Council of the resources required to complete these short term priorities and if sufficient resources aren't allocated, then the items will be moved to the medium range priority list and are subject to future budget allocations.

Please note that the following items have been numbered for ease of reference and that the numbers do not convey a relative sense of priority.

1. Proactively market the community and encourage new businesses to locate in Kelso. This can be accomplished through such actions as opening and supporting the new visitor's information center.
2. Work closely with West Kelso businesses especially during the construction of Phase 1 of the W Main Street alignment project.
3. Look for opportunities to increase City revenues without raising rates.
4. Update the City Development Regulations to further streamline the development process.
5. Look for further opportunities to utilize new technologies and equipment to provide services more efficiently or cost effectively. This may include the preparation or updating of a City Technology Plan.
6. Review the Six Year Capital Improvement Plan to make sure that it is complete, and that it identifies not only the cost of priority projects but also the source of funding to pay for them. In addition, it is a priority that the Capital Improvement Plan be formatted so that it is a resource for the public and is readily available within the community.
7. The City Manager is authorized to fill the funded but vacant sewer/water position and the police department position provided that the timing and process for filling the positions shall be determined by the City Manager in consultation with the appropriate Department Directors.
8. Support the successful implementation of the Transportation Benefit District.
9. Prepare and implement strategies to effectively utilize volunteers and community service organizations to improve the appearance of the city.
10. Research potential strategies for improving the effectiveness of code enforcement including such measures as requiring the owners of rental properties to get a business license for each property.
11. Initiate and complete a process to update the City Comprehensive Plan.
12. Continue to develop and implement the City's Legislative Strategy with a particular emphasis on securing funding for priority City projects and gaining relief from unfunded state mandates.

13. Actively support growth and development at Exit 36 off of I-5.
14. Update the City Parks Plan.
15. Implement the S. Kelso Neighborhood Plan.

#### Medium Term Priorities

The following were identified as priorities to be accomplished over the next 2-5 years with the understanding that additional resources may need to be allocated through ensuing budget cycles. Once again the numbering is for reference purposes only and does not convey a relative sense of priorities.

1. Look for opportunities to increase City revenues without raising rates. It was noted that relying on increases in sales tax revenues may not be sufficient to keep up with inflation and as a result strategies such as raising the 1% limitation on property tax increases or other measures to increase property tax revenues may be required.
2. Develop a comprehensive street and sidewalk improvement strategy that may be implemented through such measures as issuing road improvement bonds to be repaid with future tax revenues and/or encouraging local improvement districts.
3. Promote the redevelopment of West Kelso north of the bridge. This may include changes to the Future Land Use Map and/or Zoning Map.
4. Explore the feasibility of designating selected streets as one way streets in order to improve safety and emergency vehicle access.
5. Develop a contingency plan for the library if it needs to move from the mall.
6. Explore the feasibility of establishing and maintaining neighborhood associations in the City. The Highlands Neighborhood in Longview may be a model to consider.
7. Develop and implement a plan to promote way finding and to improve the appearance of gateways into the City.
8. Review and update the Capital Facilities Plan to make sure that priority projects have been included and that sources of funding identified. This may include, but is not limited to the following projects;
  - a. Talley Way Bridge;
  - b. South Kelso Railroad Crossing;

- c. Miner Road Reservoir Replacement; and
  - d. Phase 2 of the West Main Street Realignment Project. It was further noted that it may be appropriate to develop an implementation strategy that includes an examination of land uses, zoning, and the potential for encouraging new development activities consistent with a high-traffic corridor.
9. Preserve the investment in City Parks by developing partnerships and funding strategies to stop the deferral of maintenance and to make required repairs and improvements.

### Long Term Priorities

The following were identified as priorities to be accomplished over the next 5-10 years or more with the understanding that additional resources may need to be allocated through ensuing budget cycles. As previously stated, the numbering is for reference purposes only and does not convey a relative sense of priorities.

1. Look for opportunities to increase City revenues.
2. Develop a strategy to take advantage of the proposal to develop a high speed rail corridor between Seattle and Kelso. This may include actions to promote Kelso as a residential option for rail commuters as well as transit oriented development in the downtown.
3. Explore opportunities to increase the percentage of home ownership in the City.
4. Maintain a contingency plan for the location of the library if the need arises and to prepare a strategy to secure a permanent home for the library.
5. Develop a strategy to improve access to the River Trail. This may include the identification of physical, legal, and financial barriers.
6. Develop policies to phase out private wells and septic systems in the City.
7. Develop a joint strategy with the County to address the unincorporated pockets in South Kelso.
8. Develop strategies for increasing pride, commitment, and civic investment in the City and the long term redevelopment of neighborhoods.
9. Update the Water System Plan to include strategies for securing adequate supplies of water to meet a wider range of future growth and development assumptions.

10. Improve recreational use of the Cowlitz River.

The retreat concluded with a discussion of the effectiveness of City Council meetings. It was noted that the recent acquisition of digital tablets to implement paperless Council packets is a definite improvement although the Council would like continued training and support in how to most effectively use the equipment. The Council also noted that they appreciate written reports from Department Directors as opposed to verbal reports in City Council meetings. The Mayor's summarization of agenda items is also greatly appreciated and the City Council noted that they are pleased with the hard work and accomplishments of the City Manager to date. The meeting was adjourned promptly at 4 pm.

**Kelso Community 15-minute SWOT Analysis  
(Strengths, Weaknesses, Opportunities, Threats)**

**Strengths:**

*(What does Kelso have going for it?)*

- 1 Access to I-5
- 2 Proximity to outdoor recreation
- 3 Community pride
- 4 River assets
- 5 Parks
- 6 Downtown businesses/assets
- 7 Rail assets & Depot
- 8 Airport
- 9 Dedicated employees

**Weaknesses:**

*(Where does Kelso struggle?)*

- 1 Crime/Drugs
- 2 Low-income community
- 3 Low homeownership
- 4 Community Presence/Image/Promotion
- 5 Stagnant job market
- 6 Maintaining streets/roads
- 7 Keeping up with costs of providing services
- 8 Lack of industrial base

**Opportunities:**

*(What could Kelso do, become, or take advantage of?)*

- 1 Kelso Village/Kelso Wye development
- 2 New Light Industrial development/Airport
- 3 Be the regional hub for retail/commercial
- 4 Improve development code; Streamline permitting process
- 5 Expand passenger rail traffic/development
- 6 Facilitate renewal of 3 Rivers Mall
- 7 Create new community attractions
- 8 Better promote community assets
- 9 Embrace Scottish history

**Threats:**

*What can derail Kelso's efforts to achieve?*

- 1 Economic stagnation
- 2 Lack of job opportunities
- 3 Community resistance to change
- 4 Public service costs outpace available revenues
- 5 Regulatory burdens stifling business
- 6 Crime rising out of control
- 7 Loss of mall
- 8 West Main realignment

*Council Response Summary*

**Kelso Community 15-minute SWOT Analysis  
(Strengths, Weaknesses, Opportunities, Threats)**

**Strengths:**

*(What does Kelso have going for it?)*

- 1 Access to I-5
- 2 Proximity to outdoor recreation
- 3 Community pride
- 4 River assets
- 5 Parks
- 6 Affordable Housing opportunities
- 7 Rail assets & Depot
- 8 Leadership focused on economic growth
- 9 Dedicated employees

**Weaknesses:**

*(Where does Kelso struggle?)*

- 1 Crime/Drugs
- 2 Low-income community
- 3 Low homeownership/housing choices
- 4 Lack of community vision/initiative
- 5 No population growth
- 6 Maintaining public services - lack of funds
- 7 Aging infrastructure--struggle to maintain
- 8 Abandoned buildings/storefronts
- 9 Sustainable job base/job opportunities

**Opportunities:**

*(What could Kelso do, become, or take advantage of?)*

- 1 Kelso Village/Kelso Wye development
- 2 Revitalize downtown/W. Main
- 3 Leverage assets to take advantage of regional growth
- 4 Promote business development
- 5 Enhance river access & promote development of river where able
- 6 Expand sports/parks attractions
- 7 Enhance passenger rail/depot opportunities
- 8 Neighborhood redevelopment
- 9 Renew community engagement efforts

**Threats:**

*What can derail Kelso's efforts to achieve?*

- 1 Lack of community support for growth initiatives
- 2 Stagnant economy
- 3 Having no vision or planning efforts to reach the vision
- 4 Community/Leadership inaction
- 5 Declining tax base
- 6 Low attainment of college degrees
- 7 Loss of long-term residents/population
- 8 Rising crime or the fear of crime
- 9 Regulations that stifle business

*Staff Response Summary*